



OUTFRONT



2013-2014

Annual Budget



Adopted

1762

City of
Fayetteville
North Carolina

City of Fayetteville North Carolina

2013-2014 Annual Budget ADOPTED

Mayor:

Anthony G. Chavonne

City Council:

James William Arp, Jr., Mayor Pro Tem
District 9

Keith A. Bates, Sr.
District 1

Kady-Ann Davy
District 2

Robert A. Massey, Jr.
District 3

D.J. Haire
District 4



Robert Thomas Hurst, Jr.
District 5

William Joseph Leon Crisp
District 6

Valencia A. Applewhite
District 7

Wade R. Fowler, Jr.
District 8

City Manager:

Theodore L. Voorhees

Deputy City Managers:

Kristoff T. Bauer, Rochelle Small-Toney

Assistant City Manager:

Dele Lowman Smith

Chief Financial Officer:

Lisa T. Smith

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May 7, 2013

Dear Mayor Chavonne and Members of the Fayetteville City Council:

In accordance with the requirements of the Local Government Budget and Fiscal Control Act, I am transmitting herewith the proposed budget for the fiscal year, beginning July 1, 2013 through June 30, 2014 for the City of Fayetteville. The proposed budget provides \$202,835,314 in total expenditures across all funds, with \$152,575,075 in General Fund expenditures. This spending plan represents a 5.2% increase in the General Fund over the FY2013 Adopted Budget. The tax rate to support the base budget is recommended to remain at 45.6 cents per \$100 of assessed valuation.

Revenues and expenditures budgeted by the City's water, wastewater and electric enterprise will be presented to you separately as recommended by the Fayetteville Public Works Commission.

As I started to develop this budget, an initial General Fund gap of \$8.7 million was identified. Working with all departments, we were able to narrow this gap to create the budget submitted for your consideration. Members of the City Council may recall that approximately \$3.4 million in General Fund "new initiatives" were presented in an early budget work session. Unfortunately, due largely to very minimal natural revenue growth, as well as the diversion of municipal revenues to other than General Fund purposes, I am unable to fund any of the departmentally developed new initiatives with three minor exceptions. The exceptions are the "unfreezing" of one stormwater inspector funded in the Stormwater Fund and the implementation of two minor transit route adjustments with offsetting savings.

It is somewhat disappointing to me that Fayetteville is fiscally constrained by a number of agreements that divert revenue to other entities such that I am not able to add any of the initiatives to the base budget. Nevertheless, current levels of service are adequately funded and a number of strategic goals will be achievable through the regular work of our departments. Furthermore, I believe the City Council will have the opportunity during the budget review process to consider city-wide priorities and weigh them against the priorities of the water, sewer and electric utility. The City Council could choose to alter the proposed budgets prior to adoption so as to fund some new initiatives.

POSTIVE CHANGE & ECONOMIC GROWTH

Numerous initiatives have taken place over the years to transform the City of Fayetteville into a thriving, dynamic and diverse community. Less than two years ago, the All-America City Award recognized our community success in this transformation. Even this year, a panel of the N.C. Chapter of the American Planning Association chose Hay Street as a “Great Main Street,” commenting that “after its transition from the epicenter of Fayetteville's 'red light district' in the 1970s to the pleasant tree-lined boulevard of today, Hay Street is the heart of Fayetteville.” In addition, just last month we learned that the City’s own North Carolina Veterans Park has been selected as one of the Public Works Projects of the Year for 2013 by the American Public Works Association (APWA).

On the development front, Nitta Gelatin announced an \$18 million expansion, call center industry leader Sykes established a presence and is constructing a new facility and Cross Creek Mall’s owners announced an added 46,000 square feet of retail and restaurant space, including a variety of new retailers not previously in our market. The formerly dilapidated hotel site across from N.C. Veterans Park is now to be developed as condominiums and town homes known as Park View Manor. Three projects with 878 apartments, stores and military contracting offices are under development adjacent to the All American Freeway and Santa Fe Drive. Furthermore, three apartment complexes in Carolina Commons: Dogwood Manor, Oak Run and Sycamore Park received a 2012 Housing North Carolina Award from the North Carolina Housing Finance Agency and were among seven recognized across the state for affordability, design, contribution to the community and sustainability.

Moreover, it’s not just improvements to the built environment that are being recognized in our community. The airline industry recognized our growth and potential increased economic activity by initiating daily non-stop air service to both Dulles and Reagan-National airports serving Washington, D.C. According to the U.S. Bureau of Economic Analysis, they were right, given the fact that per capita personal income in Cumberland County grew 5.5 percent last year to \$44,678. In fact, since 2001, per capita income has risen 75% in Cumberland County and income isn’t the only thing on the upswing. The graduation rate for Cumberland County schools hit perhaps an all-time high last year and test scores rose for the fifth straight year.

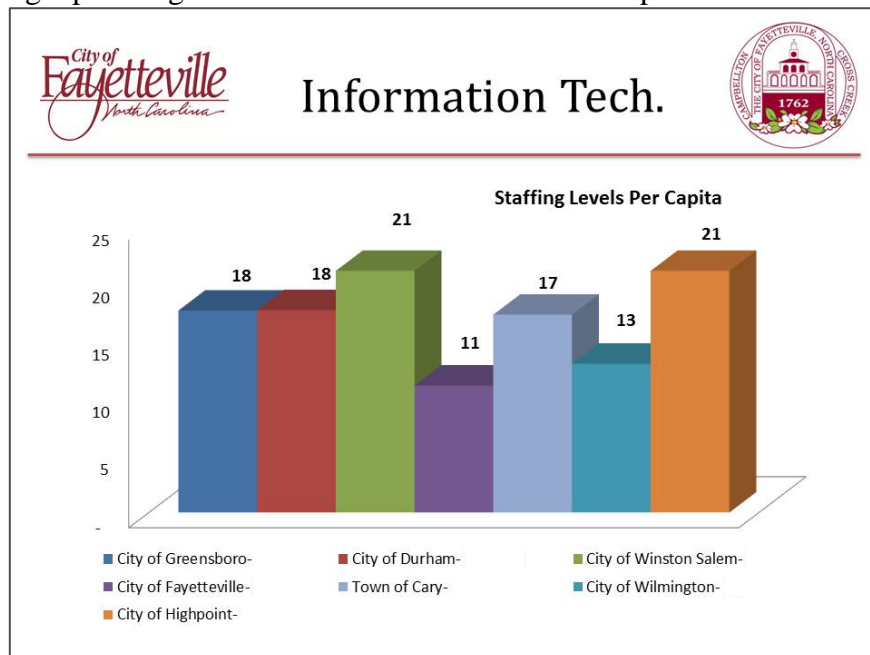
With award winning projects, an active development climate and positive indicators of our future, what are citizens saying about their city government? This question was answered through a survey of citizens conducted last fall that revealed 60% rated Fayetteville as an “excellent” or “good” place to live; 62% are “very satisfied” or “satisfied” with the quality of life in their neighborhood; and 60% are “very satisfied” or “satisfied” with overall quality of City services. While not as good as I’d like them to be, these numbers are a solid baseline from which to grow and improve. It is noteworthy that these numbers were consistent across the entire city, indicating that all areas of the community are well served and that citizens are fairly consistent in what they are thinking. Furthermore, I used the “Importance-Satisfaction Assessment Matrix” from the survey to guide a few of my budget decisions.

ORGANIZING FOR SUCCESS

Despite the many positives, my first few months revealed an organization that is significantly under-resourced when compared to its municipal peers. I have commented before that this is likely because of the City’s rapid growth in responsibilities without commensurate revenue growth to support additional urban services. While public safety and solid waste services have been adequately extended to all parts of the community, there are fundamental shortcomings in organizational capacity to provide planning and redevelopment services, to redevelop and build neighborhoods and to provide support to the organization in the areas of financial, budgetary, human resources and information technology services. Additionally, survey data supports even higher resource levels that should be focused on law enforcement, traffic safety and traffic flow and street maintenance efforts. However, tax revenues per capita continue to trail those of our peer cities. With lower tax rates, lower revenue per capita and significant “revenue diversions” for other purposes, Fayetteville will struggle to stay competitive with the largest cities in North Carolina in terms of municipal services and programs offered. While property tax rates may offer some competitive advantage over higher tax communities, it is generally noted that higher quality economic development seeks communities with a higher quality of life. This is most often tied to a combination of good municipal services, including public safety, parks and recreation, good schools and well-maintained public infrastructure. Seldom are property tax rates the deciding factor. Given our situation, staffing in many high-profile areas, such as public safety, is adequate to meet the demands of our community. Nevertheless, staffing is inadequate to do the job at a level that should be expected for a community of our size and many support functions that our municipal peers take for granted are minimally provided or aren’t provided at all.

How Do We Measure Up?

Council Members may recall some comparative staffing information that was presented at the February strategic planning retreat. Several of the charts are reprinted below:

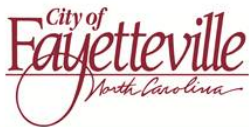
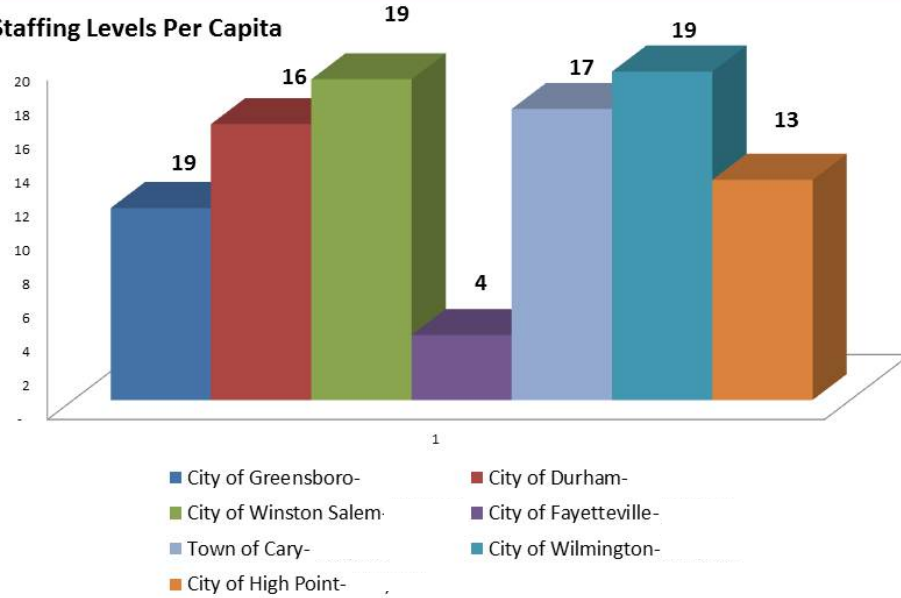




Planning/Land Use



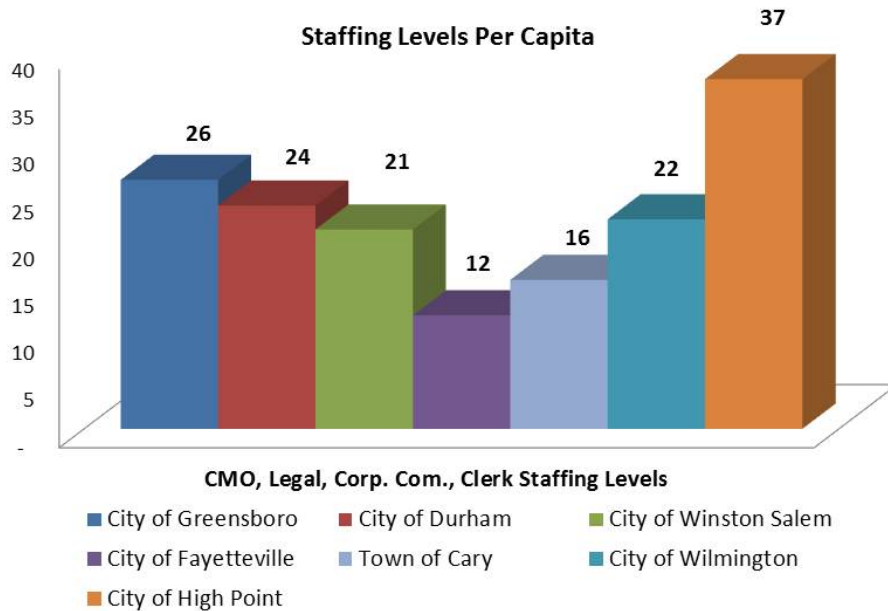
Staffing Levels Per Capita

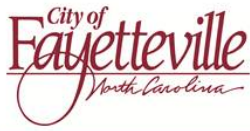


Administration

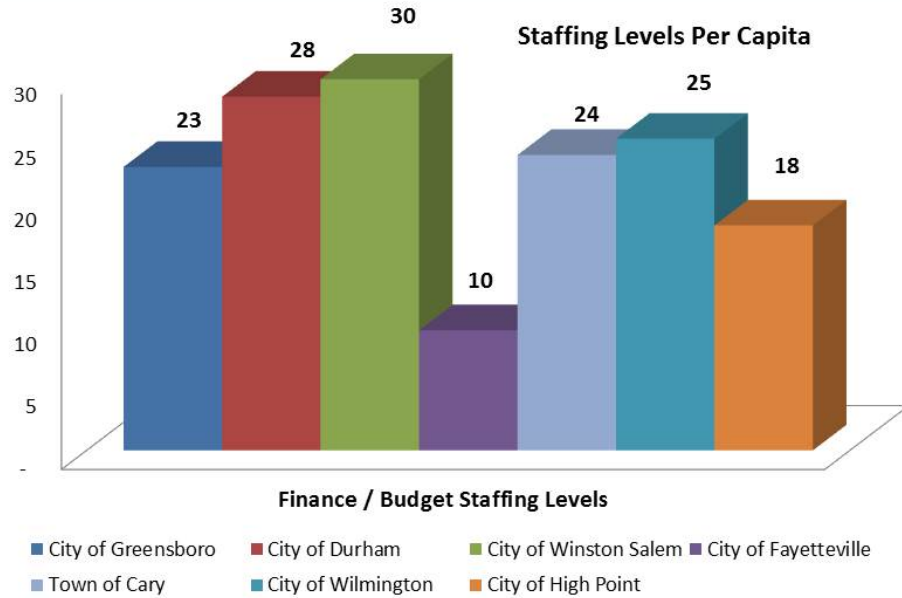


Staffing Levels Per Capita

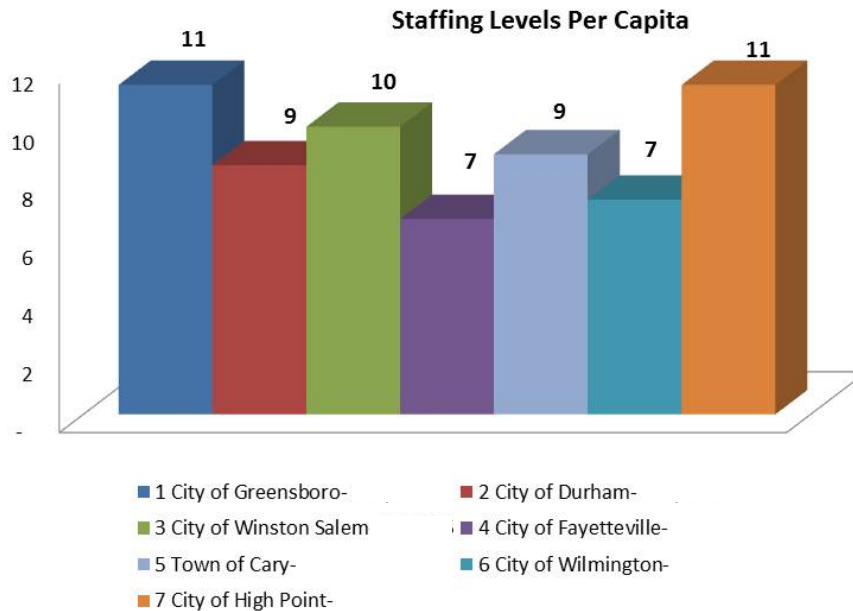


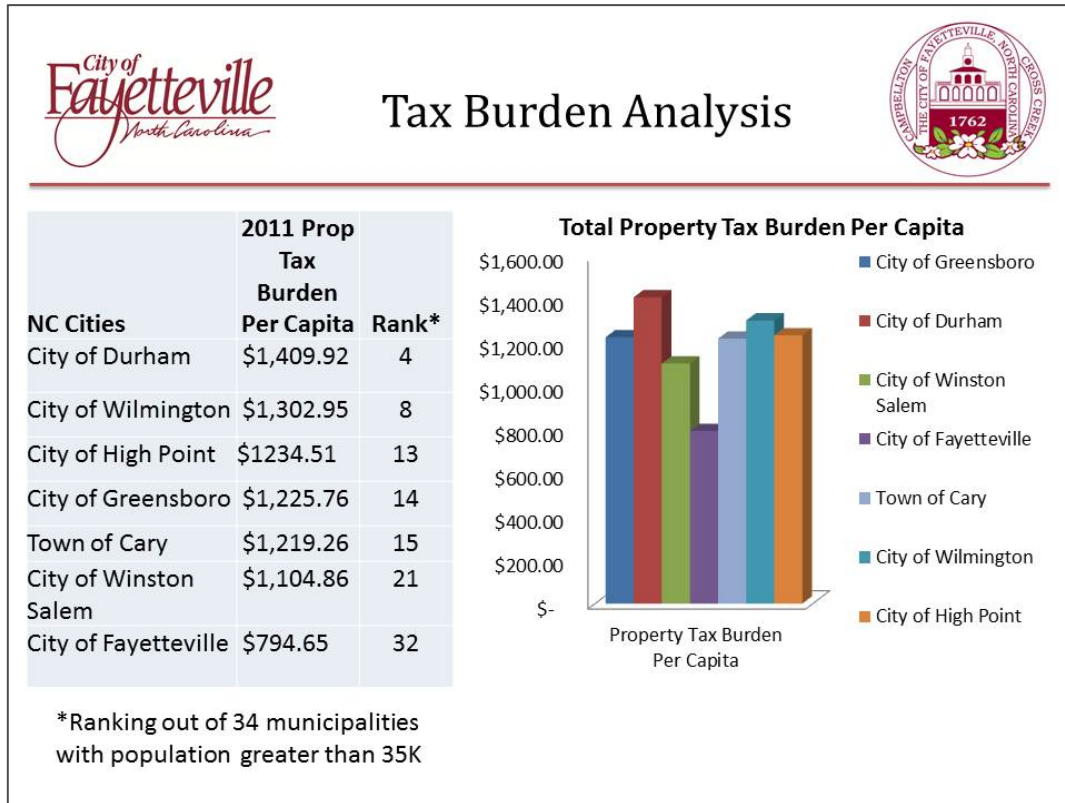


Finance



Human Resources





With a low tax burden, and fewer staff members to deliver services, clearly we have a lot of work to do if we are going to compete with our peer cities. Rather than make it a numbers game, I have decided to use the alignment of our organization itself to focus attention on key outcomes. When contemplating what choices we make to position Fayetteville for a successful future, our goal is to develop the City for long-term success and sustainability. We must take bold steps to improve infrastructure, find new ways to spur redevelopment, reinvigorate our aging commercial corridors and develop capacity for self-improvement in some of our challenged and de-populating neighborhoods. We must do this all while delivering consistent high-quality municipal services on a daily basis. These three areas of emphasis: internal practices, external investment and core municipal services have led us to reorganize our departments around three work portfolios – Community Investment, Operations and Support Services – with each portfolio being led by an executive in the City Manager’s Office.

Community Investment

This portfolio will leverage the combined strengths of planning for land-use, infrastructure, housing, economic and human development to reverse depopulation trends in declining neighborhoods, while implementing best practices for “placemaking” so that Fayetteville is a community of choice. Particular emphasis will be placed on building capacity for change, self-motivated empowerment and redevelopment of neighborhoods and corridors, as well as developing long-range land-use, transportation and economic development plans for Fayetteville’s future.

Operations

High quality, cost-effective and efficient services are hallmarks of a great community. Through data-driven decision making, implementation of new technology and empowering our workforce to creatively seek solutions and opportunities to improve, Fayetteville will be a leading city in providing excellent services that are highly valued by citizens.

Support Services

Behind every great service, program and initiative is a support staff that makes sure everything runs smoothly. But even more than that, support services help to leverage the best in strategic planning, performance measurement, technology and human resource systems. Optimizing this area of the organization will help us to make data driven decisions, will decrease risk and will optimize the effectiveness of our employees.

BUDGETING FOR SUCCESS

This budget was developed utilizing the budget development guidelines adopted by the City Council. The guidelines that were used to form the bases of the FY2014 budget are:

City of Fayetteville
FY 2014 Budget Development Guidelines
March 2013

Federal political gridlock has yielded a series of budgetary and fiscal uncertainties that impact the usual budget planning environment. The latest in the series is referred to as the “sequester,” which is an “across the board” reduction in federal spending of approximately \$45 billion. In our community, which is especially vulnerable to federal spending reductions on workforce payroll, the situation is being realized through scheduled furloughs and immediate reductions in the purchase of goods and services. Fayetteville will likely see a corresponding decrease in retail activity and a weakening in the land development sector. These impacts may not be readily apparent as the retail activity may be somewhat offset by the return of deployed soldiers. Likewise, land development activity has continued at a steady pace, much higher than most other communities, throughout the recent recession and is likely to continue, perhaps at a slower rate due to the major realignments created by the past round of BRAC decisions.

Budget reductions at the State level, including a variety of proposals to change or eliminate corporate and personal income taxes, further add to the uncertain budget planning environment. Fortunately, State leaders have pledged to minimize the impact of State budget shortfall on local governments and have largely delivered on that pledge over the most recent biennium. Despite the negative outlook, Fayetteville appears to be weathering the storm better than many communities.

The two largest sources of revenue to support General Fund operations are local property taxes and local sales taxes. Based on current economic trends, it appears that residential real estate and personal property tax growth

will remain very modest and sales tax revenue growth may be impacted by reductions in federal spending. As a result, increases in City spending will be limited in FY 2014 and must be targeted to high priorities. Accordingly, the City Council directs the City Manager to develop a budget for Fiscal Year 2014 that limits increases to what is needed to accommodate population growth and cost factors and clearly identifies funding requirements driven by State and/or federal mandates and the City's strategic initiatives.

The City Council recognizes the significant potential for resource optimization associated with the realignment and consolidation of the City and Public Works Commission's workforces in key administrative support functions. This issue has been under consideration for some time and is included in the FY 2013 Strategic Plans for both organizations. Seeking increased operational efficiency and coordination should be a priority for all City operations.

Competitive tax rates are a high priority. Accordingly, the City Manager should review the City's property tax rate in comparison to peer communities, prepare the FY 2014 budget based on the existing tax rate and evaluate where the City should focus resources consistent with the City Council's priorities. In order to balance the factors outlined above, the City Manager shall use the following Budget Development Guidelines in the preparation of the FY 2014 Proposed Budget.

REVENUES

- The base budget will be developed utilizing the existing property tax rate of \$.456 per \$100 of assessed valuation
- Develop options for the creation of a revolving financial resource dedicated to neighborhood and corridor revitalization
- Existing Municipal Service District tax rate in the downtown shall remain at \$.10 per \$100 of assessed valuation
- The Local Government Commission has established an 8% minimum available General Fund balance for all North Carolina municipalities. Council policy establishes a 10% minimum unassigned fund balance for Fayetteville. The budget shall be developed with an estimated unassigned General Fund balance of no less than 12% at the end of FY 2014
- Conduct a review and discussion of opportunities for non-tax revenue enhancements such as user fees, transit fares and similar charges for service. At a minimum, fee adjustments will be evaluated in the following areas:
 - Solid waste fees
 - Stormwater fees
 - Excavation permits
 - Asphalt degradation Fee
 - Hourly/daily parking rates and citation rates
 - Parks and recreation fees
 - Accident response fees
 - Plan review fees
- Non-recurring funds shall not be directed toward recurring uses

- In the event that the County Commission elects to change the sales tax distribution methodology to “ad valorem,” identify for the City Council the amount of increase to the property tax rate that would be necessary to maintain a “revenue neutral” position. [Note: This was not necessary since the Commissioners did not change the sales tax distribution methodology.]

EXPENDITURES

In order that expenditures may be balanced against forecasted modest revenue growth, the City Manager shall diligently pursue focused discussions with City departments regarding program and service priorities, reorganization and/or alternative service delivery models that provide the opportunity to address the performance and efficiency of City programs.

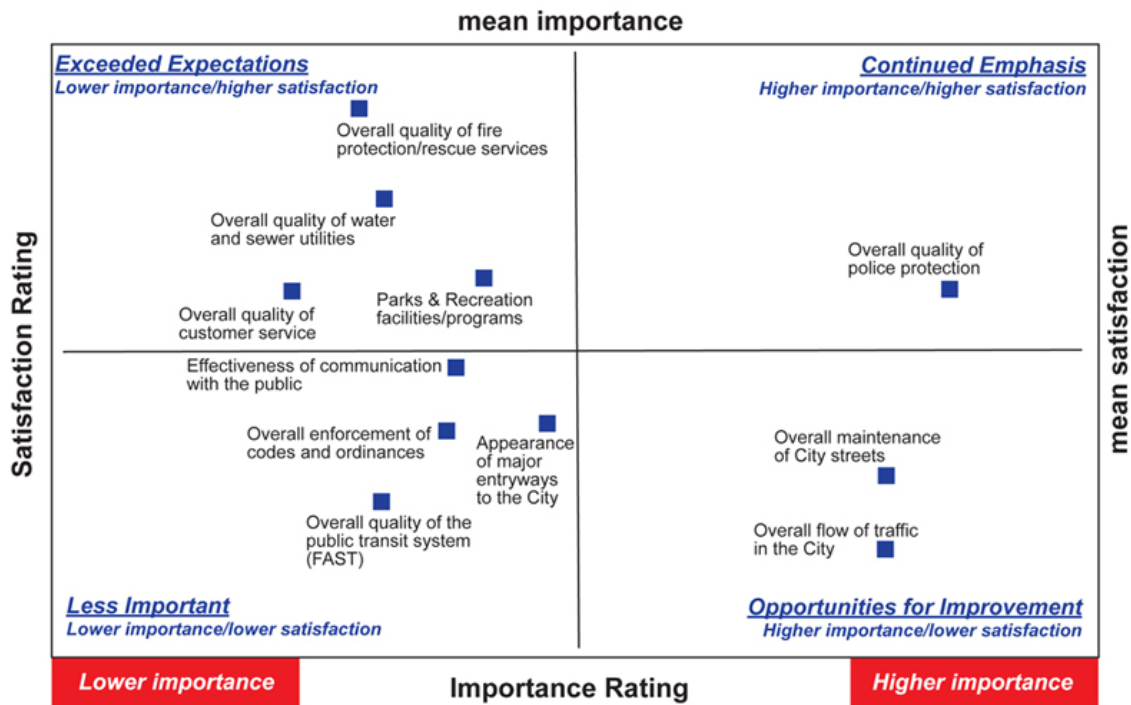
- Shared service delivery models should be considered to eliminate duplication of service and administrative overhead and improve efficiency
- Fully fund Police and Fire positions that are no longer supported by federal grants
- Employee pay and benefits are a substantial portion of the City’s overall cost of operations. The following compensation components will be evaluated with appropriate adjustments included in the proposed budget:
 - Continued implementation of the compensation study
 - Market adjustment of the police step plan
 - Maintain the City’s pay for performance program
 - Consider changes to post employee benefits for newly hired employees to reduce future liability accrual
 - Consider funding benefit changes recommended by the compensation study
- New positions shall only be funded for a partial year when warranted by the timing of the actual operational impact on the budget
- Dedicate, at a minimum, 5.65 cents of the City’s 45.6 cent property tax rate to the City’s capital funding plan
- Fund the Capital Improvement and Information Technology Plans as presented to Council during the strategic planning retreat
- Adoption of a goal for 85% of City streets to be rated at 85 or better. Work towards reducing our paving cycle thru increased funding, including identification of alternative revenue sources or funding models
- Develop a recommended parks facilities construction program and present associated funding options using new revenues
- Consider public safety enhancements that reflect City Council’s strategic interests and the results of the Citizen Survey. Where possible, recommend program enhancements within existing resources. Present associated funding options using new revenues in the event that existing resources are insufficient to meet program objectives.

In addition to the adopted guidelines, City Council’s Strategic Plan (which remains in draft form as of this writing) and the results of the Citizen Survey are additional primary drivers of the proposed budget. The draft Strategic Plan goals are contained in Section B of this document. The chart below gives insight into where City Council might gain the most satisfaction from citizens if emphasis was changed. Street maintenance and improving the flow of traffic are clear standouts for additional emphasis and I have made a limited effort to address this by adding a one-time \$1 million increase to the repaving budget. A sustained increase of funding would have more lasting impact and should be a goal of the City if additional ongoing revenues can be realized from either raising revenues or redirecting existing revenues from areas that are already satisfying citizen expectations. With respect to traffic flow, there is little the City can do when it comes to the bulk of traffic flow limitations on State-maintained roadways. We continue to work with our NCDOT partners to optimize signal timing and to recommend developer-funded improvements whenever new development warrants. We continue to lobby the State for accelerated and continued funding for I-295, which is critical to reducing congestion on major thoroughfares. Not shown as a funding initiative in FY14 will be an effort to explore re-implementation of a red light camera program if we can reach consensus with our Cumberland County partners on how the flow of funds can be accommodated to keep costs down, while respecting Constitutional restrictions on the use of fines and forfeitures for non-school purposes.

City of Fayetteville Resident Survey Importance-Satisfaction Assessment Matrix

Overall City Services

(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey.)



Source: ETC Institute (2013)

2013-2014 HIGHLIGHTS

Employee Compensation and Benefits: The City has increasingly struggled to attract and retain qualified employees, which is a critical aspect of providing excellent service to citizens. In FY2012, the Council authorized a Classification & Compensation Study and provided funding in FY2013 to implement a Phase I implementation of the study's recommendations. The proposed budget provides a combined \$2.9 million for implementation of Phase II and an opportunity for employees to earn a 2.5% merit increase for meeting performance standards. We continue to provide a competitive and cost-effective benefit package to employees and their families.

Public Safety continues to be a major focus area for providing a high level of service, responsibly. After all, when crime is in progress, or fire suppression or emergency management is needed, citizens have a high expectation that police officers and first responders will come to their assistance expeditiously. The budget provides for the reorganization of police resources under the direction of a new command structure that will provide geographic accountability across the entire City.

Capital Improvement and Information Technology Plans and Capital Outlay

Across all funds, the FY 2014 recommended budget provides \$23,923,265 for capital including:

- \$16,921,540 for Capital Improvement Plan Projects
- \$2,472,805 for Information Technology Plan Projects
- \$4,210,700 for Fleet Replacements
- \$318,220 for Other Capital

The Citizen Survey indicated that the highest priority is **road improvements** and \$1 million has been allocated to accelerate the resurfacing program. Our **community investment strategies** will continue with an added allocation of \$1 million to leverage and to acquire properties that are in decline or are impediments to redevelopment in neighborhoods and along corridors.

Corporate communication programming ensures that our messaging is delivered through appropriate media channels in an effort to keep citizens informed about what services and programs are available. In a recent survey, 24% of respondents reported that they relied on Community Access Channel 7 for City news and information and 10% said that it was its preferred source of information. Time Warner Cable will no longer operate a Public Access Channel, effective June 30, 2013, as the State of North Carolina has taken over franchise agreements with cable providers. Although the era of the Public Access Channel is coming to an end, it opens the door for a Government Access Channel: "*Fay-TV7, Your Link to City Government.*" We eagerly anticipate the FAY-TV7 start up next year.

SUMMARY

The proposed budget for FY 2014 is balanced and:

- Maintains the current tax rate of 45.6 cents per \$100 of assessed valuation
- Maintains the Downtown Municipal Services District current tax rate of 10 cents per \$100 of assessed valuation
- Aligns appropriations by portfolio (Support Services, Operations and Community Investment) to provide maximum flexibility in service delivery and accountability
- Proposes minor revenue enhancements in fees for stormwater and solid waste services
- Accommodates the Police Department's realignment and new organizational structure
- Transitions from Time-Warner Cable to the new FAY-TV7 government access channel to better communicate with our citizens
- Reassigns the Stormwater Fund the street sweeping program
- Transitions Environmental Services to an enterprise fund
- Implements two minor FAST route adjustments with offsetting savings
- Funds implementation of Phase II of the Classification and Compensation Study
- Provides for a modest 2.5% merit pay increase opportunity
- Funds the proposed Capital Improvement Program and Information Technology Plan
- Establishes a \$1 million revolving fund for corridor improvement initiatives
- Provides a \$1 million one-time boost to accelerate street resurfacing in response to feedback from citizens and City Council.



Vision for the Future

This proposed budget focuses on maintaining a solid base of core services, implementing the City Council's strategic goals, responding to community concerns and leveraging new revenues when possible. Many new initiatives were proposed by department directors to address City Council goals, to meet the needs of citizens or to improve departmental operations, but due to revenue limitations, remain unfunded. Unless and until new revenues are identified, or existing revenues are repurposed, new initiatives will remain elusive. I am hopeful that the City Council will have some success in reexamining established priorities as they relate to services and revenues associated with the City's utility and seek to realign these priorities with the interest of citizens.

On behalf of the City Manager's Office, 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, we would like to thank Chief Financial Officer Lisa Smith, Budget Manager Tracey Broyles and the Finance Department staff for their tireless efforts that resulted in the enclosed balanced budget. Finally, we would like to thank the City Council for providing clear expectations throughout the budget development process.

Respectfully submitted,



Theodore L. Voorhees
City Manager



Adjustments to Recommended Budget

The Fiscal Year 2013-2014 Recommended Budget was officially presented to City Council on May 7, 2013 and the budget document, along with the recommended budget for the funds managed by the City's Public Works Commission, was made available for public inspection at the office of the City Clerk and on the city website. Budget work sessions were conducted on April 10, May 6, 8, 15, 22 and 28, and June 3, 2013, and additional 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 June 10, 2013, as required by the Local Government Budget and Fiscal Control Act.

The budget ordinance that follows reflects the fiscal year 2013-2014 annual budget for the City of Fayetteville as adopted by City Council on June 24, 2013. The adopted annual budget, excluding the Electric, Water and Wastewater, and Fleet Maintenance funds managed by the City's Public Works Commission, totals \$200,999,830.

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

- removal of \$1 million each from one-time street resurfacing funding and the community investment initiative;
- elimination of a \$499,600 transfer to the Public Works Commission from electric franchise tax proceeds;
- reduction of \$492,854 from payments to PWC for purchasing and fleet maintenance services;
- addition of \$572,709 for a variety of General Fund new initiatives, including \$307,131 to provide vehicles to building inspectors, \$85,000 to add a Government Access Channel Coordinator, \$70,398 to add a Desktop Support Technician, and a total of \$110,180 for smaller initiatives including records scanning and storage, litter pick-up and study circle funding;
- reduction of \$127,311 due to the funding of 2% merit pay increases instead of 2.5%;
- increase of \$136,035 for General Fund support for Transit reflecting the net impact of \$145,082 of funding for new initiatives offset by a reduction of \$9,047 due to the merit pay decrease;
- increase of \$450,671 for General Fund support for Environmental Services, reflecting the impact of a \$599,105 revenue reduction due to the disapproval of the requested residential solid waste fee increase, offset by the noted expenditure reductions for fleet services and merit pay.

The adopted budget for General Fund revenues and other financing sources reflects the addition of \$85,000 in contributions from the Public Works Commission to share in the costs of operating the new government access channel, and a reduction in the planned fund balance appropriation of \$2,045,350.

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

- Airport Fund - Expenditures were reduced for fleet maintenance services (\$9,800) and employee merit increases (\$2,403) and increased for miscellaneous expenditures (\$12,203).

Adjustments to Recommended Budget

- Environmental Services Fund - Expenditures were reduced for fleet maintenance costs (\$141,200) and for employee merit increases (\$7,234), revenues from solid waste fees were reduced by \$599,105, and the transfer from the General Fund was increased by \$450,671.
- Stormwater Fund - Expenditures were reduced for fleet maintenances costs (\$38,800), employee merit increases (\$4,380) and miscellaneous expenditures (\$45,061), revenues were reduced by \$1,742,438 due to the disapproval of the requested stormwater fee increase, and the fund balance appropriation was increased by \$1,654,197.
- Transit Fund - Expenditures were reduced for employee merit increases (\$9,047) and increased by \$377,730 to fund four new initiatives (Strickland Bridge Road Route, Fort Bragg AM/PM Service, Transit Security Enhancements, and Intermittent Employee Pay Increases), revenues were increased by \$232,648 for fare and grant revenues associated with the new initiatives, and the General Fund transfer was increased by \$136,035.
- Risk Management Fund - Expenditures were reduced for fleet maintenance costs (\$6,400) and employee merit increases (\$742), and the appropriation from net assets was reduced by \$7,142.

2013-14 Budget Ordinance (2014-1)

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, 2013, and ending June 30, 2014, to meet the appropriations listed in Section 2.

Schedule A: General Fund

| | | |
|--|----|--------------------|
| Ad Valorem Taxes | \$ | 63,650,229 |
| Other Taxes | | 2,415,000 |
| Intergovernmental Revenues | | 57,137,581 |
| Functional Revenues | | 6,963,010 |
| Other Revenues | | 2,156,527 |
| Investment Earnings | | 305,500 |
| Interfund Transfers | | 12,385,913 |
| Loan Proceeds | | 2,150,637 |
| Fund Balance Appropriation | | 3,450,328 |
| Total Estimated General Fund Revenues | | 150,614,725 |

Schedule B: Parking Fund

| | | |
|--|--|----------------|
| Functional Revenues | | 313,973 |
| Other Revenues | | 37,137 |
| Investment Earnings | | 300 |
| Fund Balance Appropriation | | 79,195 |
| Total Estimated Parking Fund Revenues | | 430,605 |

Schedule C: Central Business Tax District Fund

| | | |
|--|--|----------------|
| Ad Valorem Taxes | | 132,156 |
| Fund Balance Appropriation | | 1,373 |
| Total Estimated Central Business Tax District Fund Revenues | | 133,529 |

Schedule D: Lake Valley Drive Municipal Service District Fund

| | | |
|---|--|---------------|
| Ad Valorem Taxes | | 79,767 |
| Total Estimated Lake Valley Drive Municipal Service District Fund Revenues | | 79,767 |

Schedule E: Stormwater Management Fund

| | | |
|--|--|------------------|
| Stormwater Fees | | 5,283,908 |
| Other Revenues | | 120,500 |
| Investment Earnings | | 28,858 |
| Fund Balance Appropriation | | 1,654,197 |
| Total Estimated Stormwater Management Fund Revenues | | 7,087,463 |

Schedule F: Emergency Telephone System Fund

| | | |
|---|--|----------------|
| Intergovernmental Revenues | | 805,520 |
| Investment Earnings | | 1,600 |
| Fund Balance Appropriation | | 64,574 |
| Total Estimated Emergency Telephone System Fund Revenues | | 871,694 |

2013-14 Budget Ordinance (2014-1)

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

Schedule G: Transit Fund

| | | |
|--|----|------------------|
| Other Taxes | \$ | 775,400 |
| Fees - Bus Fares | | 1,142,248 |
| Other Fees & Revenues | | 142,880 |
| Intergovernmental Revenues | | 2,382,679 |
| Interfund Transfers | | 2,842,604 |
| Total Estimated Transit Fund Revenues | | 7,285,811 |

Schedule H: Airport Fund

| | | |
|--|--|------------------|
| Airport Fund Revenues | | 4,641,957 |
| Intergovernmental Revenues | | 113,150 |
| Investment Earnings | | 27,402 |
| Total Estimated Airport Fund Revenues | | 4,782,509 |

Schedule I: Environmental Services Fund

| | | |
|---|--|-------------------|
| Solid Waste Fees | | 2,310,800 |
| Intergovernmental Revenues | | 439,463 |
| Other Revenues | | 285,420 |
| Investment Earnings | | 8,000 |
| Interfund Transfers | | 7,009,221 |
| Net Assets Appropriation | | 360,000 |
| Total Estimated Environmental Services Fund Revenues | | 10,412,904 |

Schedule J: Law Enforcement Officers' Special Separation Allowance Fund

| | | |
|---|--|----------------|
| Interfund Charges | | 766,133 |
| Investment Earnings | | 14,500 |
| Total Estimated Law Enforcement Officers' Special Separation Allowance Fund Revenues | | 780,633 |

Schedule K: City of Fayetteville Finance Corporation

| | | |
|--|--|----------------|
| Lease Revenues | | 806,750 |
| Total Estimated City of Fayetteville Finance Corporation Revenues | | 806,750 |

Schedule L: Public Works Commission

| | | |
|---|--|--------------------|
| Electric Fund | | |
| Operating and Other Revenues | | 219,636,400 |
| Customer Contributions | | 3,400,000 |
| Interfund Transfers | | 20,900 |
| Budgetary Appropriations | | 19,230,900 |
| Total Estimated Electric Fund Revenues | | 242,288,200 |

| | | |
|---|--|--------------------|
| Water and Wastewater Fund | | |
| Operating and Other Revenues | | 78,529,800 |
| Customer Contributions | | 3,785,000 |
| Interfund Transfers | | 385,200 |
| Budgetary Appropriations | | 21,134,500 |
| Total Estimated Water and Wastewater Fund Revenues | | 103,834,500 |

| | | |
|---|--|--------------------|
| Total Estimated Public Works Commission Revenues | | 346,122,700 |
|---|--|--------------------|

| | | |
|--------------------|-----------|--------------------|
| Grand Total | \$ | 529,409,090 |
|--------------------|-----------|--------------------|

2013-14 Budget Ordinance (2014-1)

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, 2013, and ending June 30, 2014, according to the following schedules:

Schedule A: General Fund

| | |
|--|--------------------|
| Community Investment | \$ 17,008,398 |
| Operations | 87,664,910 |
| Support Services and Administration | 14,067,434 |
| Other Appropriations | 31,873,983 |
| Total Estimated General Fund Expenditures | 150,614,725 |

Schedule B: Parking Fund

| | |
|--|----------------|
| Total Estimated Parking Fund Expenditures | 430,605 |
|--|----------------|

Schedule C: Central Business Tax District Fund

| | |
|--|----------------|
| Total Estimated Central Business Tax District Fund Expenditures | 133,529 |
|--|----------------|

Schedule D: Lake Valley Drive Municipal Service District Fund

| | |
|--|---------------|
| Total Estimated Lake Valley Drive MSD Fund Expenditures | 79,767 |
|--|---------------|

Schedule E: Stormwater Management Fund

| | |
|--|------------------|
| Total Estimated Stormwater Management Fund Expenditures | 7,087,463 |
|--|------------------|

Schedule F: Emergency Telephone System Fund

| | |
|---|----------------|
| Total Estimated Emergency Telephone System Fund Expenditures | 871,694 |
|---|----------------|

Schedule G: Transit Fund

| | |
|--|------------------|
| Total Estimated Transit Fund Expenditures | 7,285,811 |
|--|------------------|

Schedule H: Airport Fund

| | |
|--|------------------|
| Total Estimated Airport Fund Expenditures | 4,782,509 |
|--|------------------|

Schedule I: Environmental Services Fund

| | |
|---|-------------------|
| Total Estimated Environmental Services Fund Expenditures | 10,412,904 |
|---|-------------------|

Schedule J: Law Enforcement Officers' Special Separation Allowance Fund

| | |
|---|----------------|
| Total Estimated Law Enforcement Officers' Special Separation Allowance Fund Expenditures | 780,633 |
|---|----------------|

Schedule K: City of Fayetteville Finance Corporation

| | |
|--|----------------|
| Total Estimated City of Fayetteville Finance Corporation Expenditures | 806,750 |
|--|----------------|

2013-14 Budget Ordinance (2014-1)

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

Schedule L: Public Works Commission

| | |
|---|-----------------------|
| Electric Fund | |
| Operating Expenditures | 191,088,650 |
| Capital | 36,432,100 |
| Interfund Transfers | |
| General Fund | 12,303,700 |
| Budgetary Appropriations | 2,463,750 |
| Total Estimated Electric Fund Expenditures | 242,288,200 |
| Water and Wastewater Fund | |
| Operating Expenditures | 69,723,450 |
| Capital | 30,442,700 |
| Budgetary Appropriations | 3,668,350 |
| Total Estimated Water and Wastewater Fund Expenditures | 103,834,500 |
| Total Estimated Public Works Commission Expenditures | 346,122,700 |
| Grand Total | \$ 529,409,090 |

2013-14 Budget Ordinance (2014-1)

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, 2013, and ending June 30, 2014, 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 | \$ 17,713,440 |
|--|----------------------|

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, 2013, and ending June 30, 2014, according to the following schedule.

Schedule A: Internal Service Fund - Risk Management

| | |
|--|----------------------|
| Total Estimated Risk Management Fund Expenditures | \$ 17,713,440 |
|--|----------------------|

2013-14 Budget Ordinance (2014-1)

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, 2013, and ending June 30, 2014, to meet the appropriation listed in Section 6.

Schedule A: Internal Service Fund - Public Works Commission Fleet Maintenance

Total Estimated Redistribution to Public Works Commission Fleet Maintenance Fund and Other Revenues and Financing Sources \$ 7,759,500

Section 6. The following amounts are hereby appropriated for the operation of the Public Works Commission Fleet Maintenance Fund and its activities for the fiscal year beginning July 1, 2013, and ending June 30, 2014, according to the following schedule.

Schedule A: Internal Service Fund - Public Works Commission Fleet Maintenance

Total Estimated Public Works Commission Fleet Maintenance Fund Expenditures \$ 7,759,500

2013-14 Budget Ordinance (2014-1)

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, 2013, 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):

45.6 Cents

Such a rate of tax is based upon an estimated total valuation of property for the purpose of taxation of \$13,639,807,391, and estimated collection rates of 99.25% for real and personal property and 81.22% 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 \$133,839,114, and estimated collection rates 97.43% for real and personal property and 93.55% for motor vehicles.

Lake Valley Drive Municipal Service District Rate

34.5 Cents

Such a rate of tax is based upon an estimated total valuation of property for the purpose of taxation of \$23,120,823, 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:

\$3 per month per Equivalent Service Unit

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

\$38 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, 2013.

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, 2013, are hereby reappropriated, subject to availability of departmental funds, to this budget.

2013-14 Budget Ordinance (2014-1)

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

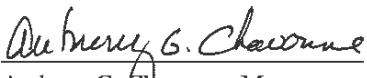
Section 12. Funds included in the General Fund departmental budgets for the vehicle replacement program are authorized to be redistributed among the benefiting departments and functions.

Section 13. Compensation of each council member and the mayor is to increase by 2.0% in January, 2014.

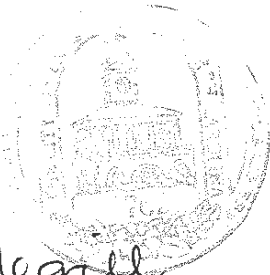
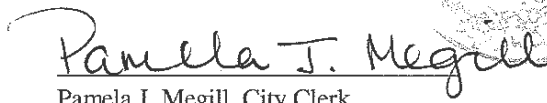
Section 14. Compensation is authorized at \$600 per month for the chairperson of the Public Works Commission, and at \$500 per month for each other Public Works Commission member.

ADOPTED THIS 24th DAY OF JUNE, 2013

CITY OF FAYETTEVILLE


Anthony G. Chavonne, Mayor

ATTEST:



Pamela J. Megill, City Clerk

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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 2013-2014 budget document is divided into seven major sections: Introduction, Policies and Goals, Budget Overview, 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 Fayetteville City Manager regarding the 2013-2014 budget; the Reader's Guide; descriptions of the function of city government through boards, commissions and committees; discussions of the budgetary relationship of the City's utility operation; and information on the City's elected officials. Also included is the appropriations ordinance upon its passage.

- **Policies and Goals**

This section provides information on City Council's strategic plan for 2013-2014 and financial policies.

- **Budget Overview**

The Budget Overview contains tables detailing budget sources, revenues and

expenditures. Additional information includes fund summaries, fund balance projections, the City's capital funding plan and position authorizations.

- **Department Summaries**

This section is comprised of each department's mission statement, goals and objectives, services and programs, budget summary, budget highlights and other fiscal or performance information.

- **Fayetteville at a Glance**

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

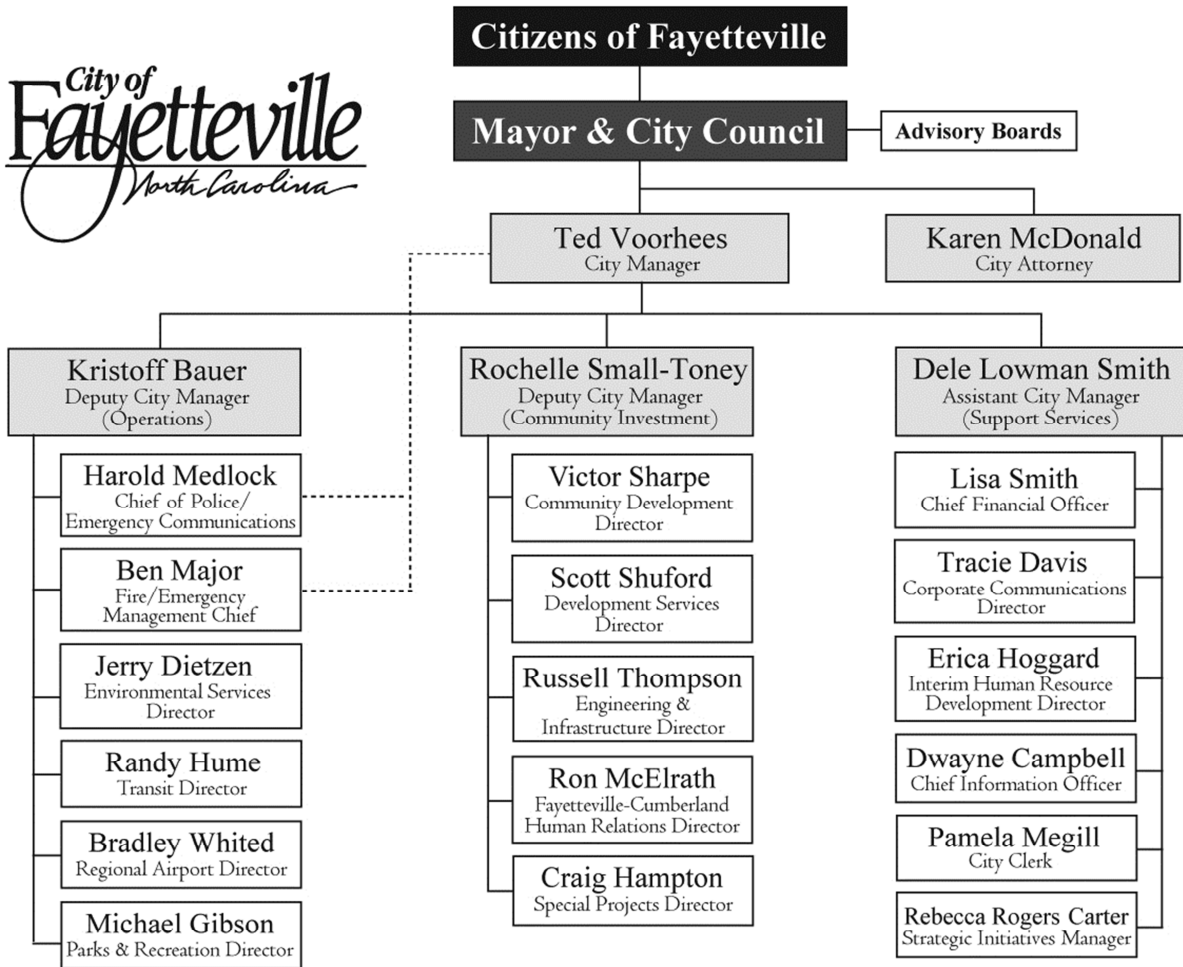
- **Fiscal Information**

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 is also included on the description of the financial and fund structure and major revenue assumptions. Finally, department expenditure detail and capital outlay listings are contained in this section.

- **Appendices**

The Appendix section includes information about authorized positions by department and fund, authorized full-time regular positions by class title and department, a listing of positions and assignment to grades, the fee schedule and a glossary of terms.

Governmental Structure and Organization



Revised 5/7/2013



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 among the most prominent forms of local government in the United States.

Under the council/manager form of government, the Fayetteville City Council performs the legislative functions of the City, establishing laws and policies. 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, finances and resources. 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 an elected 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 individual districts and only citizens within the city limits can vote for those seats on the Council. Citizens only vote for a candidate running in their respective district.

Cumberland County falls under the requirements of the Federal Voting Rights Act. In accordance with that act, four of the nine districts are drawn so that minorities are assured a voting majority within that district. That creates the opportunity for minority

representation on the Council, roughly equal to minority representation within the city's population. 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 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 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, 433 Hay St. The City televises regularly scheduled Council meetings live on the local cable community access channel. 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.

In 2005, City Council began holding informal work sessions on the first Monday of each month. 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 the advisors who make recommendations that ultimately shape the future 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 Anthony G. Chavonne, and Council members Keith A. Bates, Sr., Kady-Ann Davy, Robert A. Massey, Jr., D.J. Haire, Bobby Hurst, Bill Crisp, Valencia Applewhite, Wade Fowler and Jim Arp (mayor pro tem). Mayor Anthony G. Chavonne is serving his fourth term as mayor.

Biographical Information

Anthony G. Chavonne was elected Mayor of the City of Fayetteville, North Carolina in 2005 and re-elected to a fourth term in November 2011. Mayor Chavonne has helped guide Fayetteville through rapid growth since his election to office. Previously being populated by more than 150,000 citizens, Fayetteville has expanded into a booming city of almost 210,000, largely inhabited by military personnel who serve their country at nearby Fort Bragg and Pope Army Airfield.

Under his leadership, curbside recycling was implemented, transit services have improved, an infill ordinance was passed, more appearance ordinances have been established, corridor studies have helped prepare pockets of the city for future growth, HOPE VI funding has provided more downtown revitalization and the North Carolina Veterans Park and Franklin Street Parking Deck have been constructed. These changes were a part of Mayor Chavonne's strong focus on preparing Fayetteville for an economic transformation associated with local Base Realignment and Closure (BRAC) changes.

Mayor Chavonne has had strong military ties for years. In 2007, he was appointed to the North Carolina Advisory Commission on Military Affairs. He has served as a member of the Bragg and Pope Special Activities Committees since 1996 and Congressman Robin Hayes named him to the Congressional Military Activities Committee in 2000. Chavonne received the Department of the Army Commander's Award for Public Service in 1995.

He has been honored with other awards, including the Fayetteville Business & Professional League's Outstanding Contribution Award in 2002, Fayetteville

Chamber of Commerce Realtor's Cup Award in 2002 and the Sam Walton Business Leader Award in 1999.

As Mayor, Chavonne has been very successful at reaching out to the public, making it easier and more comfortable for citizens to interact with the City's elected officials. This has seen him involved in open discussion with citizens at town hall meetings, events that allow the public to speak to and seek answers from City officials and staff members. Chavonne has also participated in a blog on the Fayetteville Observer website and he sends out an E-Newsletter to citizens to keep them apprised of City and local news.

Mayor Chavonne is a CPA and he retired as general manager of Fayetteville Publishing Company in 2004 after a 25-year career. He earned his Bachelor of Science degree in business from the University of North Carolina at Chapel Hill in 1977. The Mayor graduated from the first graduating class of Douglas Byrd High School in Fayetteville in 1973 and attended Massey Hill High School in Fayetteville from 1969-1972.

In addition to his mayoral duties, Mayor Chavonne is president of Chavonne Management Group, LLC and Single Source Real Estate Services, Inc. He and his wife Joanne have two sons, Grayson and Tyson, and are members of Highland Presbyterian Church.

Mayor Anthony G. Chavonne
433 Hay Street
Fayetteville, NC 28301
(Mayor's Office) (910) 433-1992
Phone: (910) 433-3401
FAX: (910) 433-1948
E-Mail: mayor@ci.fay.nc.us

Profiles of the Mayor and Council

Keith A. Bates, Sr. was re-elected as representative for District 1 in 2011. A life-long resident of Fayetteville, Bates is a 1977 graduate of Reid Ross High School.

He worked for the Parks, Recreation and Maintenance Department before joining the Army. Bates served 20 years, retiring in November 2003, as a first sergeant with two combat tours and earning the Bronze Star for service in Afghanistan.

He has served on the Cumberland County Air Quality Stakeholders Committee.

Bates has served on the North Carolina League of Municipalities Board of Directors. Mr. Bates has also served on the National League of Cities University Community Council and the Human Development Committee.

Mr. Bates has served as Co-Chair of the Regional Transportation Study Committee, member of the Capital Improvements Committee, Downtown Parking Committee and Policy Committee.

He has an Associate Degree in management and an Associate Degree in leadership. Mr. Bates also has a Bachelor's Degree in business management from the University of Phoenix, Fayetteville campus.

He has also served on the National League of Cities University Community Council and the Human Development Committee.

He is currently employed as a civilian worker at the 1st Special Warfare Training Group, Fort Bragg, as an operations specialist.

He is married to the former Margaret Strawn of Fayetteville and has two sons, Keith, Jr. and Dannie, and one grandson. They are members of Village Baptist Church.

Keith A. Bates, Sr.
District 1
5404 Chesapeake Road
Fayetteville, NC 28311
Phone: (910) 488-6315
E-Mail: kbates05@nc.rr.com

Kady-Ann Davy was re-elected as the District 2 representative to the Fayetteville City Council in November of 2011.

Councilwoman Davy is a graduate of the University of Oregon, Eugene, where she received her Bachelor's Degree in psychology with a minor in business. She is currently a Master of Business Administration student at Fayetteville State University.

Her interest in politics was first sparked in college when she was elected senator of the student body. She is an active participant in her district's community watch meetings, as well as other community groups.

Councilwoman Davy made Fayetteville her home in 2005 and immediately became actively engaged in city and community affairs.

Kady-Ann attends and ushers at Lewis Chapel Missionary Baptist Church. She is also a member of the Fayetteville Alumnae Chapter of Delta Sigma Theta Sorority, Inc.; United Order of Tents; and Order of the Eastern Star.

Her civic and professional involvement includes (but is not limited to):

- CARE Clinic of Cumberland County/
- Operation Inasmuch
- Council Liaison for Fayetteville/Cumberland Parks & Recreation Commission
- Council Liaison for Cumberland County Veterans Council
- President of K. Davy Consulting, LLC

Profiles of the Mayor and Council

- Junior League of Fayetteville
- Fayetteville Urban Ministry youth mentor
- Member of Fayetteville Downtown Alliance
- Fayetteville Young Professionals
- Fellow of United Way Leadership Program
- Greater Fayetteville Futures II
- Fellow of the Institute of Political Leadership
- Board Member for Faces in the Community
- Member of Cape Fear Toastmasters, International
- Elected mayor of Leadership Fayetteville, class of 2009
- Member of the Queen Esther Chapter of OES
- Member of the Order of the Tents-Sojourner Truth
- Susan B. Anthony Award Recipient 2010
- Citizen of the Year for Tau Gamma Gamma Chapter of Omega Psi Phi Inc.
- 2011 Class of The Fayetteville Observer's 40 Under Forty.

Kady-Ann is the daughter of Helmeta and Roy Davy of Portland, Ore. She is the youngest of three children; she has one brother, Tony Davy, and one sister, Terry-Ann Davy.

Kady-Ann Davy
Council Member District 2
P.O. Box 58561
Fayetteville, NC 28305
Phone: (910) 322-0780
Email: kdavy@ci.fay.nc.us

Robert A. Massey, Jr. was initially elected to the Fayetteville City Council June 2, 1992, and is currently serving as District 3 Fayetteville City Councilman.

Councilman Massey earned his Bachelor of Science degree in history from Fayetteville State University in 1970. He also earned a Master of Arts degree in secondary education from Catholic University of America in August 1972. Massey graduated from E.E. Smith Senior High School in May 1966.

He taught history and political science at Fayetteville State University from 1972 to 1978. From 1978 to 2002, Councilman Massey worked as a program director in the Continuing Education Division and as an instructor in the associate program at Fayetteville Technical Community College. He retired from the State of North Carolina in 2002 after 31 years of service.

Massey was awarded the Fayetteville Business and Professional League's Leadership Award in 1997. The Beta Chi Chapter of Omega Psi Phi Fraternity awarded Massey the Omega Citizen of the Year award in 1997. In 1998, he was awarded the Sigma Gamma Rho Man of the Year Award. The Epsilon Rho Lambda Chapter of Alpha Phi Alpha Fraternity awarded him the D.A. Williams Political Achievement Award in 1993.

Massey's professional and civic involvement includes:

- Charter member, College Heights Presbyterian Church in Fayetteville (1955)
- Elder of College Heights Presbyterian Church
- Moderator for the Committee on Representation, Coastal Carolina Presbytery (1993)
- Member, Board of Directors of Literacy South (1991)

Profiles of the Mayor and Council

- Member of the Cumberland County Parks and Recreation Advisory Board (1991 to 1995)
- First vice chairman of Precinct 16 (E.E. Smith Sr. High School, 1991)
- Served on the Allstate All-America City Awards Team (Fayetteville was awarded All-America City status 2001)
- Served as chairman of the Policy Committee for the Fayetteville City Council (2002-2003)
- Served on the Fayetteville and Cumberland County Liaison Committee in 2003
- Became a life member of the NAACP in 1999
- Served as liaison to the Public Works Commission for the Fayetteville City Council in 2004
- Alternate commissioner for ElectriCities of North Carolina, Inc. (2004-2006)
- Served as chairperson of the Fayetteville City Council's Environment and Conservation Committee (2004).

He and his wife Joyce Elaine have a blended family of five children: Stacey M. Massey, Robert A. Massey III, Christopher A. Massey, Carla M. Hampton Webster and Allison D. Hampton. They are members of College Heights Presbyterian Church.

Robert A. Massey, Jr.
District 3
327 Westwater Way
Fayetteville, NC 28301
Phone: (910) 488-2920
Fax: (910) 481-3529
E-Mail: askia25@aol.com

D. J. Haire represents District 4, winning his first seat on the council in 1997. Councilman Haire is a Fayetteville native, who graduated from Terry Sanford High School in 1977. Haire attended North Carolina A & T State University in Greensboro and holds a certificate from the Industrial Technology Construction Management Association, 1983.

In 1992, Haire received a Certificate of Completion in Bible Studies from Bethel Bible Institute, Delaware. Haire graduated with a degree in Divinity from Destiny Bible College on June 1, 2011.

Haire is a member and former member of several state and national boards, including:

- The North Carolina League of Municipalities
- The National League of Cities
- The North Carolina League of Notaries
- Life member of the NAACP
- Member of the North Carolina League of Black Elected Municipal Officials.

D.J. Haire
District 4
709-17 Filter Plant Drive
Fayetteville, NC 28301
Phone: (910) 574-5399
FAX: (910) 485-3595
E-Mail: buildingbridges@djhaire.com
dhaire2@nc.rr.com

Bobby Hurst was re-elected to the Fayetteville City Council in November 2011 as the District 5 representative. Hurst was originally appointed to serve on the City Council as an at-large council member in 2000 and was first elected to the City Council in 2007. A life-long resident of Fayetteville, Hurst is a 1972 graduate from Terry Sanford High School and a 1976 graduate of Elon

Profiles of the Mayor and Council

University with a Bachelor of Arts degree in business administration.

Since 1976, he has been the vice president of Hurst Annaho Supply, a family owned construction and industrial supply business, which opened in Fayetteville in 1953.

His list of professional and civic involvement includes:

- Chairman, City Appointments Committee (2010-2011)
- Liaison, PWC (2011)
- Chairman, Fayetteville Beautiful (2006-present)
- Vice Chair, Economic Development, CCBC (2006-2007)
- Board of Directors, Downtown Alliance (2006)
- Chairman, Government Relations, Cape Fear Botanical Gardens (2006-present)
- Community Advisory Group, Public Works Commission (2004-2007)
- Board of Directors, Cumberland County Business Council (2004-2007)
- Chairman, Government/Military Relations, Operation Match Force (2004)
- Chairman, Public Affairs Council, Chamber of Commerce (2003-2004)
- Honorary Commander, 43rd Civil Engineers Squadron, Pope AFB (2002-2005)
- Community liaison, Operation Ceasefire (2002-present)
- Appearance Commission, City of Fayetteville (2002-2004)
- Analysis team member, Metro Visions (2002-2004)
- Chairman, Government Affairs Committee, Chamber of Commerce (2002-2003)
- Chairman, Appearance Subcommittee, Greater Fayetteville Futures (2002-2003)
- Crown Coliseum Civic Center Commission (2001)
- Fayetteville City Council, at-large member (2000-2001)
- Senior Commander, Royal Rangers at Northwood Temple (1984-1996)
- Board of Directors, Dance Theater of Fayetteville (1985-1987)
- Member, North Fayetteville Exchange Club (1987-1989)
- Board member, N.C. Small Business Advocacy Council (1986).

He and his wife, Lilith, have a son, Dylan. Hurst also has a son, Chris, a daughter, Katie, and a stepson, Michael. They are members of Northwood Temple Church.

Bobby Hurst

District 5

2010 Whisper Lane

Fayetteville, NC 28303

**Phone: (910) 481-0900, (910) 483-7104 or
(910) 286-5804**

E-Mail: Bobbyhurst@aol.com

William (Bill) J. L. Crisp was elected to his third term on the Fayetteville City Council as District 6 representative in 2011. He is fully retired from the Army and the retail automotive industry.

Crisp was born in Raleigh and grew up primarily in Baltimore, Md., where he entered the United States Army in 1960. He served in

Profiles of the Mayor and Council

an Infantry Rifle Company in Korea, the I Corps Ceremonial Honor Guard in Korea and the United States Army Infantry Center Honor Guard at Ft. Benning, Ga. He steadily advanced in rank and progressive assignments, which included instructor duty in a Noncommissioned Officer Academy and as an administrative assistant in the Reserve Officer Training Corps, at Pennsylvania State University.

Mr. Crisp served in Vietnam and was twice awarded the Bronze Star. Additional assignments included postings with the John F. Kennedy Center for Military Assistance (Airborne), Ft. Bragg and 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.

Crisp retired from active service with 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.

He is a lay speaker and has spoken extensively throughout Europe and the United States. Councilman Crisp is very proud to have delivered the baccalaureate address to his twins' graduating class in 1985 in Mannheim, Germany. He is a member of the masonic fraternity. Crisp 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 "seeing-eye 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.

Crisp 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. Bill 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
E-Mail: wjcrisp@aol.com

Valencia A. Applewhite is the District 7 representative. Originally from New York City, she grew up in Connecticut and enlisted in the Air Force in 1979. Applewhite came to Fayetteville in 1994 while on active duty and was assigned to Pope Air Force Base.

During her 25-year active duty and civilian Air Force career, she served in the telecommunications and information systems fields with special emphasis in communications security, leadership and management training. The core value of "Service before Self" is the foundation of her military and public service career.

Mrs. Applewhite has been a member of the Transportation Advisory Commission and the City Council's Appointment Committee. In 2010, she was appointed to serve on the North Carolina Lottery Oversight Committee and has served on the Partnership for Children Planning and Evaluation Committee. She has been an active member of the National Council of Negro Women and the National Association of Black Veterans.

She holds a Bachelor's Degree in business administration and associate degrees in information systems technology, and military

Profiles of the Mayor and Council

science and instructional technology. She is a realtor, specializing in military relocations, and is the owner of On Point Image Consulting.

She is married to Ken and they have two sons, Joseph and Damani. They are members of Cliffdale Christian Center.

Valencia A. Applewhite
District 7

5813 Mondavi Place
Fayetteville, NC 28314
Phone: (910) 257-7962

E-Mail: vapplewhiteccd7@yahoo.com

Wade R. Fowler, Jr. was elected to the Fayetteville City Council to represent District 8 in 2011. Wade is a native of Fayetteville. He graduated from Terry Sanford High School in 1971 and earned his Bachelor of Arts degree in history from the University of North Carolina in Chapel Hill in 1975.

Wade served in the United States Air Force as a jet pilot for eight-and-a-half years. Upon separation from the Air Force, he returned to his hometown to work in sales and raise his family. After six years in personnel sales, Wade joined Pfizer Pharmaceuticals. After 18 years of service to Pfizer, Wade retired as a member of the Pfizer Sales Hall of Fame. He currently is an independent representative in the direct sales industry.

Wade's interest in government started at the age of 18. He passionately believes that all levels of government should stick to the fundamental purposes of government. If something is not appropriate for government to do, he will not support it, even if it is for what seems to be a good cause.

As a native of Fayetteville, Wade has seen the benefits and problems associated with the growth of the city. He believes that Fayetteville is a great place to live and to raise a family, and he is committed to seeing the city of Fayetteville serve its residents effectively and efficiently.

Wade and his wife, Kim, have five children and two grandchildren. They attend Church of the Open Door.

Wade R. Fowler, Jr.

District 8

433 Hay Street

Fayetteville, NC 28301

Phone: (910) 476-4541

Email: wfowler@ci.fay.nc.us

Jim Arp, mayor pro tem, a Fayetteville native, was appointed as the District 9 Fayetteville City Council representative on December 13, 2010 and was re-elected in November of 2011. As a former member of the City of Fayetteville Zoning and Planning commissions, Mr. Arp has extensive knowledge of local government interagency policy development, strategic planning and business development that complement the Council's efforts in making Fayetteville a truly "livable city."

A 20-year Army veteran, during which he was assigned to three tours of duty at Fort Bragg, Arp is currently the Business Developer for the North Carolina Partnership for Defense Innovation. He has approximately 30 years of experience in the leadership, management and supervision of personnel in the highly skilled fields of national security, business, aviation, maintenance and logistics.

According to Arp, it is his desire to serve with a leadership team that is highly motivated and committed to moving Fayetteville to the next level, thereby providing its citizens with responsible and effective government.

Jim Arp

District 9

433 Hay St.

Fayetteville, NC 28301

Phone: 433-1992

E-Mail: jarp@ci.fay.nc.us

Boards, Committees and Commissions

The Fayetteville City Council has established 23 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 the advisors who make recommendations that ultimately shape the future 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 these boards and commissions. 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.
- **Board of Adjustment**
The board hears and decides appeals or requests for variances with regard to the enforcement of any zoning ordinance.
- **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.
- **Board of Appeals on Buildings and Dwellings**
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.
- **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 Planning Commission**
The purpose of the Planning Commission is to develop and carry on a long-range, continuing and comprehensive planning program for the orderly growth and development of Fayetteville.
- **Fayetteville 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.
- **Fayetteville Linear Park, Inc.**
The corporation assists the City of Fayetteville in the financing, acquisition and improvement of Linear Park.
- **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).
- **Firemen's Relief Fund Board of Trustees**
The Board of Trustees is responsible for ensuring the expenditure of funds derived from the provisions of State Statute 58-84-35.
- **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

Boards, Committees and Commissions

education programs concerning historic properties and districts.

- **Fayetteville-Cumberland Human Relations Commission**

The commission studies problems of discrimination in any or 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.

- **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.

- **Public Works Commission**

The commission provides general supervision and management of the electric, water and sewer utility.

- **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.

- **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.

- **Taxicab Review Board**

The board reviews problems and hears appeals for any decision of the taxi inspector or city manager.

- **Stormwater Advisory Board**

The Stormwater Advisory 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.

- **Residential Rental Property Review Board**

The board hears appeals from an owner of residential rental property who is required to register, due to disorderly activity and/or whose registration has been revoked.

For additional information, please contact the city clerk by phone at 433-1989 or by email at cityclerk@ci.fay.nc.us.

Applications are available by contacting the city clerk or through the City of Fayetteville's website at www.cityoffayetteville.org.

Boards, Committees and Commissions

Public Works Commission (PWC)

The City is authorized to provide water, sanitary sewer and electric services throughout Cumberland County. The Public Works Commission (PWC) of the City of Fayetteville was organized under provisions of the City Charter of 1905 to manage these utility services under the direction of the Council and in the best interests of the City and its inhabitants.

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), formerly Progress Energy Carolinas, Inc. Under a 30-year agreement effective July 1, 2012, DEP will provide PWC's full power supply requirements with certain permitted exceptions to include PWC's ability to continue utilizing its Southeastern Power Administration (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, 2022 with prior written notice by June 30, 2015.

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 – September 30, 2017. Under this agreement, PWC will generate and deliver energy pursuant to scheduled energy requests from DEP. DEP will provide the fuel to be used for the generation and will pay PWC for capacity, variable operating and maintenance expenses, and start costs. Either party may terminate this agreement with a 3 year advance written notice.

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 285 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 121.4 circuit mile 66kV looped, radial operated, system that interconnects 32 transmission and distribution substations. Power is then distributed through approximately 701 miles of 25kV and 15kV lines and 615 miles of underground cable to deliver power to approximately 79,500 customers. The highest peak demand of the PWC was 476.6 MW, occurring in August 2007. The total energy requirement for fiscal year 2012 was over 2,000,000 MW hours.

The PWC operates two water treatment plants with a combined daily treatment capacity of 57.5 million gallons. In fiscal year 2012, the system treated approximately 26 million gallons per day on average, with a peak of 42 million gallons occurring in 1999. The utility serves approximately 91,100 water customers through 1,376 miles of water mains. The PWC also operates two wastewater treatment plants with a treatment capacity of 46 million gallons per day. The highest monthly maximum treatment is approximately 31 million gallons per day. Approximately 80,100 sewer customers are served through 1,331 miles of sanitary sewer mains and 66 sanitary sewer lift station sites.

While the City wholly owns the utility system with the utility assets in the City's name, a four-member commission is responsible for managing the utility system, establishing policy, setting rates, approving certain contracts and appointing a general manager to administer the policies and manage the daily operations of the utility system. Members are eligible to serve up to three four-year terms.

Boards, Committees and Commissions

The commission has a separate budget and operates as an enterprise fund. The PWC must comply with the provisions of the North Carolina Local Government Budget and Fiscal Control Act. The utility's financial status is included in the City's annual audited financial statements and its budget is reviewed and approved by the Fayetteville City Council. The Public Works Commission budget is subject to appropriation and authorization by Council.

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City Goals: Vision and Mission

CITY VISION

*“What We Want to Become -
Our Preferred Future as Defined
in Value-Based Principles.”*



VISION

The City of Fayetteville is a great place to live with a choice of desirable, safe neighborhoods, leisure opportunities for all and beauty by design.

Our City has a vibrant downtown and major corridors, the Cape Fear River to enjoy, a strong local economy, diverse culture and rich heritage.

Our City is a partnership with engaged citizens who have confidence in their local government.

This creates a sustainable community with opportunities for individuals and families to thrive.

CITY MISSION

*“The Principles that Define
the Responsibility
of City Government
and Frame the Primary Services.”*

*City of
Fayetteville
North Carolina*

OUR MISSION

The City government provides service that makes Fayetteville a better place for all.

The City Government is financially sound and provides a full range of quality municipal services that are valued by our customers and delivered by a dedicated workforce in a cost effective manner.


The City has well designed and well maintained infrastructure and facilities.

The City engages its citizens and is recognized as a state and regional leader.

City Goals: Core Values and Goals

CITY GOALS

*“Our Road Map for 5 Years -
How to Realize Our Vision
with Achievable Goals
Defined Through:
Objectives, Meaning to
Our Citizens, Challenges
and Opportunities,
Actions 2013-14, Major
Projects 2013-14 and
Actions on the Horizon.”*




GOALS

-  1. Safe & Secure Community
-  2. Diverse & Viable Economy
-  3. High Quality Built Environment
-  4. Desirable Place to Live, Work and Recreate
-  5. Sustainable Organizational Capacity
-  6. Citizen Engagement & Partnerships

CORE VALUES

*“The Foundation for
City Government -
Personal Values that Define
Performance Standards
and Expectations
for Our Organization.”*



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.

TARGETS FOR ACTION



GOAL 1: The City of Fayetteville will be a safe and secure community.

- Increase law enforcement community engagement and collaboration
- Enhance gang reduction and prevention strategy
- Develop traffic safety improvement strategy



GOAL 2: The City of Fayetteville will have a strong, diverse and viable local economy.

- Implement local business initiatives



GOAL 3: The City of Fayetteville will be designed to include vibrant focal points, unique neighborhoods, and high quality, effective infrastructure.

- Increase street maintenance funding; shorten time for resurfacing
- Improve gateways



GOAL 4: 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 citizens.

- Revisit funding plan for Parks & Recreation; smaller/phased package
- Develop Traffic Flow Improvement Strategy



GOAL 5: The City of Fayetteville will have unity of purpose in its leadership, and sustainable capacity within the organization.

- City Council recognition of employees
- Study PWC efficiencies/consolidation opportunities
- Identify efficiencies through IT/Saving money



GOAL 6: The City of Fayetteville will develop and maintain strong and active community connections.

- Develop and deliver ongoing coordinated information campaign
- Develop partnerships.



Financial Policies

Overview

The City of Fayetteville 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

- The City will annually adopt a balanced budget by June 30, which will provide an operational plan for the upcoming fiscal year.
- The City will maintain a system of budgetary controls to ensure adherence to the budget. 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 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.

Capital Improvement Funding & Debt

- Outstanding general obligation bonds will not exceed 8 percent of the assessed valuation of taxable property of the City.
- 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 a minimum bond rating of AA from at least one nationally recognized municipal debt rating service.
- The fiscal year 2014 budget dedicates an equivalent of 5.65 cents of the City's 45.6-cent ad valorem tax rate (12.4 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.

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.

Revenue Overview

| | FY 2012 Actual | FY 2013 Budget | FY 2014 Recommended | FY 2014 Adopted |
|---|----------------------|----------------------|------------------------|----------------------|
| General Fund | | | | |
| Ad Valorem Taxes | 59,952,814 | 61,275,399 | 63,650,229 | 63,650,229 |
| Other Taxes | 4,167,422 | 2,351,895 | 2,415,000 | 2,415,000 |
| Intergovernmental | 56,541,820 | 56,826,027 | 57,052,581 | 57,137,581 |
| Functional Revenues | 6,846,495 | 7,103,703 | 6,963,010 | 6,963,010 |
| Other Revenues | 2,322,864 | 1,787,257 | 2,156,527 | 2,156,527 |
| Investment Income | 287,349 | 316,000 | 305,500 | 305,500 |
| Other Financing Sources | 10,273,498 | 11,433,931 | 14,536,550 | 14,536,550 |
| Fund Balance | 0 | 3,877,411 | 5,495,678 | 3,450,328 |
| TOTAL | \$140,392,262 | \$144,971,623 | \$152,575,075 | \$150,614,725 |
| Central Business Tax District Fund | | | | |
| Ad Valorem Taxes | 131,666 | 130,657 | 132,156 | 132,156 |
| Investment Income | 275 | 100 | 0 | 0 |
| Fund Balance | 0 | 45,262 | 1,373 | 1,373 |
| TOTAL | \$131,941 | \$176,019 | \$133,529 | \$133,529 |
| City of Fayetteville Finance Corporation | | | | |
| Property Leases | 1,413,492 | 816,750 | 806,750 | 806,750 |
| Investment Income | 18 | 0 | 0 | 0 |
| TOTAL | \$1,413,510 | \$816,750 | \$806,750 | \$806,750 |
| Emergency Telephone System Fund | | | | |
| Intergovernmental | 637,221 | 775,752 | 805,520 | 805,520 |
| Investment Income | 2,275 | 1,000 | 1,600 | 1,600 |
| Fund Balance | 0 | 0 | 64,574 | 64,574 |
| TOTAL | \$639,496 | \$776,752 | \$871,694 | \$871,694 |
| Lake Valley Drive MSD Fund | | | | |
| Ad Valorem Taxes | 4,619 | 65,292 | 79,767 | 79,767 |
| Investment Income | (85) | 0 | 0 | 0 |
| TOTAL | \$4,534 | \$65,292 | \$79,767 | \$79,767 |

Revenue Overview

| | FY 2012 Actual | FY 2013 Budget | FY 2014 Recommended | FY 2014 Adopted |
|------------------------------------|---------------------------|---------------------------|--------------------------------|----------------------------|
| Parking Fund | | | | |
| Functional Revenues | 326,053 | 322,000 | 313,973 | 313,973 |
| Other Revenues | 9,487 | 35,870 | 37,137 | 37,137 |
| Investment Income | 876 | 1,100 | 300 | 300 |
| Fund Balance | 0 | 56,159 | 79,195 | 79,195 |
| TOTAL | \$336,416 | \$415,129 | \$430,605 | \$430,605 |
| Airport Fund | | | | |
| Intergovernmental Revenues | 138,131 | 133,687 | 113,150 | 113,150 |
| Property Leases | 2,349,364 | 2,341,099 | 2,433,266 | 2,433,266 |
| Franchise Fees | 1,346,570 | 1,301,933 | 1,359,410 | 1,359,410 |
| Landing Fees | 399,855 | 354,611 | 387,431 | 387,431 |
| Training Facility Fees | 32,225 | 22,000 | 32,500 | 32,500 |
| Other Revenues | 224,240 | 218,628 | 220,234 | 220,234 |
| Public Safety Reimbursements | 83,769 | 84,297 | 209,116 | 209,116 |
| Investment Income | 20,633 | 19,500 | 27,402 | 27,402 |
| Interfund Transfers | 21,034 | 0 | 0 | 0 |
| Fund Balance | 0 | 470,603 | 0 | 0 |
| TOTAL | \$4,615,821 | \$4,946,358 | \$4,782,509 | \$4,782,509 |
| Environmental Services Fund | | | | |
| Solid Waste Fees | 2,281,633 | 2,299,100 | 2,909,905 | 2,310,800 |
| Intergovernmental | 299,525 | 301,500 | 439,463 | 439,463 |
| Other Revenues | 169,313 | 95,600 | 285,420 | 285,420 |
| Investment Income | 7,438 | 4,600 | 8,000 | 8,000 |
| Interfund Transfers | 0 | 0 | 6,558,550 | 7,009,221 |
| Fund Balance | 0 | 0 | 360,000 | 360,000 |
| TOTAL | \$2,757,909 | \$2,700,800 | \$10,561,338 | \$10,412,904 |
| Risk Management Funds | | | | |
| Interfund Charges | 12,352,707 | 13,139,898 | 13,732,739 | 13,732,739 |
| Other Revenues | | | | |
| Employee Contributions | 2,796,985 | 2,809,900 | 2,902,300 | 2,902,300 |
| Refunds and Sundry | 1,094,965 | 122,500 | 149,000 | 149,000 |
| Investment Income | 90,816 | 86,100 | 97,000 | 97,000 |
| Interfund Transfers | 500,183 | 487,303 | 474,423 | 474,423 |
| Fund Balance | 0 | 157,802 | 365,120 | 357,978 |
| TOTAL | \$16,835,656 | \$16,803,503 | \$17,720,582 | \$17,713,440 |

Revenue Overview

| | FY 2012 Actual | FY 2013 Budget | FY 2014 Recommended | FY 2014 Adopted |
|-------------------------|---------------------------|---------------------------|--------------------------------|----------------------------|
| Stormwater Fund | | | | |
| Stormwater Fees | 5,173,567 | 5,200,611 | 7,026,346 | 5,283,908 |
| Other Revenues | 36,470 | 0 | 120,500 | 120,500 |
| Investment Income | 45,194 | 32,700 | 28,858 | 28,858 |
| Fund Balance | 0 | 3,743,088 | 0 | 1,654,197 |
| TOTAL | \$5,255,231 | \$8,976,399 | \$7,175,704 | \$7,087,463 |
| Transit Fund | | | | |
| Other Taxes | 625,282 | 638,475 | 775,400 | 775,400 |
| Federal Operating Grant | 1,193,896 | 1,479,686 | 1,514,256 | 1,711,095 |
| State Operating Grant | 674,998 | 696,713 | 671,584 | 671,584 |
| Bus Fares | 921,155 | 968,064 | 1,106,439 | 1,142,248 |
| Contract Transportation | 92,176 | 92,160 | 91,860 | 91,860 |
| Other Revenues | 30,866 | 35,345 | 51,020 | 51,020 |
| Investment Income | 3,508 | 0 | 0 | 0 |
| Interfund Transfers | 2,555,640 | 2,513,293 | 2,706,569 | 2,842,604 |
| TOTAL | \$6,097,521 | \$6,423,736 | \$6,917,128 | \$7,285,811 |
| LEOSSA Fund | | | | |
| Interfund Charges | 686,544 | 706,000 | 766,133 | 766,133 |
| Investment Income | 12,971 | 20,100 | 14,500 | 14,500 |
| TOTAL | \$699,515 | \$726,100 | \$780,633 | \$780,633 |
| GRAND TOTAL | \$179,179,812 | \$187,798,461 | \$202,835,314 | \$200,999,830 |

Expenditure Overview

| | FY 2012 Actual | FY 2013 Budget | FY 2014 Recommended | FY 2014 Adopted |
|---|---------------------------|---------------------------|--------------------------------|----------------------------|
| General Fund | | | | |
| City Attorney | 1,052,238 | 1,008,373 | 1,155,395 | 1,154,285 |
| City Manager | 1,090,065 | 890,272 | 1,422,616 | 1,420,357 |
| Community Development | 1,097,438 | 1,419,402 | 2,212,412 | 1,211,954 |
| Corporate Communications | 691,328 | 800,210 | 865,198 | 948,868 |
| Development Services | 3,414,881 | 4,287,898 | 4,094,899 | 4,395,222 |
| Engineering & Infrastructure | 11,866,242 | 11,147,966 | 12,161,346 | 11,113,557 |
| Environmental Services | 8,618,276 | 7,915,583 | 0 | 0 |
| Finance | 2,377,648 | 2,564,823 | 2,916,118 | 2,756,236 |
| Fire | 23,493,633 | 24,558,152 | 24,932,342 | 24,823,433 |
| Human Relations | 248,774 | 249,642 | 268,665 | 287,665 |
| Human Resource Development | 1,290,119 | 1,151,314 | 1,180,134 | 1,201,899 |
| Information Technology | 2,853,368 | 4,202,706 | 5,573,827 | 5,640,118 |
| Mayor, Council and City Clerk | 663,137 | 552,729 | 923,896 | 945,671 |
| Other Appropriations | | | | |
| Agencies | 307,375 | 312,875 | 312,875 | 312,875 |
| Annexation Reimbursements | 7,501,403 | 7,905,848 | 7,877,783 | 7,877,783 |
| Classification and | | | | |
| Compensation Reserve Funding | 0 | 700,000 | 0 | 0 |
| Debt Service for CIP Projects | 6,180,822 | 6,203,842 | 6,564,679 | 6,564,679 |
| Lease Payment to COFFC | 1,413,492 | 816,750 | 806,750 | 806,750 |
| Transfers to Other Funds | 4,251,466 | 6,799,977 | 14,584,462 | 14,671,568 |
| Other | 1,217,776 | 1,499,254 | 1,640,392 | 1,640,328 |
| Parks, Recreation & Maintenance | 16,291,938 | 16,722,755 | 17,962,336 | 17,898,702 |
| Police | 41,274,110 | 43,261,252 | 45,118,950 | 44,942,775 |
| TOTAL | \$137,195,529 | \$144,971,623 | \$152,575,075 | \$150,614,725 |
| Central Business Tax District Fund | | | | |
| Central Business District | 179,301 | 176,019 | 133,529 | 133,529 |
| TOTAL | \$179,301 | \$176,019 | \$133,529 | \$133,529 |
| City of Fayetteville Finance Corporation | | | | |
| Finance Corporation | 1,413,510 | 816,750 | 806,750 | 806,750 |
| TOTAL | \$1,413,510 | \$816,750 | \$806,750 | \$806,750 |
| Emergency Telephone System Fund | | | | |
| Emergency Communications | 620,409 | 776,752 | 871,694 | 871,694 |
| TOTAL | \$620,409 | \$776,752 | \$871,694 | \$871,694 |

Expenditure Overview

| | FY 2012 Actual | FY 2013 Budget | FY 2014 Recommended | FY 2014 Adopted |
|------------------------------------|----------------------|----------------------|------------------------|----------------------|
| Lake Valley Drive MSD Fund | | | | |
| Lake Valley Drive | 600 | 65,292 | 79,767 | 79,767 |
| TOTAL | \$600 | \$65,292 | \$79,767 | \$79,767 |
| Parking Fund | | | | |
| Parking Management | 365,869 | 415,129 | 430,605 | 430,605 |
| TOTAL | \$365,869 | \$415,129 | \$430,605 | \$430,605 |
| Airport Fund | | | | |
| Operations | 4,082,664 | 4,439,442 | 4,225,782 | 4,228,544 |
| Fire/Training | 552,957 | 506,916 | 556,727 | 553,965 |
| TOTAL | \$4,635,621 | \$4,946,358 | \$4,782,509 | \$4,782,509 |
| Environmental Services Fund | | | | |
| Operations | 2,604,694 | 2,700,800 | 10,561,338 | 10,412,904 |
| TOTAL | \$2,604,694 | \$2,700,800 | \$10,561,338 | \$10,412,904 |
| Risk Management Funds | | | | |
| Medical, Dental, & Life | 11,175,776 | 13,300,703 | 14,060,565 | 14,060,421 |
| Worker's Compensation | 2,172,548 | 1,827,220 | 2,069,159 | 2,068,681 |
| Property & Liability | 1,316,627 | 1,675,580 | 1,590,858 | 1,584,338 |
| TOTAL | \$14,664,951 | \$16,803,503 | \$17,720,582 | \$17,713,440 |
| Stormwater Fund | | | | |
| Stormwater Utility | 4,713,897 | 8,976,399 | 7,175,704 | 7,087,463 |
| TOTAL | \$4,713,897 | \$8,976,399 | \$7,175,704 | \$7,087,463 |
| Transit Fund | | | | |
| Transit Operations | 6,094,540 | 6,423,736 | 6,917,128 | 7,285,811 |
| TOTAL | \$6,094,540 | \$6,423,736 | \$6,917,128 | \$7,285,811 |
| LEOSSA Fund | | | | |
| Police Benefits | 531,202 | 726,100 | 780,633 | 780,633 |
| TOTAL | \$531,202 | \$726,100 | \$780,633 | \$780,633 |
| GRAND TOTAL | \$173,020,123 | \$187,798,461 | \$202,835,314 | \$200,999,830 |

General Fund

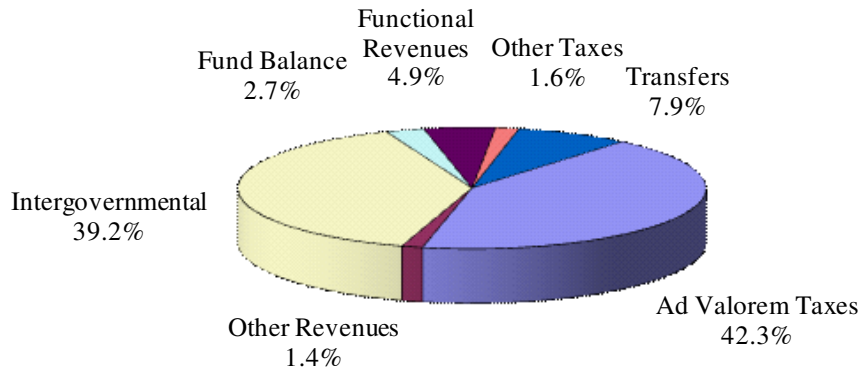
| Revenues | FY 2012 Actual | FY 2013 Budget | FY 2013 Estimated | FY 2014 Recommended | FY 2014 Adopted |
|-----------------------------------|----------------------|----------------------|----------------------|------------------------|----------------------|
| Ad Valorem Taxes | | | | | |
| Current Year Taxes | 58,593,009 | 59,857,399 | 60,097,987 | 62,293,829 | 62,293,829 |
| Prior Years Taxes | 1,070,298 | 1,115,000 | 1,058,100 | 1,081,000 | 1,081,000 |
| Penalties & Interest | 289,507 | 303,000 | 275,400 | 275,400 | 275,400 |
| | \$59,952,814 | \$61,275,399 | \$61,431,487 | \$63,650,229 | \$63,650,229 |
| Other Taxes | | | | | |
| Vehicle License Tax | 617,271 | 632,475 | 617,600 | 763,600 | 763,600 |
| Privilege License Tax | 2,557,864 | 1,108,420 | 2,455,148 | 1,037,200 | 1,037,200 |
| Franchise Fees | 419,653 | 67,000 | 71,223 | 0 | 0 |
| Vehicle Gross Receipts | 572,634 | 544,000 | 602,100 | 614,200 | 614,200 |
| | \$4,167,422 | \$2,351,895 | \$3,746,071 | \$2,415,000 | \$2,415,000 |
| Intergovernmental Revenues | | | | | |
| Federal | 3,014,395 | 444,973 | 1,357,228 | 205,320 | 205,320 |
| State | | | | | |
| Sales Taxes | 33,283,642 | 34,325,625 | 34,267,606 | 35,361,844 | 35,361,844 |
| Utility Taxes | 9,568,985 | 11,191,154 | 10,995,087 | 11,141,267 | 11,141,267 |
| Other | 6,508,572 | 6,585,452 | 6,584,676 | 6,406,594 | 6,406,594 |
| Local | 4,166,226 | 4,278,823 | 4,169,027 | 3,937,556 | 4,022,556 |
| | \$56,541,820 | \$56,826,027 | \$57,373,624 | \$57,052,581 | \$57,137,581 |
| Functional Revenues | | | | | |
| Permits and Fees | 2,757,155 | 2,966,175 | 3,219,130 | 3,076,700 | 3,076,700 |
| Property Leases | 780,812 | 861,878 | 775,610 | 624,240 | 624,240 |
| Engineering/Planning Svcs | 507,583 | 456,400 | 439,934 | 472,400 | 472,400 |
| Public Safety Services | 1,120,008 | 1,123,471 | 1,137,285 | 1,147,435 | 1,147,435 |
| Environmental Services | 154,131 | 145,800 | 135,828 | 0 | 0 |
| Parks & Recreation Fees | 1,413,966 | 1,352,150 | 1,436,185 | 1,438,485 | 1,438,485 |
| Other Fees and Services | 112,840 | 197,829 | 180,148 | 203,750 | 203,750 |
| | \$6,846,495 | \$7,103,703 | \$7,324,120 | \$6,963,010 | \$6,963,010 |
| Other Revenues | | | | | |
| Refunds & Sundry | 734,096 | 120,150 | 180,691 | 190,280 | 190,280 |
| Indirect Cost Allocation | 1,100,058 | 1,196,170 | 1,169,824 | 1,512,778 | 1,512,778 |
| Special Use Assessments | 103,634 | 220,937 | 190,469 | 220,469 | 220,469 |
| Sale of Assets & Materials | 385,076 | 250,000 | 261,215 | 233,000 | 233,000 |
| | \$2,322,864 | \$1,787,257 | \$1,802,199 | \$2,156,527 | \$2,156,527 |
| Investment Income | \$287,349 | \$316,000 | \$305,500 | \$305,500 | \$305,500 |
| Other Financing Sources | | | | | |
| Interfund Transfers | 10,273,498 | 11,433,931 | 11,433,931 | 12,385,913 | 12,385,913 |
| Proceeds from Bonds | 0 | 0 | 0 | 0 | 0 |
| Proceeds from Loans | 0 | 0 | 0 | 2,150,637 | 2,150,637 |
| Capital Leases | 0 | 0 | 0 | 0 | 0 |
| | 10,273,498 | 11,433,931 | 11,433,931 | 14,536,550 | 14,536,550 |
| Fund Balance | \$0 | \$3,877,411 | \$0 | \$5,495,678 | \$3,450,328 |
| TOTAL | \$140,392,262 | \$144,971,623 | \$143,416,932 | \$152,575,075 | \$150,614,725 |

General Fund

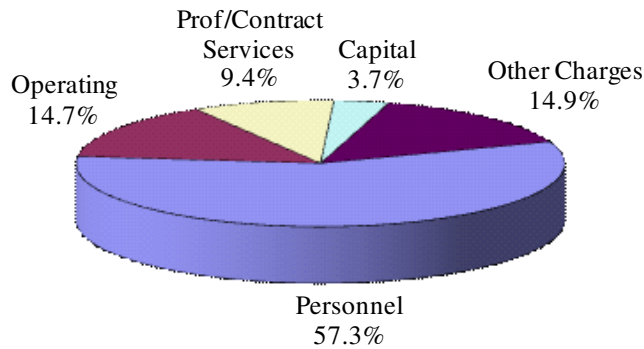
| Expenditures | FY 2012 | FY 2013 | FY 2013 | FY 2014 | FY 2014 |
|---------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | Actual | Budget | Estimated | Recommended | Adopted |
| City Attorney | 1,052,238 | 1,008,373 | 1,074,778 | 1,155,395 | 1,154,285 |
| City Manager | 1,090,065 | 890,272 | 983,206 | 1,422,616 | 1,420,357 |
| Community Development | 1,097,438 | 1,419,402 | 1,974,878 | 2,212,412 | 1,211,954 |
| Corporate Communications | 691,328 | 800,210 | 872,708 | 865,198 | 948,868 |
| Development Services | 3,414,881 | 4,287,898 | 4,408,256 | 4,094,899 | 4,395,222 |
| Engineering & Infrastructure | 11,866,242 | 11,147,966 | 11,511,365 | 12,161,346 | 11,113,557 |
| Environmental Services | 8,618,276 | 7,915,583 | 8,599,273 | 0 | 0 |
| Finance | 2,377,648 | 2,564,823 | 2,560,373 | 2,916,118 | 2,756,236 |
| Fire | 23,493,633 | 24,558,152 | 24,789,067 | 24,932,342 | 24,823,433 |
| Human Relations | 248,774 | 249,642 | 265,284 | 268,665 | 287,665 |
| Human Resource Development | 1,290,119 | 1,151,314 | 1,082,635 | 1,180,134 | 1,201,899 |
| Information Technology | 2,853,368 | 4,202,706 | 4,675,534 | 5,573,827 | 5,640,118 |
| Mayor, Council and City Clerk | 663,137 | 552,729 | 576,118 | 923,896 | 945,671 |
| Other Appropriations | | | | | |
| Agencies | 307,375 | 312,875 | 312,875 | 312,875 | 312,875 |
| Annexation Reimbursements | 7,501,403 | 7,905,848 | 7,703,113 | 7,877,783 | 7,877,783 |
| Compensation Funding Reserve | 0 | 700,000 | 0 | 0 | 0 |
| Debt Service for CIP Projects | 6,180,822 | 6,203,842 | 6,572,037 | 6,564,679 | 6,564,679 |
| Lease Payment to COFFC | 1,413,492 | 816,750 | 816,510 | 806,750 | 806,750 |
| Transfers to Other Funds | 4,251,466 | 6,799,977 | 8,638,329 | 14,584,462 | 14,671,568 |
| Other | 1,217,776 | 1,499,254 | 1,365,674 | 1,640,392 | 1,640,328 |
| Parks, Recreation & Maintenance | 16,291,938 | 16,722,755 | 17,471,899 | 17,962,336 | 17,898,702 |
| Police | 41,274,110 | 43,261,252 | 43,574,692 | 45,118,950 | 44,942,775 |
| TOTAL | \$137,195,529 | \$144,971,623 | \$149,828,604 | \$152,575,075 | \$150,614,725 |

General Fund

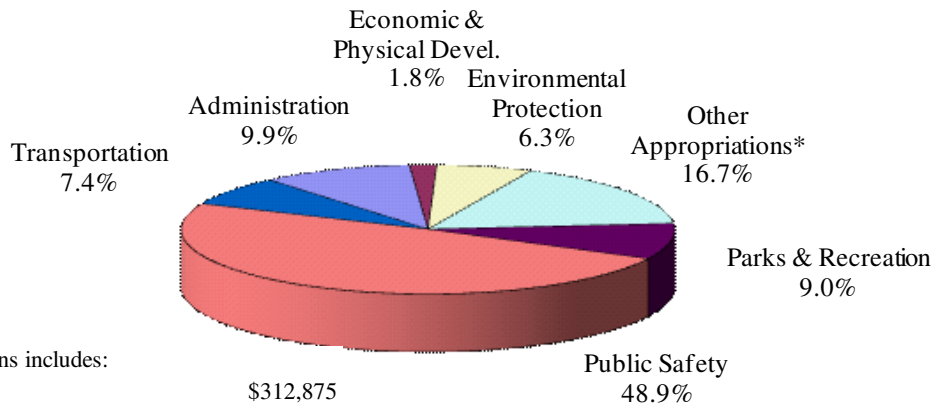
FY2013 Revenues



FY2013 Expenditures by Object



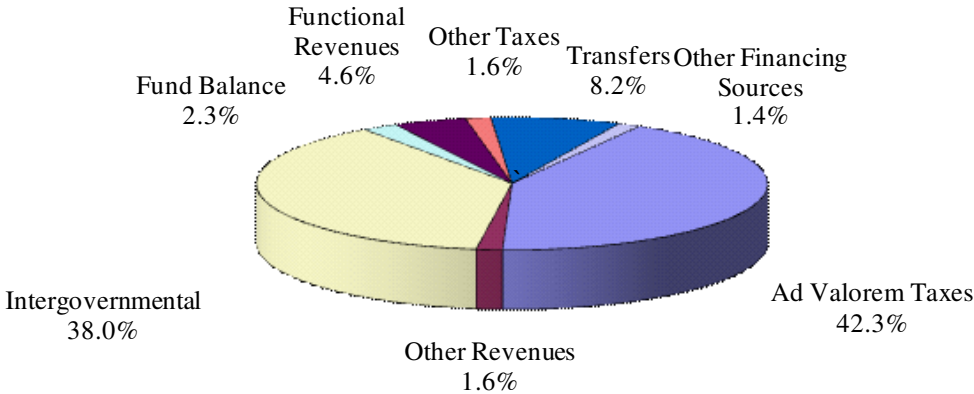
FY2013 Expenditures by Function



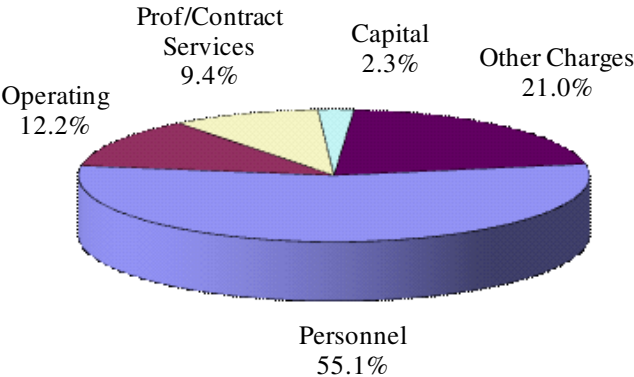
* Other Appropriations includes:

| | |
|-------------------------------|-------------|
| Agency Payments | \$312,875 |
| Compensation Funding Reserve | \$700,000 |
| Annexation Reimbursements | \$7,905,848 |
| Debt Service for CIP Projects | \$6,203,842 |
| Lease Payments to COFFC | \$816,750 |
| Transfers to Other Funds | \$6,799,977 |
| Other Expenditures | \$1,499,254 |

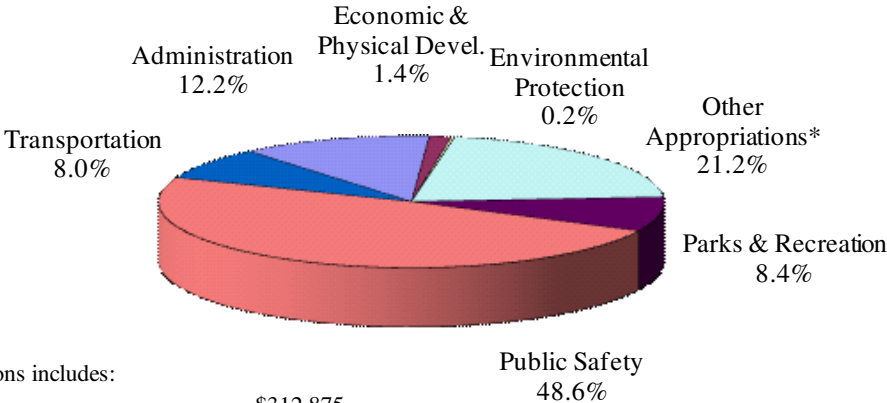
FY2014 Revenues



FY2014 Expenditures by Object



FY2014 Expenditures by Function



* Other Appropriations includes:

| | |
|-------------------------------|--------------|
| Agency Payments | \$312,875 |
| Annexation Reimbursements | \$7,877,783 |
| Debt Service for CIP Projects | \$6,564,679 |
| Lease Payments to COFFC | \$806,750 |
| Transfers to Other Funds | \$14,671,568 |
| Other Expenditures | \$1,640,328 |

Central Business Tax District

Revenues

| | FY 2012 | FY 2013 | FY 2013 | FY 2014 | FY 2014 |
|-------------------------|-------------------|-------------------|-------------------|--------------------|-------------------|
| | Actual | Budget | Estimated | Recommended | Adopted |
| Ad Valorem Taxes | 131,666 | 130,657 | 129,537 | 132,156 | 132,156 |
| Investment Income | 275 | 100 | 0 | 0 | 0 |
| Other Financing Sources | | | | | |
| Fund Balance | 0 | 45,262 | 0 | 1,373 | 1,373 |
| TOTAL | \$ 131,941 | \$ 176,019 | \$ 129,537 | \$ 133,529 | \$ 133,529 |

Expenditures

| | FY 2012 | FY 2013 | FY 2013 | FY 2014 | FY 2014 |
|-------------------|-------------------|-------------------|-------------------|--------------------|-------------------|
| | Actual | Budget | Estimated | Recommended | Adopted |
| Personnel | 0 | 0 | 0 | 0 | 0 |
| Operating | 43,059 | 42,985 | 46,053 | 44,885 | 44,885 |
| Contract Services | 26,448 | 26,521 | 26,521 | 30,021 | 30,021 |
| Capital Outlay | 6,474 | 0 | 0 | 0 | 0 |
| Other Charges | 103,320 | 106,513 | 106,513 | 58,623 | 58,623 |
| TOTAL | \$ 179,301 | \$ 176,019 | \$ 179,087 | \$ 133,529 | \$ 133,529 |

Notes:

City of Fayetteville Finance Corporation

Revenues

| | FY 2012 | FY 2013 | FY 2013 | FY 2014 | FY 2014 |
|-------------------|---------------------|-------------------|-------------------|--------------------|-------------------|
| | Actual | Budget | Estimated | Recommended | Adopted |
| Property Leases | 1,413,492 | 816,750 | 816,510 | 806,750 | 806,750 |
| Investment Income | 18 | 0 | 0 | 0 | 0 |
| TOTAL | \$ 1,413,510 | \$ 816,750 | \$ 816,510 | \$ 806,750 | \$ 806,750 |

Expenditures

| | FY 2012 | FY 2013 | FY 2013 | FY 2014 | FY 2014 |
|-------------------|---------------------|-------------------|-------------------|--------------------|-------------------|
| | Actual | Budget | Estimated | Recommended | Adopted |
| Personnel | 0 | 0 | 0 | 0 | 0 |
| Operating | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 0 | 0 | 0 | 0 | 0 |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 |
| Other Charges | 1,413,510 | 816,750 | 816,510 | 806,750 | 806,750 |
| TOTAL | \$ 1,413,510 | \$ 816,750 | \$ 816,510 | \$ 806,750 | \$ 806,750 |

Notes:

Emergency Telephone System Fund

Revenues

| | FY 2012 Actual | FY 2013 Budget | FY 2013 Estimated | FY 2014 Recommended | FY 2014 Adopted |
|-------------------------|---------------------------|---------------------------|------------------------------|--------------------------------|----------------------------|
| Intergovernmental | 637,221 | 775,752 | 775,752 | 805,520 | 805,520 |
| Investment Income | 2,275 | 1,000 | 2,300 | 1,600 | 1,600 |
| Other Financing Sources | | | | | |
| Fund Balance | 0 | 0 | 0 | 64,574 | 64,574 |
| TOTAL | \$ 639,496 | \$ 776,752 | \$ 778,052 | \$ 871,694 | \$ 871,694 |

Expenditures

| | FY 2012 Actual | FY 2013 Budget | FY 2013 Estimated | FY 2014 Recommended | FY 2014 Adopted |
|-------------------|---------------------------|---------------------------|------------------------------|--------------------------------|----------------------------|
| Personnel | 0 | 0 | 0 | 0 | 0 |
| Operating | 451,762 | 501,138 | 508,769 | 536,271 | 536,271 |
| Contract Services | 144,609 | 145,884 | 152,286 | 157,960 | 157,960 |
| Capital Outlay | 17,914 | 0 | 277,065 | 168,733 | 168,733 |
| Other Charges | 6,124 | 129,730 | 8,094 | 8,730 | 8,730 |
| TOTAL | \$ 620,409 | \$ 776,752 | \$ 946,214 | \$ 871,694 | \$ 871,694 |

Notes:

Lake Valley Drive MSD Fund

Revenues

| | FY 2012 Actual | FY 2013 Budget | FY 2013 Estimated | FY 2014 Recommended | FY 2014 Adopted |
|-------------------|---------------------------|---------------------------|------------------------------|--------------------------------|----------------------------|
| Ad Valorem Taxes | 4,619 | 65,292 | 58,113 | 79,767 | 79,767 |
| Investment Income | (85) | 0 | 0 | 0 | 0 |
| TOTAL | \$ 4,534 | \$ 65,292 | \$ 58,113 | \$ 79,767 | \$ 79,767 |

Expenditures

| | FY 2012 Actual | FY 2013 Budget | FY 2013 Estimated | FY 2014 Recommended | FY 2014 Adopted |
|-------------------|---------------------------|---------------------------|------------------------------|--------------------------------|----------------------------|
| Personnel | 0 | 0 | 0 | 0 | 0 |
| Operating | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 0 | 0 | 0 | 0 | 0 |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 |
| Other Charges | 600 | 65,292 | 55,890 | 79,767 | 79,767 |
| TOTAL | \$ 600 | \$ 65,292 | \$ 55,890 | \$ 79,767 | \$ 79,767 |

Notes:

Parking Fund

Revenues

| | FY 2012 | FY 2013 | FY 2013 | FY 2014 | FY 2014 |
|-------------------------|-------------------|-------------------|-------------------|--------------------|-------------------|
| | Actual | Budget | Estimated | Recommended | Adopted |
| Functional Revenues | 326,053 | 322,000 | 297,584 | 313,973 | 313,973 |
| Other Revenues | 9,487 | 35,870 | 33,483 | 37,137 | 37,137 |
| Investment Income | 876 | 1,100 | 625 | 300 | 300 |
| Other Financing Sources | | | | | |
| Fund Balance | 0 | 56,159 | 0 | 79,195 | 79,195 |
| TOTAL | \$ 336,416 | \$ 415,129 | \$ 331,692 | \$ 430,605 | \$ 430,605 |

Expenditures

| | FY 2012 | FY 2013 | FY 2013 | FY 2014 | FY 2014 |
|-------------------|-------------------|-------------------|-------------------|--------------------|-------------------|
| | Actual | Budget | Estimated | Recommended | Adopted |
| Personnel | 0 | 0 | 0 | 0 | 0 |
| Operating | 114,955 | 184,061 | 180,486 | 195,023 | 195,023 |
| Contract Services | 250,914 | 231,068 | 224,891 | 235,582 | 235,582 |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 |
| Other Charges | 0 | 0 | 0 | 0 | 0 |
| TOTAL | \$ 365,869 | \$ 415,129 | \$ 405,377 | \$ 430,605 | \$ 430,605 |

Notes:

Airport Fund

Revenues

| | FY 2012 | FY 2013 | FY 2013 | FY 2014 | FY 2014 |
|-------------------------|--------------------|--------------------|--------------------|---------------------|--------------------|
| | Actual | Budget | Estimated | Recommended | Adopted |
| Intergovernmental | 138,131 | 133,687 | 112,888 | 113,150 | 113,150 |
| Property Leases | 2,349,364 | 2,341,099 | 2,423,305 | 2,433,266 | 2,433,266 |
| Franchise Fees | 1,346,570 | 1,301,933 | 1,359,410 | 1,359,410 | 1,359,410 |
| Landing Fees | 399,855 | 354,611 | 387,431 | 387,431 | 387,431 |
| Training Facility Fees | 32,225 | 22,000 | 32,500 | 32,500 | 32,500 |
| Other Revenues | 224,240 | 218,628 | 214,238 | 220,234 | 220,234 |
| Public Safety Reimb. | 83,769 | 84,297 | 188,313 | 209,116 | 209,116 |
| Investment Income | 20,633 | 19,500 | 26,898 | 27,402 | 27,402 |
| Other Financing Sources | | | | | |
| Interfund Transfers | 21,034 | 0 | 0 | 0 | 0 |
| Fund Balance | 0 | 470,603 | 0 | 0 | 0 |
| TOTAL | \$4,615,821 | \$4,946,358 | \$4,744,983 | \$ 4,782,509 | \$4,782,509 |

Expenditures

| | FY 2012 | FY 2013 | FY 2013 | FY 2014 | FY 2014 |
|-------------------|--------------------|--------------------|--------------------|---------------------|--------------------|
| | Actual | Budget | Estimated | Recommended | Adopted |
| Personnel | 1,250,562 | 1,350,297 | 1,293,943 | 1,452,551 | 1,450,148 |
| Operating | 1,085,627 | 1,229,965 | 1,277,381 | 1,256,096 | 1,246,296 |
| Contract Services | 148,571 | 150,510 | 101,061 | 109,192 | 109,192 |
| Capital Outlay | 324,239 | 263,000 | 236,340 | 30,000 | 30,000 |
| Other Charges | 1,826,622 | 1,952,586 | 1,397,724 | 1,934,670 | 1,946,873 |
| TOTAL | \$4,635,621 | \$4,946,358 | \$4,306,449 | \$ 4,782,509 | \$4,782,509 |

Notes:

Environmental Services Fund

Revenues

| | FY 2012 Actual | FY 2013 Budget | FY 2013 Estimated | FY 2014 Recommended | FY 2014 Adopted |
|-------------------------|---------------------------|---------------------------|------------------------------|--------------------------------|----------------------------|
| Solid Waste Fees | 2,281,633 | 2,299,100 | 2,304,200 | 2,909,905 | 2,310,800 |
| Intergovernmental | 299,525 | 301,500 | 301,250 | 439,463 | 439,463 |
| Other Revenues | 169,313 | 95,600 | 102,952 | 285,420 | 285,420 |
| Investment Income | 7,438 | 4,600 | 8,000 | 8,000 | 8,000 |
| Other Financing Sources | | | | | |
| Interfund Transfers | 0 | 0 | 0 | 6,558,550 | 7,009,221 |
| Fund Balance | 0 | 0 | 0 | 360,000 | 360,000 |
| TOTAL | \$ 2,757,909 | \$ 2,700,800 | \$ 2,716,402 | \$ 10,561,338 | \$ 10,412,904 |

Expenditures

| | FY 2012 Actual | FY 2013 Budget | FY 2013 Estimated | FY 2014 Recommended | FY 2014 Adopted |
|-------------------|---------------------------|---------------------------|------------------------------|--------------------------------|----------------------------|
| Personnel | 20,824 | 32,957 | 30,521 | 3,818,369 | 3,811,135 |
| Operating | 100,370 | 100,416 | 92,073 | 2,728,750 | 2,587,550 |
| Contract Services | 1,970,310 | 2,062,998 | 2,023,950 | 2,123,756 | 2,123,756 |
| Capital Outlay | 37,481 | 0 | 0 | 1,155,000 | 1,155,000 |
| Other Charges | 475,709 | 504,429 | 441,559 | 735,463 | 735,463 |
| TOTAL | \$ 2,604,694 | \$ 2,700,800 | \$ 2,588,103 | \$ 10,561,338 | \$ 10,412,904 |

Notes:

Risk Management Fund

Revenues

| | FY 2012 | FY 2013 | FY 2013 | FY 2014 | FY 2014 |
|-------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | Actual | Budget | Estimated | Recommended | Adopted |
| Interfund Charges | 12,352,707 | 13,139,898 | 12,906,712 | 13,732,739 | 13,732,739 |
| Other Revenues | | | | | |
| Employee Contributions | 2,796,985 | 2,809,900 | 2,786,000 | 2,902,300 | 2,902,300 |
| Refunds and Sundry | 1,094,965 | 122,500 | 345,906 | 149,000 | 149,000 |
| Investment Income | 90,816 | 86,100 | 100,500 | 97,000 | 97,000 |
| Other Financing Sources | | | | | |
| Interfund Transfer | 500,183 | 487,303 | 487,303 | 474,423 | 474,423 |
| Fund Balance | 0 | 157,802 | 0 | 365,120 | 357,978 |
| TOTAL | \$ 16,835,656 | \$ 16,803,503 | \$ 16,626,421 | \$ 17,720,582 | \$ 17,713,440 |

Expenditures

| | FY 2012 | FY 2013 | FY 2013 | FY 2014 | FY 2014 |
|-------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | Actual | Budget | Estimated | Recommended | Adopted |
| Personnel | 283,794 | 323,705 | 303,220 | 399,350 | 398,608 |
| Operating | 14,163,818 | 15,656,351 | 15,523,142 | 16,348,868 | 16,342,468 |
| Contract Services | 217,322 | 337,400 | 251,616 | 411,895 | 411,895 |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 |
| Other Charges | 17 | 486,047 | 67 | 560,469 | 560,469 |
| TOTAL | \$ 14,664,951 | \$ 16,803,503 | \$ 16,078,045 | \$ 17,720,582 | \$ 17,713,440 |

Notes:

Stormwater Fund

Revenues

| | FY 2012 Actual | FY 2013 Budget | FY 2013 Estimated | FY 2014 Recommended | FY 2014 Adopted |
|-------------------------|---------------------------|---------------------------|------------------------------|--------------------------------|----------------------------|
| Stormwater Fees | 5,173,567 | 5,200,611 | 5,242,101 | 7,026,346 | 5,283,908 |
| Other Revenues | 36,470 | 0 | 60,000 | 120,500 | 120,500 |
| Investment Income | 45,194 | 32,700 | 41,853 | 28,858 | 28,858 |
| Other Financing Sources | | | | | |
| Fund Balance | 0 | 3,743,088 | 0 | 0 | 1,654,197 |
| TOTAL | \$ 5,255,231 | \$ 8,976,399 | \$ 5,343,954 | \$ 7,175,704 | \$ 7,087,463 |

Expenditures

| | FY 2012 Actual | FY 2013 Budget | FY 2013 Estimated | FY 2014 Recommended | FY 2014 Adopted |
|-------------------|---------------------------|---------------------------|------------------------------|--------------------------------|----------------------------|
| Personnel | 1,365,533 | 1,521,682 | 1,489,896 | 2,181,518 | 2,177,138 |
| Operating | 477,052 | 565,655 | 507,266 | 829,614 | 790,814 |
| Contract Services | 256,644 | 306,940 | 436,955 | 554,390 | 554,390 |
| Capital Outlay | 301,956 | 0 | 0 | 0 | 0 |
| Other Charges | 2,312,712 | 6,582,122 | 6,578,507 | 3,610,182 | 3,565,121 |
| TOTAL | \$ 4,713,897 | \$ 8,976,399 | \$ 9,012,624 | \$ 7,175,704 | \$ 7,087,463 |

Notes:

Transit Fund

Revenues

| | FY 2012 | FY 2013 | FY 2013 | FY 2014 | FY 2014 |
|-------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | Actual | Budget | Estimated | Recommended | Adopted |
| Other Taxes | 625,282 | 638,475 | 625,600 | 775,400 | 775,400 |
| Federal Operating Grant | 1,193,896 | 1,479,686 | 1,502,249 | 1,514,256 | 1,711,095 |
| State Operating Grant | 674,998 | 696,713 | 671,584 | 671,584 | 671,584 |
| Fares | | | | | |
| Buses | 921,155 | 968,064 | 976,880 | 1,106,439 | 1,142,248 |
| Contract Transportation | 92,176 | 92,160 | 91,860 | 91,860 | 91,860 |
| Other Revenues | 30,866 | 35,345 | 20,510 | 51,020 | 51,020 |
| Investment Income | 3,508 | 0 | 0 | 0 | 0 |
| Other Financing Sources | | | | | |
| Interfund Transfers | 2,555,640 | 2,513,293 | 2,644,931 | 2,706,569 | 2,842,604 |
| TOTAL | \$ 6,097,521 | \$ 6,423,736 | \$ 6,533,614 | \$ 6,917,128 | \$ 7,285,811 |

Expenditures

| | FY 2012 | FY 2013 | FY 2013 | FY 2014 | FY 2014 |
|-------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | Actual | Budget | Estimated | Recommended | Adopted |
| Personnel | 4,054,458 | 4,196,273 | 4,380,330 | 4,797,226 | 5,045,260 |
| Operating | 1,514,322 | 1,650,351 | 1,589,349 | 1,558,796 | 1,632,745 |
| Contract Services | 38,516 | 38,465 | 41,816 | 35,654 | 82,354 |
| Capital Outlay | 0 | 0 | 15,833 | 3,000 | 3,000 |
| Other Charges | 487,244 | 538,647 | 506,286 | 522,452 | 522,452 |
| TOTAL | \$ 6,094,540 | \$ 6,423,736 | \$ 6,533,614 | \$ 6,917,128 | \$ 7,285,811 |

Notes:

LEOSSA Fund

Revenues

| | FY 2012 Actual | FY 2013 Budget | FY 2013 Estimated | FY 2014 Recommended | FY 2014 Adopted |
|-------------------|---------------------------|---------------------------|------------------------------|--------------------------------|----------------------------|
| Interfund Charges | 686,544 | 706,000 | 723,739 | 766,133 | 766,133 |
| Investment Income | 12,971 | 20,100 | 13,750 | 14,500 | 14,500 |
| TOTAL | \$ 699,515 | \$ 726,100 | \$ 737,489 | \$ 780,633 | \$ 780,633 |

Expenditures

| | FY 2012 Actual | FY 2013 Budget | FY 2013 Estimated | FY 2014 Recommended | FY 2014 Adopted |
|-------------------|---------------------------|---------------------------|------------------------------|--------------------------------|----------------------------|
| Personnel | 531,202 | 565,626 | 617,538 | 639,699 | 639,699 |
| Operating | 0 | 0 | 0 | 0 | 0 |
| Contract Services | 0 | 0 | 0 | 0 | 0 |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 |
| Other Charges | 0 | 160,474 | 0 | 140,934 | 140,934 |
| TOTAL | \$ 531,202 | \$ 726,100 | \$ 617,538 | \$ 780,633 | \$ 780,633 |

Notes:

Fund Balance Projections

| | General Fund | Parking Fund | Lake Valley Dr. MSD | CBTD Fund |
|---|-----------------|-----------------|------------------------|--------------|
| Available Fund Balance at June 30, 2012 | \$38,840,091 | \$182,464 | \$4,302 | \$56,493 |
| FY13 Estimated Revenues and Other Sources | 143,416,932 | 331,692 | 58,113 | 129,537 |
| FY13 Estimated Expenditures and Other Uses | 149,475,464 | 405,377 | 55,890 | 179,087 |
| Less: Fund Balance Use Recommended for FY15 to FY18 Capital Improvement Plan | 2,592,968 | 0 | 0 | 0 |
| Less: Miscellaneous Designations (i.e., senior recreation) | 994,600 | 0 | 0 | 0 |
| Less: Fund Balance Restricted for County Recreation at 6/30/13 | 3,919,660 | 0 | 0 | 0 |
| Less: Designation for Capital Funding Plan at 6/30/13 | 2,721,840 | 0 | 0 | 0 |
| Projected Available Fund Balance at June 30, 2013 | \$22,552,491 | \$108,779 | \$6,525 | \$6,943 |
| FY14 Estimated Revenues and Other Sources | 147,164,397 | 351,410 | 79,767 | 132,156 |
| FY14 Estimated Expenditures and Other Uses | 150,555,484 | 430,605 | 55,890 | 133,529 |
| Less: Increase in Fund Balance Restricted for County Recreation at 6/30/14 | 59,241 | 0 | 0 | 0 |
| Plus: Decrease in Designation for Capital Funding Plan at 6/30/14 | 74,687 | 0 | 0 | 0 |
| Projected Available Fund Balance at June 30, 2014 | \$19,176,850 | \$29,584 | \$30,402 | \$5,570 |

Fund Balance Projections

| | Stormwater Fund | Emergency Telephone System Fund | Risk Fund | Transit Fund |
|--|----------------------------|--|------------------------|--------------------------------|
| Available Fund Balance at June 30, 2012 | \$7,683,258 | \$472,850 | \$15,806,166 | (\$428,802) |
| FY13 Estimated Revenues and Other Sources | 5,343,954 | 778,052 | 16,626,421 | 6,533,614 |
| FY13 Estimated Expenditures and Other Uses | 9,012,624 | 946,214 | 16,078,045 | 6,533,614 |
| Plus: FY12 Grant Revenue Receivable at 6/30/12 | 0 | 0 | 0 | 789,574 |
| Projected Available Fund Balance at June 30, 2013 | \$4,014,588 | \$304,688 | \$16,354,542 | \$360,772 |
| FY14 Estimated Revenues and Other Sources | 5,433,266 | 807,120 | 17,355,462 | 7,285,811 |
| FY14 Estimated Expenditures and Other Uses | 7,086,237 | 871,694 | 17,713,440 | 7,285,811 |
| Projected Available Fund Balance at June 30, 2014 | \$2,361,617 | \$240,114 | \$15,996,564 | \$360,772 |
| | Environmental | | | |
| | Airport Fund | Services Fund | LEOSSA Fund | Finance Corporation |
| Available Fund Balance at June 30, 2012 | \$4,094,421 | \$982,068 | \$2,570,310 | \$0 |
| FY13 Estimated Revenues and Other Sources | 4,744,983 | 2,716,402 | 737,489 | 816,510 |
| FY13 Estimated Expenditures and Other Uses | 4,306,449 | 2,588,103 | 617,538 | 816,510 |
| Projected Available Fund Balance at June 30, 2013 | \$4,532,955 | \$1,110,367 | \$2,690,261 | \$0 |
| FY14 Estimated Revenues and Other Sources | 4,782,509 | 10,412,904 | 780,633 | 806,750 |
| FY14 Estimated Expenditures and Other Uses | 4,634,987 | 10,412,904 | 639,699 | 806,750 |
| Projected Available Fund Balance at June 30, 2014 | \$4,680,477 | \$1,110,367 | \$2,831,195 | \$0 |

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 Fayetteville Public Works Commission manages debt obligations and planning for the Electric Fund and Water and Sewer Fund. The City also separately manages debt service for: capital leases for the acquisition of operating equipment as expenditures in benefiting department budgets; a loan from the Housing and Urban Development Department as an expenditure of the multi-year Federal and State Assistance Fund; and two loans and revenue bonds as expenditures of the Stormwater Fund.

In 2011, the City entered a capital lease to purchase the Festival Plaza Building for which the City had previously entered into a master lease to foster economic development. Debt service for this capital lease is budgeted in Community Development in the General Fund as tenant lease payments are used to fund the debt service and the City intends to sell the building in the future.

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 5.65 cents of the recommended 45.6-cent tax rate for the capital funding plan.
- Additionally, a \$26,323 transfer from the Central Business Tax District and \$6,033 of general ad valorem taxes generated by projected growth in property values within the Central Business Tax District (CBTD) are dedicated to this plan for the Franklin Street Parking Deck debt service. For fiscal year 2014, a payment of \$9,790 is also expected from Cumberland County based upon tax revenues from tax base growth within the CBTD.
- This plan also dedicates general ad valorem taxes projected to be generated in the Hope VI project area to fund plan expenses for the City's contributions to the Hope VI project.
- Plan resources for fiscal year 2014 include \$106,568 from a 45% Federal interest rebate. The first semi-annual rebate for fiscal year 2014 is projected to be reduced by 8.7% due to Federal funding sequestrations.

Outstanding Debt Instruments

- **General obligation (GO) bonds** pledge the full faith, credit and taxing power of the City to meet principal and interest obligations. The City (excluding PWC) is projected to have \$9,916,551 of GO bonds outstanding over three series of bonds as of June 30, 2013. They bear interest at rates varying from 3.75 to 5.0 percent. The City's underlying GO bond ratings are currently set at Aa1 by Moody's and AA+ by Standard and Poors.
- **Revenue bonds** are serviced from the earnings of the project for which they were issued. As of June 30, 2013, the City of Fayetteville is projected to have \$3,520,000 in outstanding revenue bonds on one issue through the City of Fayetteville Finance Corporation. The bonds bear interest rates of 5.0 to 5.25 percent. As they were issued for the construction of facilities and to defease revenue bonds used for facility construction and improvements, lease proceeds from the General Fund are used to retire these revenue bonds.

Capital Funding Plan

- **Capital lease agreements** are installment purchases collateralized by the property that is financed. The City currently manages four capital leases issued for a recreation center, fire stations, public safety equipment and a parking deck through the capital funding plan. Outstanding obligations on June 30, 2013 will total \$12,447,413, with three at fixed interest rates from 1.81 to 5.1 percent and one at a variable rate of 65.1 percent of LIBOR plus .57%.
- An **interfund loan** was made from the Risk Management Fund to the General Fund in fiscal year 2011 to finance costs for infrastructure improvements for the HOPE VI project at a rate of 3.0 percent. As of June 30, 2013, \$1,717,367 is outstanding.
- **Planned capital lease** financings during fiscal year 2014 include \$5,893,300 for upgrades of the 800 MHz radio system and \$2,150,637 to finance vehicles as substitution for a variety of information technology and capital improvement projects. Both financings are planned for December, 2013.

Other Expenditures

- In fiscal year 2007, outstanding general obligation bonds associated with previous water and sanitary sewer improvements were assumed by PWC. The fiscal year 2014 budget includes a \$385,200 transfer to PWC to fund a portion of this debt service.
- Other expenditures for capital improvements in fiscal year 2014 include \$180,000 for land purchases for the redevelopment of the Murchison Road corridor, \$125,000 for thoroughfare streetlight improvements, and \$176,250 to match anticipated grants for the construction of the second phase of the Multimodal Transportation Center.

SUMMARY OF OUTSTANDING DEBT ISSUES SERVICED THROUGH THE CAPITAL FUNDING PLAN

| Description | Debt Type | Purpose | Amount Outstanding @ 06/30/13 | FY2014 Principal & Interest |
|---|--------------------|--|-------------------------------|-----------------------------|
| <i>General Obligation Bonds</i> | | | | |
| 2002 Refunding Bonds | General Obligation | Refunded Series 1991 and a portion of Series 1994 Public Improvement Bonds | 910,000 | 381,400 |
| 2005 Public Improvement Bonds | General Obligation | Street, Sidewalk and Drainage Improvements, Fire Station and Park Land Acquisition | 5,050,000 | 626,875 |
| 2009 Refunding Bonds | General Obligation | Refunded Series 1996 Public Improvement Bonds, Series 1999 and 2000 Street Improvement Bonds, and City's Share of Series 2000 Public Improvement Bonds | 3,956,551 | 1,377,063 |
| | | | 9,916,551 | 2,385,338 |
| <i>Revenue Bonds</i> | | | | |
| 2005 Refunding and Municipal Building Bonds | Revenue - COPs | Westover Recreation Center, Festival Park and Refunded Police Administrative Building | 3,520,000 | 803,250 |
| | | | 3,520,000 | 803,250 |
| <i>Other Financings</i> | | | | |
| Capital Lease - Construction | Lease Agreement | E.E. Miller Recreation Center and Buhmann Drive Fire Station | 2,873,433 | 419,272 |
| Capital Lease - Construction | Lease Agreement | Franklin Street Parking Deck | 4,958,333 | 644,484 |
| Capital Lease - Construction | Lease Agreement | Fire Station 19 * | 2,320,017 | 223,971 |
| Capital Lease - Equipment | Lease Agreement | 800 MHz Radios and CAD/RMS System | 2,295,630 | 1,507,476 |
| Interfund Loan | | Hope VI Infrastructure | 1,717,367 | 474,423 |
| | | | 14,164,780 | 3,269,626 |
| | | | \$27,601,331 | \$6,458,214 |

* Estimated at 2.0% variable rate for fiscal year 2014

Authorized Strength by Department

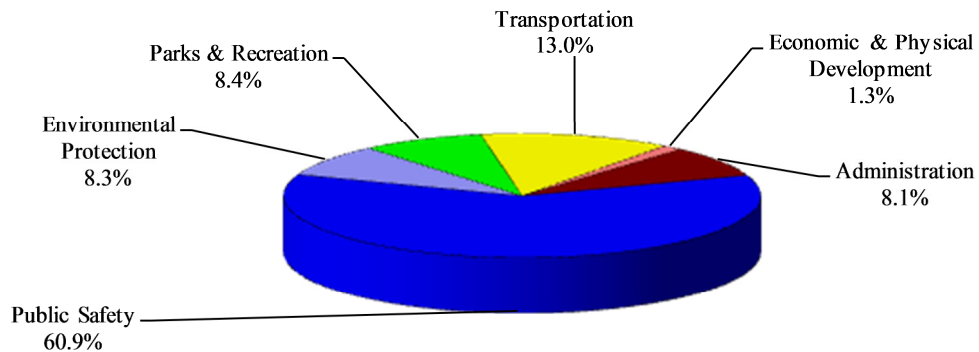
| DEPARTMENT | Adopted 2010-11 | Adopted 2011-12 | Adopted 2012-13 | Recommended 2013-14 | Adopted 2013-14 |
|---------------------------------|--------------------|--------------------|--------------------|------------------------|--------------------|
| Airport | 17 | 17 | 17 | 17 | 17 |
| City Attorney | 9 | 6 | 6 | 6 | 6 |
| City Manager | 6 | 6 | 6 | 9 | 9 |
| Community Development | 10 | 10 | 10 | 10 | 10 |
| Corporate Communications | 10 | 10 | 10 | 13 | 14 |
| Development Services | 43 | 44 | 47 | 47 | 47 |
| Engineering & Infrastructure | 120 | 123 | 124 | 124 | 124 |
| Environmental Services | 105 | 101 | 91 | 73 | 73 |
| Finance | 19 | 19 | 20 | 23 | 23 |
| Fire & Emergency Mgmt. | 330 | 330 | 331 | 331 | 331 |
| Human Relations | 3 | 3 | 3 | 3 | 3 |
| Human Resource Development | 14 | 14 | 14 | 19 | 19 |
| Information Technology | 20 | 20 | 23 | 23 | 24 |
| Mayor, Council and City Clerk | 1 | 1 | 1 | 3 | 3 |
| Other Appropriations | 0 | 0 | 0 | 0 | 0 |
| Parks, Recreation & Maintenance | 161 | 161 | 162 | 162 | 162 |
| Police | 537 | 539 | 553 | 556 | 556 |
| Risk Management | 5 | 4 | 4 | 0 | 0 |
| Transit | 84 | 92 | 92 | 92 | 96 |
| TOTAL | 1494 | 1500 | 1514 | 1511 | 1517 |

NOTES:

Position totals include full-time authorized positions funded by general fund, other budgeted funds, and grants, as well as frozen and unfunded positions.

Corporate Communications Department formerly known as Management Services Department

FY14 Adopted Positions by Function



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Department Summaries

General Fund

| | |
|---|------|
| City Attorney | D-2 |
| City Manager | D-4 |
| Community Development | D-6 |
| Corporate Communications | D-8 |
| Development Services | D-10 |
| Engineering & Infrastructure | D-12 |
| Environmental Services | D-14 |
| Finance | D-16 |
| Fire & Emergency Management | D-18 |
| Human Relations | D-20 |
| Human Resources Development | D-22 |
| Information Technology | D-24 |
| Mayor, Council and City Clerk..... | D-26 |
| Other Appropriations | D-28 |
| Parks, Recreation and Maintenance | D-30 |
| Police | D-32 |

City Attorney

Mission Statement

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

Goals and Objectives

- Continue utilization of Environmental Court to enhance community livability and appearance
 - Advise and assist City Council and City staff in the implementation of the City's Strategic Plan
 - Review and draft ordinances that support the goals of the City Council and lead to more effective code enforcement
 - Remain aware of judicial and legislative decisions that may affect the City through participation in professional organizations and attendance of conferences
-

Services and Programs

- Litigation Services
 - Civil Cases
 - Environmental Court
 - Legal Advice and Opinions
 - Mayor and Council
 - Boards and Commissions
 - City Manager and Departments
 - Enforcement of Ordinance Violations
 - Draft and Approve Legal Documents
 - Ordinance, Resolution, and Legislative Drafting
 - Review and Approve Contracts
-

Notes:

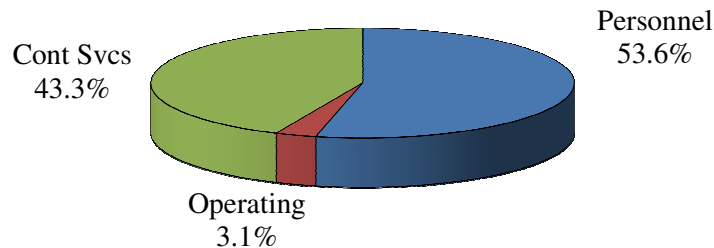
Budget Summary

| | 2011-12 Actuals | 2012-13 Orig Budget | 2013-14 Recommended | 2013-14 Adopted | % Change |
|---------------------|----------------------------|--------------------------------|--------------------------------|----------------------------|---------------------|
| Expenditures | | | | | |
| Personnel | 549,973 | 570,755 | 619,083 | 617,973 | 8.27% |
| Operating | 30,020 | 37,344 | 35,978 | 35,978 | -3.66% |
| Contract Services | 471,773 | 400,024 | 500,000 | 500,000 | 24.99% |
| Capital Outlay | 0 | 0 | 0 | 0 | 0.00% |
| Other Charges | 472 | 250 | 334 | 334 | 33.60% |
| Total | \$ 1,052,238 | \$ 1,008,373 | \$ 1,155,395 | \$ 1,154,285 | 14.47% |
| Revenues | | | | | |
| General Fund | 1,052,238 | 1,008,373 | 1,155,395 | 1,154,285 | 14.47% |
| Total | \$ 1,052,238 | \$ 1,008,373 | \$ 1,155,395 | \$ 1,154,285 | 14.47% |
| Personnel | | | | | |
| Full-time | 9 | 6 | 6 | 6 | |
| Part-time | 0 | 0 | 0 | 0 | |
| Temporary | 0 | 0 | 0 | 0 | |

Budget Highlights

- Personnel includes \$12,881 for employee pay adjustments
- Contract services includes \$500,000 for contract legal services

Budget by Expenditure Category



City Manager

Vision Statement

Promote a dynamic partnership among citizens, City Council and our employees that fosters decisions and solutions based on community values and participation. Actively and effectively manage the human, financial and material resources of the City to achieve the leadership and policy goals of the City Council. Accomplish our mission through impartial and professional service that reflects our respect for this community and for those with whom we serve.

Goals and Objectives

- Transform the City government organization into a high performance enterprise that uses data-driven decision making
 - Lead a team of local government professionals using the very best industry practices while fostering creativity in the workforce to improve the quality of life for our citizens
 - Actively seek ways to maintain and enhance City service levels while containing the associated costs for delivering those services
 - Assist in the preparation and implementation of the City's Strategic Plan
 - Actively engage the community in a dialogue regarding City services and the community that we are partnering to create
 - Assist in building consensus on community items with other local, state, regional and national groups as applicable
-

Services and Programs

Community Investment:

- Land use, neighborhood revitalization, transportation infrastructure, and code enforcement
- Supporting the community's vulnerable citizens through programs and investments

Support Services:

- Providing human, financial, technical, and strategic planning resources to manage and lead City departments
- Engaging the community in dialogues regarding City services and the community we serve

Operations:

- Providing a safe community through crime and fire suppression and emergency response
 - Supporting recreation and quality of life through providing diverse parks and recreation options
 - Serving the community's needs for mass transportation and aviation
 - Ensuring a clean community through debris and solid waste disposal
-

Notes: This budget represents a significant transition in the organization of this office with the objective of improving focus and available resources to actively engage the community and focus efforts on revitalization and protection of those areas of the community under pressure from blight and other negative pressures.

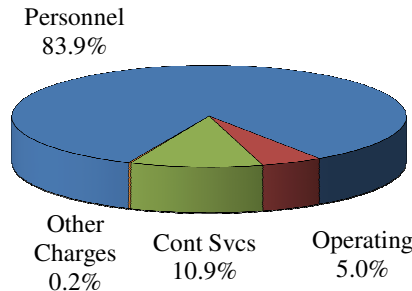
Budget Summary

| | 2011-12 Actuals | 2012-13 Orig Budget | 2013-14 Recommended | 2013-14 Adopted | % Change |
|---------------------|----------------------------|--------------------------------|--------------------------------|----------------------------|---------------------|
| Expenditures | | | | | |
| Personnel | 1,027,660 | 846,862 | 1,194,376 | 1,192,117 | 40.77% |
| Operating | 34,453 | 40,860 | 71,490 | 71,490 | 74.96% |
| Contract Services | 25,530 | 50 | 154,000 | 154,000 | 307900.00% |
| Capital Outlay | 0 | 0 | 0 | 0 | 0.00% |
| Other Charges | 2,422 | 2,500 | 2,750 | 2,750 | 10.00% |
| Total | \$ 1,090,065 | \$ 890,272 | \$ 1,422,616 | \$ 1,420,357 | 59.54% |
| Revenues | | | | | |
| General Fund | 1,090,065 | 890,272 | 1,422,616 | 1,420,357 | 59.54% |
| Total | \$ 1,090,065 | \$ 890,272 | \$ 1,422,616 | \$ 1,420,357 | 59.54% |
| Personnel | | | | | |
| Full-time | 6 | 6 | 9 | 9 | |
| Part-time | 0 | 0 | 0 | 0 | |
| Temporary | 0 | 0 | 0 | 0 | |

Budget Highlights

- Fiscal year 2013-14 includes \$218,529 for the strategic planning function transferred from Management Services
- Personnel reflects the addition of a deputy city manager, the transfer of two strategic planning positions and also includes \$30,968 for employee pay adjustments
- Contract Services includes \$120,000 for organizational development studies and \$30,000 for strategic plan development
- Other Charges includes \$1,500 for employee appreciation and \$1,250 for community relations

Budget by Expenditure Category



Community Development

Mission Statement

To provide quality services and opportunities to citizens in need of decent, safe and affordable housing; to create positive economic development situations resulting in job opportunities for low to moderate income persons and expansion of the tax base.

Goals and Objectives

Community Development

- Offer training programs that develop job skills to help low to moderate income persons improve their earning potential
- Continue to improve neighborhood accessibility to various human services
- Continue to provide support to the City's efforts to extend water and sewer to newly annexed areas, pave remaining unpaved streets within the City limits, and various community improvements
- Provide support in the implementation of the recommendations in the City's redevelopment plans
- Provide programs for the youth and seniors in low to moderate income areas
- Help foster neighborhood pride in low to moderate income areas of the City of Fayetteville

Housing

- Improve the condition of the low-income housing stock
 - Increase the supply of affordable housing
 - Increase homeownership opportunities
-

Homelessness

- Implement the priorities of the 10-Year Plan to End Homelessness
- Provide support to homeless services and programs
- Support homeless tracking system throughout the continuum of care
- Collaborate with local human services agencies to develop programs designed to break the cycle of homelessness

Economic Development

- Recruit and develop local businesses
 - Attract businesses to the downtown and redevelopment plan areas
 - Retain local businesses in the downtown and redevelopment plan areas
 - Support economic development activities that create jobs and expand the City's tax base
 - Identify redevelopment projects that will eliminate blighted commercial properties within the Murchison Road, HOPE VI, Fayetteville Renaissance Plan and other redevelopment plan areas
-

Services and Programs

- Affordable Housing Development
 - Neighborhood Resource Center Network
 - Assessment Fee Assistance Program (Water/Sewer & Street Paving)
 - Residential Façade Grant Program
 - Small Business Retention Grant Program
 - Housing Rehabilitation
 - Downtown Development
 - Homeless Assistance Program
 - Downtown Loan Pool
 - Business Assistance Program
 - Mortgage and Downpayment Assistance Programs
 - Acquisition/Demolition Program
-

Community Development

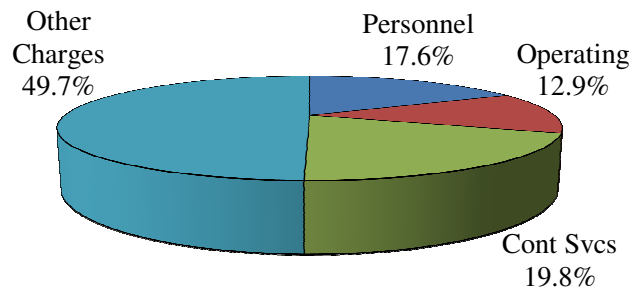
Budget Summary

| | 2011-12 Actuals | 2012-13 Orig Budget | 2013-14 Recommended | 2013-14 Adopted | % Change |
|---------------------|---------------------|------------------------|------------------------|---------------------|----------------|
| Expenditures | | | | | |
| Personnel | 179,139 | 199,221 | 213,571 | 213,113 | 6.97% |
| Operating | 111,459 | 156,725 | 156,179 | 156,179 | -0.35% |
| Contract Services | 150,788 | 343,925 | 240,020 | 240,020 | -30.21% |
| Capital Outlay | 0 | 0 | 0 | 0 | 0.00% |
| Other Charges | 656,052 | 719,531 | 1,602,642 | 602,642 | -16.25% |
| Total | \$ 1,097,438 | \$ 1,419,402 | \$ 2,212,412 | \$ 1,211,954 | -14.62% |
| Revenues | | | | | |
| Functional Revenues | 476,082 | 581,927 | 462,000 | 462,000 | -20.61% |
| General Fund | 621,356 | 837,475 | 1,750,412 | 749,954 | -10.45% |
| Total | \$ 1,097,438 | \$ 1,419,402 | \$ 2,212,412 | \$ 1,211,954 | -14.62% |
| Personnel | | | | | |
| Full-time | 2 | 2 | 2 | 2 | |
| Part-time | 0 | 0 | 0 | 0 | |
| Temporary | 0 | 0 | 0 | 0 | |

Budget Highlights

- Grant-funded program and personnel expenses for 8 positions are not reflected in this budget
- Personnel includes \$2,194 for employee pay adjustments
- Contract Services includes \$133,221 for four property tax grant-back incentive agreements and \$70,000 for the Goodyear incentive
- Festival Park Plaza expenditures for operating (\$146,181), contract services (\$36,799) and debt service (\$454,942) are included in this budget
- Other Charges includes \$180,000 for the Murchison Road redevelopment plan
- Revenues include \$462,000 in projected rent payments for Festival Park Plaza office space

Budget by Expenditure Category



Corporate Communications

Mission Statement

To provide comprehensive, professional services that proactively communicate information and provide support to the citizens of Fayetteville in a timely and accurate manner. We seek to tell the City's story and market our departments to the citizens we serve.

Goals and Objectives

- Provide appropriate, effective and consistent internal and external communication to inform the public about City policies and programs
 - Provide an interactive and informative Citizens' Academy program
 - Operate the 433-1FAY Call Center to provide excellent customer service
 - Communicate the City's story through various media
 - Provide creative and innovative graphic design and print shop services
 - Provide quality mail room services in support of City programs and functions
 - Provide professional organizational support and marketing efforts to the City Manager's Office and all departments
-

Services and Programs

- Communication and marketing of City services and programs
 - Citizen engagement
 - Community and employee newsletters
 - Media releases and media inquiries
 - City Council meeting broadcasts
 - Government Access Channel programming
 - Social media communications
 - Creative services and graphic design
 - Printing and copying services
 - City postal operations
 - Communications plan
-

Notes: This budget represents a significant transition in the organization of this department. Formerly the Management Services department, it now includes mail room services, print shop services, graphic design services, corporate communication services and the 433-1FAY call center. The City Clerk is now included in the Mayor, Council and City Clerk department, and strategic planning activities are now included in the City Manager's Office.

Corporate Communications

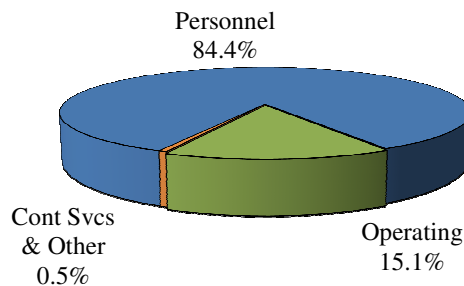
Budget Summary

| | 2011-12 Actuals | 2012-13 Orig Budget | 2013-14 Recommended | 2013-14 Adopted | % Change |
|---------------------|--------------------|------------------------|------------------------|--------------------|-------------|
| Expenditures | | | | | |
| Personnel | 558,036 | 586,674 | 722,850 | 800,432 | 36.44% |
| Operating | 101,320 | 178,403 | 141,328 | 143,228 | -19.72% |
| Contract Services | 89,362 | 69,733 | 34,570 | 34,570 | -50.43% |
| Capital Outlay | 0 | 0 | 0 | 0 | 0.00% |
| Other Charges | (57,390) | (34,600) | (33,550) | (29,362) | -15.14% |
| Total | \$ 691,328 | \$ 800,210 | \$ 865,198 | \$ 948,868 | 18.58% |
| Revenues | | | | | |
| General Fund | 691,328 | 800,210 | 865,198 | 948,868 | 18.58% |
| Total | \$ 691,328 | \$ 800,210 | \$ 865,198 | \$ 948,868 | 18.58% |
| Personnel | | | | | |
| Full-time | 10 | 10 | 13 | 14 | |
| Part-time | 0 | 0 | 0 | 0 | |
| Temporary | 0 | 0 | 0 | 0 | |

Budget Highlights

- Personnel reflects the additions of a Corporate Communications Director and a Government Access Channel Specialist, plus the transfers of five call center positions from Environmental Services and one Public Information Specialist from Police, less four positions transferred for strategic planning and city clerk functions
- Personnel also includes \$12,930 for employee pay adjustments
- Operating includes \$22,825 for advertising and \$11,600 for travel and training
- Contract Services includes \$25,800 for the Kaleidoscope program and \$7,000 for closed captioning services
- Other Charges includes \$118,000 for postage and printing inventories, less \$153,000 for service charges to other departments

Budget by Expenditure Category



Development Services

Mission Statement

To establish and maintain a standard of service where we are always **Prompt, Professional and Predictable** in carrying out our broad range of responsibilities. We recognize we are both a **regulatory agency** protecting the health, safety and welfare of the community and a **public service agency** acting as a resource for individuals and corporate citizens alike.

Goals and Objectives

- Implement the Unified Development Ordinance, including proposing proactive adjustments to City land use regulations to ensure that the regulations reflect changes in technology, markets, and community values
 - Prepare an updated Sign Code
 - Continue our collaboration with Community Development, Police, Engineering and Infrastructure, and other departments to achieve a positive impact on our neighborhoods
 - Manage service delivery of the adopted RAMP program
 - Evaluate policies, practices and procedures to maximize the efficiency and effectiveness of all operations using valid and verifiable performance metrics and subjective customer feedback through focus groups and other mechanisms
 - Pursue best practices for permitting procedures
 - Implement the new Cityworks software permitting program
 - Elevate the effectiveness and efficiency of plan review procedures and practices using technology and organizational methods
 - Evaluate inspection procedures, practices, and overall structure to maximize efficiency and effectiveness, striving to meet the customers' service needs within the guidelines of State law
 - Prepare for consideration a Future Land Use Policies Plan
 - Continue to implement adopted small area plans, including the Bragg Boulevard and Ramsey Street corridor plans
 - Support other departments in their implementation of small area plans, such as the Murchison Road Corridor Plan and the Renaissance Plan Update
 - Effectively promote economic development by developing and implementing a variety of regulatory and fiscal strategies in conjunction with the private sector
 - Implement an inspections dispatch program
-

Services and Programs

- North Carolina State Construction Code Compliance for Accessibility, Building, Electrical, Energy, Conservation, Fuel Gas, Mechanical, Plumbing, & Residential codes and associated contractor privilege licenses
 - City ordinance compliance for zoning and property maintenance
 - Development and coordination of long- and short-range plans for the pattern and character of the physical development of the community
 - Taxicab registration and inspection program
 - Coordination of subdivision and site plan review
 - RAMP program
 - Technical and staff support to the City Council, Planning Commission, Zoning Commission, Board of Adjustment, Board of Appeals on Dwellings and Buildings, RAMP Board, Taxicab Review Board, Joint Appearance Commission, Historic Resources Commission, Public Arts Commission, and the Technical Review Committee
-

Development Services

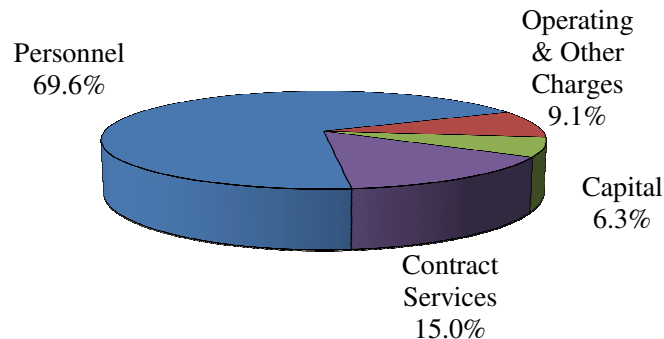
Budget Summary

| | 2011-12 Actuals | 2012-13 Orig Budget | 2013-14 Recommended | 2013-14 Adopted | % Change |
|---------------------|---------------------|------------------------|------------------------|---------------------|--------------|
| Expenditures | | | | | |
| Personnel | 2,763,331 | 2,958,354 | 3,065,260 | 3,059,152 | 3.41% |
| Operating | 309,949 | 378,021 | 370,793 | 398,799 | 5.50% |
| Contract Services | 290,034 | 654,050 | 658,846 | 658,846 | 0.73% |
| Capital Outlay | 0 | 220,000 | 0 | 278,425 | 26.56% |
| Other Charges | 51,567 | 77,473 | 0 | 0 | -100.00% |
| Total | \$ 3,414,881 | \$ 4,287,898 | \$ 4,094,899 | \$ 4,395,222 | 2.50% |
| Revenues | | | | | |
| Functional Revenues | 2,617,691 | 2,839,875 | 2,886,100 | 2,886,100 | 1.63% |
| Other Revenues | 105,773 | 170,468 | 170,000 | 170,000 | -0.27% |
| General Fund | 691,417 | 1,277,555 | 1,038,799 | 1,339,122 | 4.82% |
| Total | \$ 3,414,881 | \$ 4,287,898 | \$ 4,094,899 | \$ 4,395,222 | 2.50% |
| Personnel | | | | | |
| Full-time | 45 | 47 | 47 | 47 | |
| Part-time | 0 | 1 | 0 | 0 | |
| Temporary | 0 | 0 | 0 | 0 | |

Budget Highlights

- Personnel reflects the elimination of a part-time Office Assistant II for the RAMP program and also includes \$104,203 for employee pay adjustments
- Contract Services includes \$88,346 for the Metropolitan Planning Organization, \$18,700 for planning consulting services, \$550,000 for contracted lot cleanings and demolitions, including the demolition of two large commercial buildings
- Functional revenues include various permit fees and fines for citations
- Other revenues consist of lot cleaning and demolition assessments

Budget by Expenditure Category



Engineering and Infrastructure

Mission Statement

Our mission is to provide our customers with high quality projects, efficient and reliable infrastructure in a manner that is inclusive of environmental and community interests, and that sustains the resources entrusted to our care.

Goals and Objectives

- Maintain employee retention and staff development
 - Continue to utilize technology to enhance the department's capabilities
 - Complete the design for Phase II of the Cape Fear River Multipurpose Trail and begin construction
 - Design and implement a plan to effectively manage utility cuts
 - Provide real estate support to all city departments
 - Review departmental procedures to identify benchmarking measures that can be implemented to increase overall efficiency
 - Complete the 14 Stormwater bond projects
 - Coordinate traffic management and emergency response with local agencies
 - Support environmental sustainability through the stormwater management and compliance programs
 - Maintain roadway asset through resurfacing and preventative maintenance
-

Services and Programs

- Engineering
 - Stormwater and Drainage
 - Street Sweeping and Maintenance
 - Street Resurfacing
 - Project Management
 - Construction Management
 - Management and Maintenance of the City's Traffic Signal System
 - Installation and Maintenance of Street Markings and Street Signs
 - Parking
 - Real Estate
-

Completed Projects and Services

- Completed the Fort Bragg Road Rehabilitation project
 - Completion of 13 of the 14 Stormwater bond projects
 - Installed 6.2 miles of Sidewalks and 7.2 miles of multi-use lanes.
 - Completed the pavement evaluation study and used the data for our decision making process
-

Engineering & Infrastructure

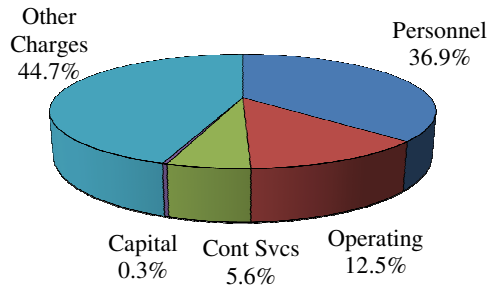
Budget Summary

| | 2011-12 Actuals | 2012-13 Orig Budget | 2013-14 Recommended | 2013-14 Adopted | % Change |
|---------------------|--------------------|------------------------|------------------------|--------------------|-------------|
| Expenditures | | | | | |
| Personnel | 3,856,269 | 4,212,715 | 4,113,592 | 4,105,303 | -2.55% |
| Operating | 1,551,105 | 1,801,550 | 1,432,382 | 1,392,882 | -22.68% |
| Contract Services | 670,821 | 836,307 | 620,110 | 620,110 | -25.85% |
| Capital Outlay | 321,196 | 279,900 | 34,100 | 34,100 | -87.82% |
| Other Charges | 5,466,851 | 4,017,494 | 5,961,162 | 4,961,162 | 23.49% |
| Total | \$ 11,866,242 | \$ 11,147,966 | \$ 12,161,346 | \$ 11,113,557 | -0.31% |
| Revenues | | | | | |
| Functional Revenues | 701,165 | 632,200 | 612,500 | 612,500 | -3.12% |
| PWC transfers | 50,770 | 0 | 0 | 0 | 0.00% |
| Other Revenues | 58,590 | 183,469 | 170,969 | 170,969 | -6.81% |
| General Fund | 11,055,717 | 10,332,297 | 11,377,877 | 10,330,088 | -0.02% |
| Total | \$ 11,866,242 | \$ 11,147,966 | \$ 12,161,346 | \$ 11,113,557 | -0.31% |
| Personnel | | | | | |
| Full-time | 84 | 84 | 75 | 75 | |
| Part-time | 0 | 0 | 0 | 0 | |
| Temporary | 0 | 0 | 0 | 0 | |

Budget Highlights

- Fiscal year 2013-14 reflects the transition of \$1,055,008 of street sweeping expenditures to the Stormwater Fund
- Personnel reflects the transfer of 8 sweeper operators and also includes \$88,740 for employee pay adjustments
- Three authorized positions are frozen and unfunded
- Operating includes \$193,902 for streetlight utility costs and approximately \$458,000 for supplies and materials for street maintenance, signals, signs and street marking activities
- Contract Services includes \$133,640 for traffic signal repairs and upgrades, \$255,000 for street and sidewalk repairs, \$110,000 for pavement marking and traffic calming devices, and \$85,000 for technical specifications consultant, bridge inspections and independent materials testing
- Other Charges includes transfers for capital improvement projects including parking lot maintenance (\$55,000), street resurfacing (\$3,605,000), street improvements (\$510,000), sidewalks (\$465,000), and downtown streetscapes (\$320,637)

Budget by Expenditure Category



Environmental Services

Budget Summary

| | 2011-12 Actuals | 2012-13 Orig Budget | 2013-14 Recommended | 2013-14 Adopted | % Change |
|---------------------|--------------------|------------------------|------------------------|--------------------|-------------|
| Expenditures | | | | | |
| Personnel | 4,029,473 | 3,901,472 | 0 | 0 | -100.00% |
| Operating | 2,267,548 | 2,474,411 | 0 | 0 | -100.00% |
| Contract Services | 260,737 | 23,928 | 0 | 0 | -100.00% |
| Capital Outlay | 1,667,919 | 961,000 | 0 | 0 | -100.00% |
| Other Charges | 392,599 | 554,772 | 0 | 0 | -100.00% |
| Total | \$ 8,618,276 | \$ 7,915,583 | \$ 0 | \$ 0 | -100.00% |
| Revenues | | | | | |
| Intergovernmental | 142,217 | 151,329 | 0 | 0 | -100.00% |
| Functional | 142,509 | 137,466 | 0 | 0 | -100.00% |
| General Fund | 8,333,550 | 7,626,788 | 0 | 0 | -100.00% |
| Total | \$ 8,618,276 | \$ 7,915,583 | \$ 0 | \$ 0 | -100.00% |
| Personnel | | | | | |
| Full-time | 100 | 90 | 0 | 0 | |
| Part-time | 0 | 0 | 0 | 0 | |
| Temporary | 0 | 0 | 0 | 0 | |

Budget Highlights

- Effective July 1, 2014, expenditures and revenues for the Environmental Services function will be reported in the Environmental Services Enterprise fund
- Expenditures and revenues for City fuel site operations are now included with Other Appropriations

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Finance

Mission Statement

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.

Goals and Objectives

- Obtain financing for vehicles and 800 megahertz radio system upgrade
 - Review and enhance financial policies and procedures
 - Increase collection of City revenues through enhanced collection procedures
 - Prepare the Comprehensive Annual Financial Report in-house
 - Obtain Certificate of Achievement in Financial Reporting
 - Assist the City Manager's Office with preparation of the fiscal year 2014-2015 annual budget and update of the five-year capital improvement and information technology plans
 - Leverage technology to improve business process efficiency
-

Services and Programs

- Cash and Investments
 - Debt Management
 - Accounts Payable
 - Licenses and Assessments
 - Payroll
 - Budget and Research
 - Capital Assets Management
 - Audit
 - Financial Reporting and Planning
 - Accounts Receivable
 - Grants Financial Management
 - Procurement Services (Contract)
 - Tax Collection (Contract)
 - Workers' Compensation and Property and Liability Risk Management
-

Notes:

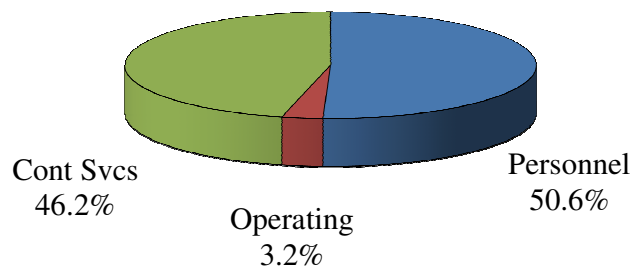
Budget Summary

| | 2011-12 Actuals | 2012-13 Orig Budget | 2013-14 Recommended | 2013-14 Adopted | % Change |
|---------------------|----------------------------|--------------------------------|--------------------------------|----------------------------|---------------------|
| Expenditures | | | | | |
| Personnel | 1,178,927 | 1,313,258 | 1,397,079 | 1,394,401 | 6.18% |
| Operating | 63,736 | 85,540 | 88,355 | 88,355 | 3.29% |
| Contract Services | 1,124,223 | 1,166,025 | 1,430,109 | 1,272,905 | 9.17% |
| Capital Outlay | 0 | 0 | 0 | 0 | 0.00% |
| Other Charges | 10,762 | 0 | 575 | 575 | 100.00% |
| Total | \$ 2,377,648 | \$ 2,564,823 | \$ 2,916,118 | \$ 2,756,236 | 7.46% |
| Revenues | | | | | |
| General Fund | 2,377,648 | 2,564,823 | 2,916,118 | 2,756,236 | 7.46% |
| Total | \$ 2,377,648 | \$ 2,564,823 | \$ 2,916,118 | \$ 2,756,236 | 7.46% |
| Personnel | | | | | |
| Full-time | 19 | 20 | 22 | 22 | |
| Part-time | 0 | 0 | 0 | 0 | |
| Temporary | 0 | 0 | 0 | 0 | |

Budget Highlights

- Personnel reflects the addition of an Office Assistant I and a Payroll and Liabilities Manager due to the reorganization of risk management functions and also includes \$39,189 for employee pay adjustments
- Contract Services includes \$845,492 for tax collection services, \$288,636 for PWC purchasing management, and \$64,000 for the annual audit
- Operating includes \$15,300 for maintenance of software systems and equipment, \$22,000 for postage, \$13,655 for Travel & Development, and \$18,000 for supplies

Budget by Expenditure Category



Fire and Emergency Management

Mission Statement

The Fayetteville Fire/Emergency Management Department is committed to the preservation of life, property and the environment in our community 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.

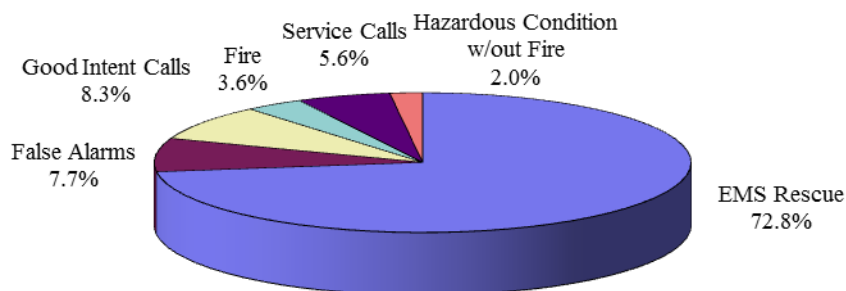
Goals and Objectives

- Provide the safest work environment possible for all employees through proactive actions.
 - Ensure the department is constantly prepared to meet future operational needs.
 - Market our services through the operating philosophy that the fire station is the focal point of any neighborhood and the hub of all City services.
 - Ensure effective communication of goals and objectives throughout the organization.
 - Establish an effective recruiting and retention plan that ensures we maintain a highly qualified and diverse workforce.
 - Implement innovative ways to improve service delivery through annual review and revision of policies, procedures and the established Standard of Coverage.
 - Ensure appropriate type and kinds of resources will be maintained and deployed to support response needs of the community based on City growth and hazard assessments.
 - Maximize efficiency by partnering with national, state, and local organizations and supporting each other's efforts with common goals in mind.
-

Services and Programs

- Public Fire Education
 - Code Enforcement
 - Fire Prevention Inspections
 - Basic Life Support/EMT Defibrillator
 - Fire Suppression
 - Local and Regional Haz Mat Response
 - Emergency Management Coordination
 - Pre-Disaster & Terrorism (WMD) Planning
 - Disaster Response
 - Urban Search & Rescue
 - Aircraft Fire and Rescue Protection
 - Technical Rescue Services
 - Regional Airport/Aircraft Firefighter Training Facility
 - F.I.R.E.S. Program
 - Buckle-up Program
-

2012 Incident Statistics – 27,843 Total Responses



Fire and Emergency Management

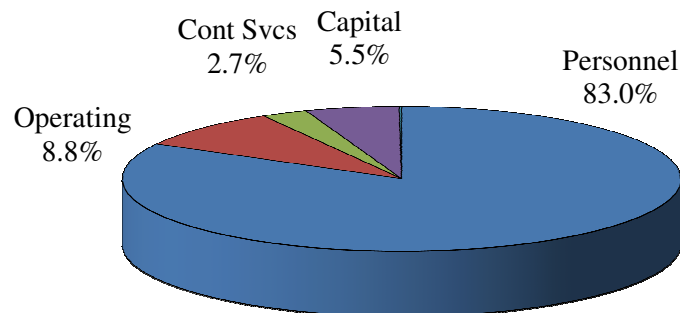
Budget Summary

| | 2011-12 Actuals | 2012-13 Orig Budget | 2013-14 Recommended | 2013-14 Adopted | % Change |
|---------------------|----------------------|------------------------|------------------------|----------------------|--------------|
| Expenditures | | | | | |
| Personnel | 19,220,903 | 19,678,697 | 20,642,014 | 20,597,205 | 4.67% |
| Operating | 2,188,767 | 2,230,703 | 2,250,274 | 2,186,174 | -2.00% |
| Contract Services | 619,984 | 578,339 | 662,757 | 662,757 | 14.60% |
| Capital Outlay | 1,387,168 | 1,988,044 | 1,344,026 | 1,344,026 | -32.39% |
| Other Charges | 76,811 | 82,369 | 33,271 | 33,271 | -59.61% |
| Total | \$ 23,493,633 | \$ 24,558,152 | \$ 24,932,342 | \$ 24,823,433 | 1.08% |
| Revenues | | | | | |
| Functional Revenues | 445,767 | 474,871 | 481,435 | 481,435 | 1.38% |
| Intergovernmental | 866,351 | 632,543 | 387,344 | 387,344 | -38.76% |
| Other Revenues | 1,500 | 5,000 | 59,000 | 59,000 | 1080.00% |
| General Fund | 22,180,015 | 23,445,738 | 24,004,563 | 23,895,654 | 1.92% |
| Total | \$ 23,493,633 | \$ 24,558,152 | \$ 24,932,342 | \$ 24,823,433 | 1.08% |
| Personnel | | | | | |
| Full-time | 324 | 325 | 325 | 325 | |
| Part-time | 0 | 0 | 0 | 0 | |
| Temporary | 0 | 0 | 0 | 0 | |

Budget Highlights

- Personnel includes \$548,998 for employee pay adjustments
- Operating includes expenditures to operate 16 fire stations and \$826,122 for vehicle maintenance and fuel
- Contract Services includes \$542,793 for payments to volunteer fire departments for contracted fire protection
- Other Charges includes an indirect cost allocation of \$69,344 for HazMat operations, offset by a \$75,000 allocation of HazMat costs to the Stormwater Fund and a transfer of \$33,627 to provide additional funding for the purchase of land to relocate Station 12
- Intergovernmental revenues include state and county funding for HazMat operations and fire district taxes from the farm program properties and West Area Fire District

Budget by Expenditure Category



Human Relations

Mission Statement

To protect civil rights, promote equal opportunity and positive community relations for the City of Fayetteville and its workforce and Cumberland County. Also, to provide efficient and effective staff support to the Fayetteville-Cumberland Human Relations Commission and Fair Housing Board.

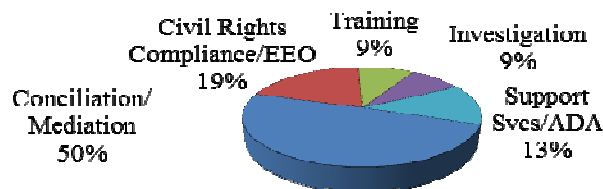
Goals and Objectives

- Continue developing and expanding programs and collaborative efforts to improve the quality of life for all citizens
 - Partner with area law enforcement and citizen groups to develop solutions to resolve issues that divide our community, such a hate crimes
 - Continue developing and enhancing relationships with all minority, disabled, disenfranchised, and women groups to ensure fair treatment and inclusion in all aspects of our community
 - Assist the City and the County in identifying more diverse populations for appointments and services
 - Continue to support the Martin Luther King Jr. Scholarship Endowment Fund to provide 3 annual scholarships of \$1,000 each to students in our community
 - Provide public recognition of individuals, businesses and organizations that have been actively involved in improving the quality of life as it relates to equality, accessibility, accommodation, justice, race and human relations
 - Continue serving as ADA Coordinator citywide and Equal Opportunity Officer for FAST
 - Support the City's Fair Housing Board and Ordinance
-

Services and Programs

- Investigate unfair treatment and all equal opportunity/equal access complaints
 - Administer the City's Fair Housing Ordinance
 - Provide staff support to the Fair Housing Board
 - Provide staff support to the Human Relations Commission in the areas of Diversity, Publicity, and Martin Luther King, Jr. Scholarship committees etc.
 - Provide support in partnership with Fort Bragg EEO efforts in the areas of equal access/equal opportunity
 - Provide training and mediation to the City's workforce on equal opportunity and human relations matters
 - Conduct serious incident investigations
 - Develop and foster programs and activities aimed at developing mutual respect, addressing and improving race and human relations, a positive outlook on inclusiveness, diversity and multiculturalism issues aimed at promoting a meaningful quality of life for all citizens and visitors
 - Carry out the administrative responsibilities found in the City Code of Ordinances § 2.39
 - Serve as the City's ADA Coordinator and manage the self evaluation process
 - Provide coordination of the Hunger Stand Down Project and Annual Recognition Banquet
 - Provide staff support to Greater Fayetteville United
 - Serve as Civil Rights Compliance Officer for F.A.S.T. as required by the Federal Transportation Administration
-

Calendar Year 2012 Resolution Type



Human Relations

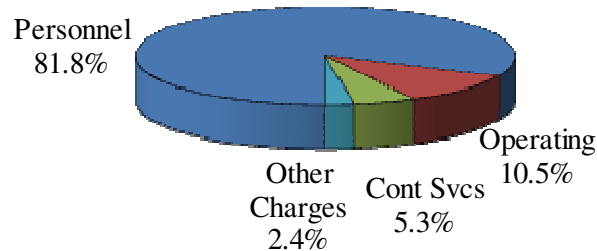
Budget Summary

| | 2011-12 Actuals | 2012-13 Orig Budget | 2013-14 Recommended | 2013-14 Adopted | % Change |
|---------------------|--------------------|------------------------|------------------------|--------------------|-------------|
| Expenditures | | | | | |
| Personnel | 224,290 | 220,342 | 235,796 | 235,296 | 6.79% |
| Operating | 20,624 | 21,075 | 22,669 | 30,169 | 43.15% |
| Contract Services | 585 | 2,575 | 3,200 | 15,200 | 490.29% |
| Capital Outlay | 0 | 0 | 0 | 0 | 0.00% |
| Other Charges | 3,275 | 5,650 | 7,000 | 7,000 | 23.89% |
| Total | \$ 248,774 | \$ 249,642 | \$ 268,665 | \$ 287,665 | 15.23% |
| Revenues | | | | | |
| Other Revenues | 10,460 | 13,150 | 15,150 | 15,150 | 15.21% |
| General Fund | 238,314 | 236,492 | 253,515 | 272,515 | 15.23% |
| Total | \$ 248,774 | \$ 249,642 | \$ 268,665 | \$ 287,665 | 15.23% |
| Personnel | | | | | |
| Full-time | 3 | 3 | 3 | 3 | |
| Part-time | 0 | 0 | 0 | 0 | |
| Temporary | 0 | 0 | 0 | 0 | |

Budget Highlights

- Personnel includes \$6,179 for employee pay adjustments
- Operating includes \$10,150 for the annual scholarship banquet, held in conjunction with the Cumberland Community Foundation, and \$19,500 for study circles
- Other Charges consists of \$5,000 budgeted for anticipated donations (not to be expended unless donations are received) and \$2,000 for Community Relations
- Other Revenues include program fees for the annual banquet and miscellaneous donations

Budget by Expenditure Category



Human Resource Development

Mission Statement

To select, retain and develop a committed and valued workforce.

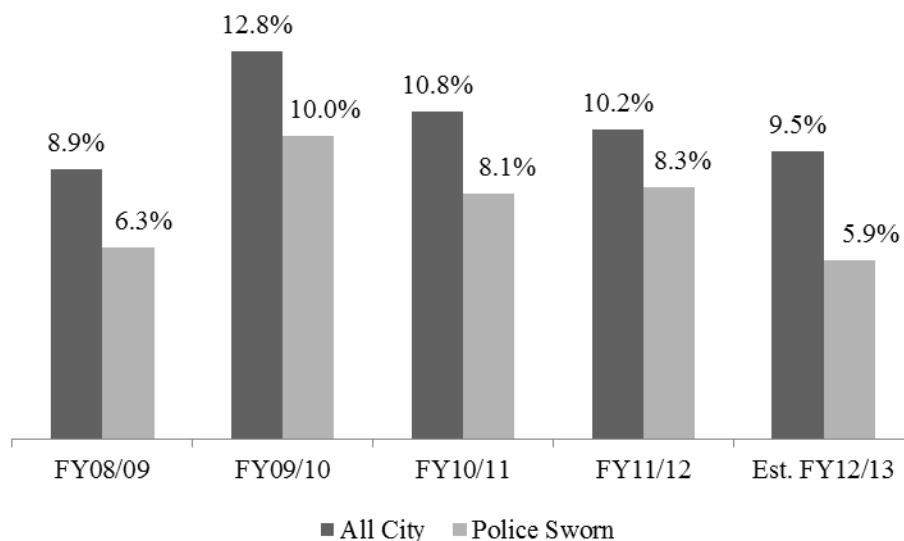
Goals and Objectives

- Develop recruitment/selection strategies to attract and select quality employees
- Develop strategies to reward and retain talent
- Seek creative ways to limit increasing healthcare costs
- Leverage technology where appropriate for efficient HR business processes (e.g. open enrollment for annual benefit elections and paperless records)
- Develop strategies to effectively manage employee relations issues
- Support Ethics Commission and Personnel Review Board processes
- Update policies for compliance with Federal and State laws and regulations
- Provide a safe work environment for employees and offer ongoing safety training
- Provide developmental training opportunities to employees

Services and Programs

- Employee Recruitment and Selection
- Classification/Compensation Management
- Benefits Management and Administration
- Employee Relations
- Performance Evaluation Administration
- Employee Engagement & Appreciation
- Diversity Management and EEO
- Personnel Records Management
- Employee Training and Development
- Leadership Development
- Organizational Development
- Safety/OSHA Compliance

Gross Turnover Percentage



Human Resource Development

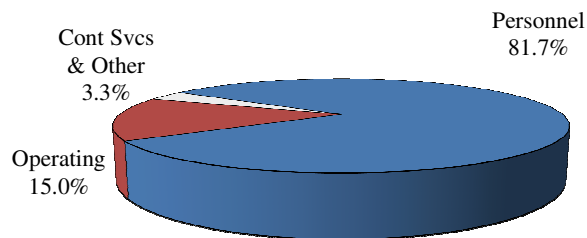
Budget Summary

| | 2011-12 Actuals | 2012-13 Orig Budget | 2013-14 Recommended | 2013-14 Adopted | % Change |
|---------------------|--------------------|------------------------|------------------------|--------------------|-------------|
| Expenditures | | | | | |
| Personnel | 959,500 | 942,684 | 983,931 | 981,896 | 4.16% |
| Operating | 177,296 | 170,077 | 156,136 | 179,936 | 5.80% |
| Contract Services | 152,778 | 37,553 | 39,467 | 39,467 | 5.10% |
| Capital Outlay | 0 | 0 | 0 | 0 | 0.00% |
| Other Charges | 545 | 1,000 | 600 | 600 | -40.00% |
| Total | \$ 1,290,119 | \$ 1,151,314 | \$ 1,180,134 | \$ 1,201,899 | 4.39% |
| Revenues | | | | | |
| General Fund | 1,290,119 | 1,151,314 | 1,180,134 | 1,201,899 | 4.39% |
| Total | \$ 1,290,119 | \$ 1,151,314 | \$ 1,180,134 | \$ 1,201,899 | 4.39% |
| Personnel | | | | | |
| Full-time | 14 | 14 | 16 | 16 | |
| Part-time | 1 | 1 | 0 | 0 | |
| Temporary | 0 | 0 | 0 | 0 | |

Budget Highlights

- Personnel reflects the addition of a Human Resources Specialist and the upgrade of a part-time Office Assistant to full-time
- Personnel also includes \$22,609 for employee pay adjustments
- Operating includes \$89,823 for city-wide internal development and training, \$23,800 for a high-density storage system and \$14,118 for equipment and software maintenance
- Contract Services includes \$18,225 for the Employee Assistance Program and \$19,328 for Flexible Spending Account administration

Budget by Expenditure Category



Information Technology

Mission Statement

Align technology efforts and initiatives to support the business goals of the City of Fayetteville.

Goals and Objectives

- Continue to focus on customer service strategy
 - Increase the use of mapping solutions for external and internal GIS users
 - Provide leadership, expertise and resources in the development and deployment of innovative technologies
 - Enhance disaster recovery and business continuity planning
 - Improve citizen and employee access to information and services, including enhanced web-based applications
 - Improve and standardize technology across all departments via desktop virtualization and computer replacement
 - Complete the City Wireless Network Expansion Project
 - Improve communication for public safety personnel via 800 MHz Radio System upgrade
 - Implement City-wide Voice Over IP system
-

Services and Programs

- IT Strategic Planning & Project Management
 - Business Systems Analysis
 - Applications Development, Support & Maintenance
 - Geographic Information Systems (GIS) Development, Support & Maintenance
 - Website Development, Support & Maintenance
 - Central Data Center Management
 - Wide/Local Area Network Management & Security
 - Telecommunications Management
 - End-user Client Services Support
 - End-user IT Training
 - IT Help Desk Management
 - IT Asset Procurement & Inventory Management
-

Notes:

Information Technology

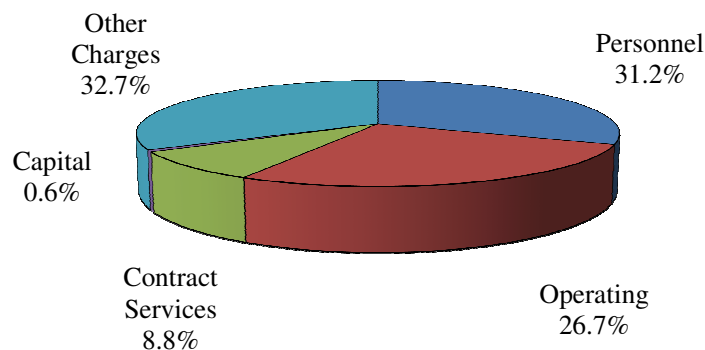
Budget Summary

| | 2011-12 Actuals | 2012-13 Orig Budget | 2013-14 Recommended | 2013-14 Adopted | % Change |
|---------------------|--------------------|------------------------|------------------------|--------------------|----------|
| Expenditures | | | | | |
| Personnel | 1,298,441 | 1,571,853 | 1,702,419 | 1,758,517 | 11.88% |
| Operating | 1,011,002 | 1,299,348 | 1,493,690 | 1,503,883 | 15.74% |
| Contract Services | 155,234 | 221,170 | 497,999 | 497,999 | 125.17% |
| Capital Outlay | 77,532 | 34,121 | 33,000 | 33,000 | -3.29% |
| Other Charges | 311,159 | 1,076,214 | 1,846,719 | 1,846,619 | 71.58% |
| Total | \$ 2,853,368 | \$ 4,202,706 | \$ 5,573,827 | \$ 5,640,018 | 34.20% |
| Revenues | | | | | |
| General Fund | 2,853,368 | 4,202,706 | 5,573,827 | 5,640,018 | 34.20% |
| Total | \$ 2,853,368 | \$ 4,202,706 | \$ 5,573,827 | \$ 5,640,018 | 34.20% |
| Personnel | | | | | |
| Full-time | 20 | 23 | 23 | 24 | |
| Part-time | 0 | 0 | 0 | 0 | |
| Temporary | 4 | 4 | 2 | 2 | |

Budget Highlights

- Personnel reflects the addition of a desktop support technician and also includes \$46,193 for employee pay adjustments
- Operating includes \$49,385 for departmental small equipment, \$1,064,007 for hardware and software maintenance and licensing, \$166,729 for central telephone services and repairs, and \$19,427 for a hardware lease
- Contract Services includes services for technical consulting and programming, telephone maintenance and wiring, and other support services
- Other Charges consists of transfers to the General Government Capital Fund totaling \$1,846,619 for various Information Technology Plan projects as listed in the General Fund capital listing

Budget by Expenditure Category



Mayor, Council and City Clerk

Council Vision Statement

The City of Fayetteville is a ***GREAT PLACE TO LIVE*** with a choice of ***DESIRABLE, SAFE NEIGHBORHOODS, LEISURE OPPORTUNITIES FOR ALL,*** and ***BEAUTY BY DESIGN.*** Our City has a ***VIBRANT DOWNTOWN*** and ***MAJOR CORRIDORS,*** the ***CAPE FEAR RIVER*** to ***ENJOY,*** and a ***STRONG LOCAL ECONOMY, DIVERSE CULTURE AND RICH HERITAGE.*** Our City is a ***PARTNERSHIP*** with ***ENGAGED CITIZENS*** who have ***CONFIDENCE*** in their local government. This creates a ***SUSTAINABLE COMMUNITY*** with opportunities for individuals and families to ***THRIVE.***

City Clerk Mission Statement

The City Clerk's office is committed to professionalism, efficiency and high work ethic in support of recording and maintaining all City records to include City Council minutes, agendas, ordinances, resolutions, and contracts.

Goals and Objectives

- Safe and secure community
- Strong, diverse and viable local economy
- Community designed to include vibrant focal points, unique neighborhoods and high-quality effective infrastructure
- Highly desirable place to live, work and recreate with thriving neighborhoods and high quality of life for all citizens
- Unity of purpose in leadership and a sustainable capacity within the organization
- Strong and active community connections

Services and Programs

- Set the City vision
- Provide community leadership
- Provide policy guidance and strategic planning for the City government
- Provide oversight of the City government, including the City Public Works Commission
- Record and maintain all official actions, meetings and records of the City Council
- Publicize vacancies and process applications for Council appointed boards, committees and commissions
- Provide notice for meetings according to the N.C. Open Meetings law
- Archiving permanent records
- Coordinate the codification of Fayetteville City Code

Notes: This budget represents the transition to a City Clerk's Office model. Three existing positions now create this team to support Council, and records and agenda management.

Mayor, Council and City Clerk

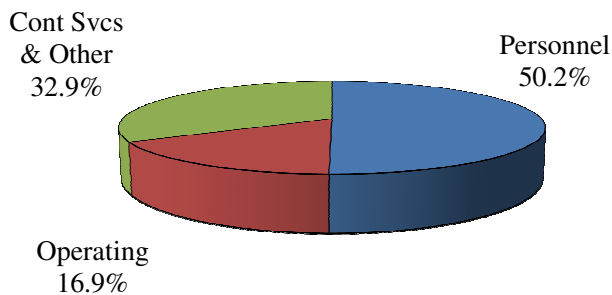
Budget Summary

| | 2011-12 Actuals | 2012-13 Orig Budget | 2013-14 Recommended | 2013-14 Adopted | % Change |
|---------------------|--------------------|------------------------|------------------------|--------------------|---------------|
| Expenditures | | | | | |
| Personnel | 281,666 | 328,466 | 475,585 | 474,708 | 44.52% |
| Operating | 120,861 | 156,663 | 160,261 | 160,261 | 2.30% |
| Contract Services | 257,698 | 65,000 | 285,550 | 308,202 | 374.16% |
| Capital Outlay | 0 | 0 | 0 | 0 | 0.00% |
| Other Charges | 2,912 | 2,600 | 2,500 | 2,500 | -3.85% |
| Total | \$ 663,137 | \$ 552,729 | \$ 923,896 | \$ 945,671 | 71.09% |
| Revenues | | | | | |
| General Fund | 663,137 | 552,729 | 923,896 | 945,671 | 71.09% |
| Total | \$ 663,137 | \$ 552,729 | \$ 923,896 | \$ 945,671 | 71.09% |
| Personnel | | | | | |
| Full-time | 1 | 1 | 3 | 3 | |
| Part-time | 0 | 0 | 0 | 0 | |
| Temporary | 0 | 0 | 0 | 0 | |

Budget Highlights

- Fiscal year 2013-14 includes \$186,840 for the city clerk function transferred from the former Management Services department
- Personnel reflects the transfer of the city clerk and deputy city clerk positions and also includes \$12,879 for employee and council pay adjustments
- Operating includes \$45,120 for travel and training, and \$97,519 for organizational memberships and dues
- Contract Services includes \$215,000 for the Board of Elections, \$50,000 for the legislative affairs agreement through the Chamber of Commerce, \$22,652 for a records scanning project, \$12,000 for codification services and \$5,000 for evaluation consulting services

Budget by Expenditure Category



Other Appropriations

Description

Other Appropriations is used to account for general City expenditures such as payments to non-profit organizations and other governmental agencies, transfers to other funds, insurance, debt service payments, Transit subsidy and other miscellaneous financial requirements.

Budget Summary

| | 2011-12 Actuals | 2012-13 Orig Budget | 2013-14 Recommended | 2013-14 Adopted | % Change |
|---------------------|--------------------|------------------------|------------------------|--------------------|-------------|
| Expenditures | | | | | |
| Personnel | 23,276 | 733,848 | 436,533 | 436,469 | -40.52% |
| Operating | 2,458,119 | 2,010,156 | 1,919,909 | 1,919,909 | -4.49% |
| Contract Services | 7,566,400 | 8,075,348 | 7,948,883 | 7,948,883 | -1.57% |
| Capital Outlay | 0 | 0 | 0 | 0 | 0.00% |
| Other Charges | 10,824,539 | 13,419,194 | 21,481,616 | 21,568,722 | 60.73% |
| Total | \$ 20,872,334 | \$ 24,238,546 | \$ 31,786,941 | \$ 31,873,983 | 31.50% |
| Revenues | | | | | |
| Other Revenues | 129,725 | 120,621 | 106,568 | 106,568 | -11.65% |
| Intergovernmental | 1,237 | 0 | 9,790 | 9,790 | 100.00% |
| Interfund Transfer | 25,000 | 25,000 | 26,323 | 26,323 | 5.29% |
| General Fund | 20,716,372 | 24,092,925 | 31,644,260 | 31,731,302 | 31.70% |
| Total | \$ 20,872,334 | \$ 24,238,546 | \$ 31,786,941 | \$ 31,873,983 | 31.50% |
| Personnel | | | | | |
| Full-time | 0 | 0 | 1 | 1 | |
| Part-time | 0 | 0 | 0 | 0 | |
| Temporary | 0 | 0 | 0 | 0 | |

Budget Highlights

- Costs to operate the City fuel site, including fuel inventory and cost redistributions, are now reported with Other Appropriations due to the transition of the Environmental Services function to an enterprise fund
- Personnel includes costs for a shared position that operates the City fuel site, retiree benefit costs for certain former employees and unemployment benefit costs
- Operating includes \$1,076,797 for insurance and claim settlements for the General Fund and \$806,750 for rent payments to the City of Fayetteville Finance Corporation for facility debt service
- Contract Services includes \$6,646,378 for payments under the sales tax agreement, \$260,551 for payments to Spring Lake from revenues resulting from the Fort Bragg annexation and \$970,854 to PWC on behalf of Fort Bragg to fund a water infrastructure project
- Other Charges includes: \$100,000 for the Chamber of Commerce; \$28,125 for the Center for Economic Empowerment and Development \$75,000 for the Arts Council; \$56,250 for the ASOM Foundation; \$48,000 for Fascinate-U Children's Museum; and \$5,500 for the United Way for the 211 program
- Other Charges also includes: \$6,564,679 for debt service; a \$7,009,221 transfer to the Environmental Services fund; \$3,130,212 for transfers to the Transit Funds; \$4,192,135 in transfers to PWC for water and sewer projects and the Black and Decker agreement; and a \$340,000 in transfers for capital projects
- Other Revenues and Transfers include an interest subsidy from the IRS (\$106,568) a transfer from the CBTD (\$26,323) and the County (\$9,790) related to debt service for the Parking Deck

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Parks, Recreation & Maintenance

Mission Statement

To provide quality and affordable parks and recreation facilities and programs for youth, special populations and adults throughout Fayetteville and Cumberland County. To improve City appearance and provide quality maintenance to city-owned buildings and facilities.

Goals and Objectives

- Continue the Linear Park Trail to connect to the Cape Fear River
 - Develop a plaza surrounding the Lafayette statue at Cross Creek Park
 - Plan greenways connectivity
 - Create a tree inventory for City parks
 - Construct Phase II A of the Cape Fear River Trail
 - Construct the Blount Creek Trail
 - Continue to coordinate with Fayetteville Beautiful to improve City appearance
 - Program and solicit sponsorships for Festival Park
 - Upgrade department's software program to increase customer service by offering on-line registration
 - Replace and refurbish outdated, non-compliant playground equipment
 - Continue to maintain Fayetteville Community Gardens
 - Improve employee training
 - Continue to implement the Parks and Recreation Master Plan
 - Continue to renovate and improve City buildings
-

Services and Programs

- Youth Recreation Programs
 - Youth and Adult Athletics
 - Senior Citizens Services
 - Nature Center and Interpretation
 - Special Events
 - Swimming Program
 - Therapeutic Recreation / Special Olympics
 - Parks Maintenance and Development
 - Horticulture
 - Cemetery Maintenance
 - Urban Forestry
 - Building Maintenance
 - Leaf Season Collection
 - Right-of-Way Maintenance
 - Adopt-A-Street/Adopt-A-Site
-

North Carolina Veteran's Park



Parks, Recreation & Maintenance

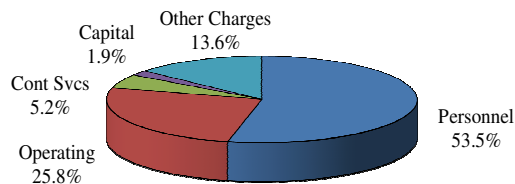
Budget Summary

| | 2011-12 Actuals | 2012-13 Orig Budget | 2013-14 Recommended | 2013-14 Adopted | % Change |
|---------------------|--------------------|------------------------|------------------------|--------------------|-------------|
| Expenditures | | | | | |
| Personnel | 8,695,965 | 8,967,704 | 9,551,098 | 9,577,736 | 6.80% |
| Operating | 4,612,946 | 4,719,766 | 4,723,258 | 4,614,558 | -2.23% |
| Contract Services | 916,318 | 902,780 | 932,865 | 932,865 | 3.33% |
| Capital Outlay | 1,089,571 | 586,500 | 342,500 | 342,500 | -41.60% |
| Other Charges | 977,138 | 1,546,005 | 2,412,615 | 2,431,043 | 57.25% |
| Total | \$ 16,291,938 | \$ 16,722,755 | \$ 17,962,336 | \$ 17,898,702 | 7.03% |
| Revenues | | | | | |
| Intergovernmental | 3,443,517 | 3,579,935 | 3,300,010 | 3,300,010 | -7.82% |
| Functional | 1,456,826 | 1,393,150 | 1,478,485 | 1,478,485 | 6.13% |
| Other | 36,921 | 56,429 | 56,700 | 56,700 | 0.48% |
| General Fund | 11,354,674 | 11,693,241 | 13,127,141 | 13,063,507 | 11.72% |
| Total | \$ 16,291,938 | \$ 16,722,755 | \$ 17,962,336 | \$ 17,898,702 | 7.03% |
| Personnel | | | | | |
| Full-time | 161 | 162 | 162 | 162 | |
| Part-time | 0 | 0 | 0 | 0 | |
| Temporary | 193 | 193 | 193 | 193 | |

Budget Highlights

- Personnel includes \$155,557 for employee pay adjustments
- Budget includes \$3,715,428 for operation of the District Parks & Recreation program, plus \$59,241 for the projected excess of District revenues over expenditures
- Other Charges includes transfers of \$2,034,649 for building projects, \$189,000 for playground improvements, and \$45,253 for software upgrades
- Fiscal year 2013-14 does not include expenditures or revenues to maintain J.P. Riddle Stadium on behalf of the County
- Intergovernmental Revenues includes recreation tax proceeds from the County and Eastover
- Functional revenues include participant fees and rental fees for parks and recreation centers

Budget by Expenditure Category



Police

Mission Statement

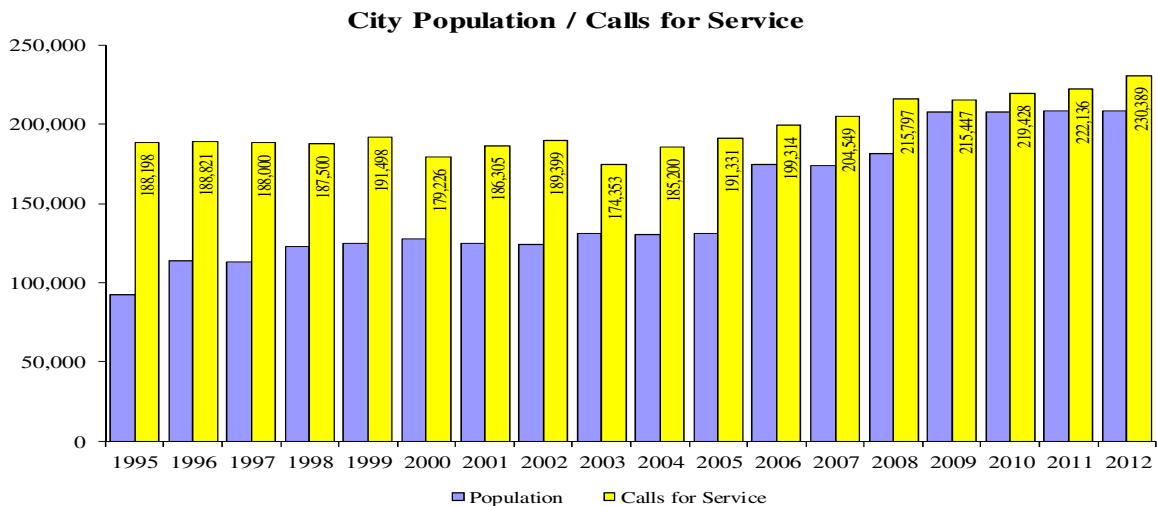
We are committed to leading the community's problem-solving efforts that improve the quality of life for all citizens of Fayetteville. We will work assertively with the community to address the underlying conditions that lead to crime and disorder.

Goals and Objectives

- Work to increase community participation through prevention and education efforts as we seek to increase the number of community watch groups throughout the city
- Seek out other community forums where speakers from the FPD and other city departments can continue to educate the community on crime prevention strategies and techniques, as well as identify resources that can assist citizens in their neighborhoods
- Continue aggressive enforcement to impact the underlying causes of crime and traffic-related problems that pose serious public safety issues for the community
- Identify resources and opportunities for intervention and mentoring for at-risk youth in an effort to decrease the number of crimes committed by juvenile offenders
- Aggressively seek recruitment opportunities to attract qualified applicants in an effort to increase the number of officers on the FPD

Services and Programs

- Chief's Office/Professional Standards
- Campbellton and Cross Creek Districts
- Operations Support Bureau
- Juvenile Restitution Program
- Drug Court
- Narcotics / Vice Suppression Unit
- Service Bureau
- Support Services Division
- Training and Education Center
- Public Safety Dispatching
- Enhanced 911 System and Data Base Maintenance
- Crime Prevention
- Traffic Unit
- Gang & Gun Violence Unit



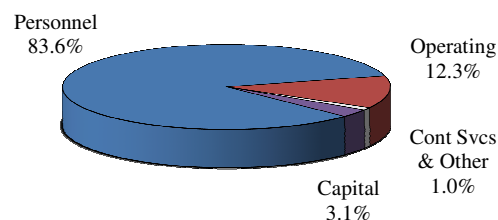
Budget Summary

| | 2011-12 Actuals | 2012-13 Orig Budget | 2013-14 Recommended | 2013-14 Adopted | % Change |
|---------------------|----------------------------|--------------------------------|--------------------------------|----------------------------|---------------------|
| Expenditures | | | | | |
| Personnel | 34,153,542 | 36,043,648 | 37,613,181 | 37,573,656 | 4.24% |
| Operating | 5,109,513 | 5,586,441 | 5,682,215 | 5,545,565 | -0.73% |
| Contract Services | 279,047 | 260,045 | 293,294 | 293,294 | 12.79% |
| Capital Outlay | 1,599,681 | 1,213,345 | 1,386,549 | 1,386,549 | 14.27% |
| Other Charges | 132,327 | 157,773 | 143,711 | 143,711 | -8.91% |
| Total | \$ 41,274,110 | \$ 43,261,252 | \$ 45,118,950 | \$ 44,942,775 | 3.89% |
| Revenues | | | | | |
| Functional Revenues | 766,292 | 745,644 | 753,404 | 753,404 | 1.04% |
| Intergovernmental | 509,768 | 392,162 | 428,642 | 428,642 | 9.30% |
| Other Revenues | 49,995 | 10,000 | 10,000 | 10,000 | 0.00% |
| General Fund | 39,948,055 | 42,113,446 | 43,926,904 | 43,750,729 | 3.89% |
| Total | \$ 41,274,110 | \$ 43,261,252 | \$ 45,118,950 | \$ 44,942,775 | 3.89% |
| Personnel | | | | | |
| Full-time | 520 | 533 | 552 | 552 | |
| Part-time | 9 | 9 | 9 | 9 | |
| Temporary | 0 | 0 | 0 | 0 | |

Budget Highlights

- Personnel reflects the addition of 17 police officer positions transitioned from the COPS Hiring Grant, the net addition of four positions for restructuring, the transfer of the Public Information Specialist to Corporate Communications and the deletion of a frozen Installation Technician position
- Personnel also includes \$1,292,208 for employee pay adjustments
- Four full-time and two part-time support positions are frozen to fund temporary services
- Other Charges includes \$100,000 for confidential/evidence funds and \$37,825 for grant matches

Budget by Expenditure Category



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Special Revenue Funds

Central Business Tax District Fund E-2
City of Fayetteville Finance Corporation Fund E-3
Emergency Telephone System Fund E-4
Lake Valley Drive Municipal Service District Fund E-5
Parking Fund E-6

Central Business Tax District Fund

Description

This fund is used to account for the proceeds from the tax levied on downtown properties. The tax is levied to provide resources for the economic development and beautification of the downtown area. The tax district, first established in 1978 and reauthorized in April 2013, extends from Cool Spring Street to Bragg Boulevard, Russell Street and Rowan Street.

Budget Summary

| | 2011-12 Actuals | 2012-13 Orig Budget | 2013-14 Recommended | 2013-14 Adopted | % Change |
|---------------------|--------------------|------------------------|------------------------|--------------------|-------------|
| Expenditures | | | | | |
| Personnel | 0 | 0 | 0 | 0 | 0.00% |
| Operating | 43,059 | 42,985 | 44,885 | 44,885 | 4.42% |
| Contract Services | 26,448 | 26,521 | 30,021 | 30,021 | 13.20% |
| Capital Outlay | 6,474 | 0 | 0 | 0 | 0.00% |
| Other Charges | 103,320 | 106,513 | 58,623 | 58,623 | -44.96% |
| Total | \$ 179,301 | \$ 176,019 | \$ 133,529 | \$ 133,529 | -24.14% |
| Revenues | | | | | |
| Ad Valorem Taxes | 131,666 | 130,657 | 132,156 | 132,156 | 1.15% |
| Investment Income | 275 | 100 | 0 | 0 | -100.00% |
| Fund Balances | 0 | 45,262 | 1,373 | 1,373 | -96.97% |
| Total | \$ 131,941 | \$ 176,019 | \$ 133,529 | \$ 133,529 | -24.14% |
| Personnel | | | | | |
| Full-time | 0 | 0 | 0 | 0 | |
| Part-time | 0 | 0 | 0 | 0 | |
| Temporary | 0 | 0 | 0 | 0 | |

Budget Highlights

- Operating expenditures include \$13,500 for advertising and promotional materials, \$14,000 for holiday decorations, \$15,000 for downtown cameras, and \$2,000 for graffiti removal supplies
- Contract Services includes \$25,000 for a portion of the parking contract, \$3,500 for web application and design, and \$1,521 for tax collection services
- Other Charges consists of a \$32,300 cost allocation for the Downtown Development Manager and a \$26,323 transfer to the General Fund for financing costs associated with the Franklin Street Parking Deck
- Tax rate remains at 10 cents per \$100 of assessed valuation

City of Fayetteville Finance Corporation Fund

Description

The City of Fayetteville Finance Corporation (COFFC) leases facilities to the City. This fund accounts for lease payments received from the City, as well as debt service related to the facilities. The COFFC's construction projects are accounted for in the corporation's capital project fund.

Budget Summary

| | 2011-12 Actual | 2012-13 Orig Budget | 2013-14 Recommended | 2013-14 Adopted | % Change |
|---------------------|-------------------|------------------------|------------------------|--------------------|-------------|
| Expenditures | | | | | |
| Personnel | 0 | 0 | 0 | 0 | 0.00% |
| Operating | 0 | 0 | 0 | 0 | 0.00% |
| Contract Services | 0 | 0 | 0 | 0 | 0.00% |
| Capital Outlay | 0 | 0 | 0 | 0 | 0.00% |
| Other Charges | 1,413,510 | 816,750 | 806,750 | 806,750 | -1.22% |
| Total | \$ 1,413,510 | \$ 816,750 | \$ 806,750 | \$ 806,750 | -1.22% |
| Revenues | | | | | |
| Property Use/Rent | 1,413,492 | 816,750 | 806,750 | 806,750 | -1.22% |
| Investment Income | 18 | 0 | 0 | 0 | 0.00% |
| Total | \$ 1,413,510 | \$ 816,750 | \$ 806,750 | \$ 806,750 | -1.22% |
| Personnel | | | | | |
| Full-time | 0 | 0 | 0 | 0 | |
| Part-time | 0 | 0 | 0 | 0 | |
| Temporary | 0 | 0 | 0 | 0 | |

Budget Highlights

- For fiscal year 2014, Other Charges includes \$183,250 of bond interest and \$620,000 of principal payments for Westover Recreation Center and the Police Administration Building, and \$3,500 for associated service charges
- Property Use/Rent represents the lease payment from the General Fund for the use of the listed facilities

Emergency Telephone System Fund

Description

This fund is used to account for the NC 911 Board distribution of E911 service charges which are imposed on each active voice communications service connection that is capable of accessing the 911 system. Proceeds pay for the cost of maintaining the enhanced 911 system, associated telephone company fees and street addressing and identification.

Budget Summary

| | 2011-12 Actuals | 2012-13 Orig Budget | 2013-14 Recommended | 2013-14 Adopted | % Change |
|---------------------|--------------------|------------------------|------------------------|--------------------|-------------|
| Expenditures | | | | | |
| Personnel | 0 | 0 | 0 | 0 | 0.00% |
| Operating | 451,762 | 501,138 | 536,271 | 536,271 | 7.01% |
| Contract Services | 144,609 | 145,884 | 157,960 | 157,960 | 8.28% |
| Capital Outlay | 17,914 | 0 | 168,733 | 168,733 | 100.00% |
| Other Charges | 6,124 | 129,730 | 8,730 | 8,730 | -93.27% |
| Total | \$ 620,409 | \$ 776,752 | \$ 871,694 | \$ 871,694 | 12.22% |
| Revenues | | | | | |
| Intergovernmental | 637,221 | 775,752 | 805,520 | 805,520 | 3.84% |
| Investment Income | 2,275 | 1,000 | 1,600 | 1,600 | 60.00% |
| Fund Balance | 0 | 0 | 64,574 | 64,574 | 100.00% |
| Total | \$ 639,496 | \$ 776,752 | \$ 871,694 | \$ 871,694 | 12.22% |
| Personnel | | | | | |
| Full-time | 0 | 0 | 0 | 0 | |
| Part-time | 0 | 0 | 0 | 0 | |
| Temporary | 0 | 0 | 0 | 0 | |

Budget Highlights

- Operating includes \$187,104 for maintenance services and \$251,133 for telephone services
- Contract Services includes \$151,960 for street naming and numbering services under an interlocal agreement with Cumberland County
- Capital Outlay includes \$168,733 for a call recording system
- Other Charges include a \$8,730 redistribution of eligible expenditures for the E911 Coordinator position from the General Fund

Lake Valley Drive MSD Fund

Description

This fund was established in fiscal year 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.

Budget Summary

| | 2011-12 Actuals | 2012-13 Orig Budget | 2013-14 Recommended | 2013-14 Adopted | % Change |
|---------------------|--------------------|------------------------|------------------------|--------------------|-------------|
| Expenditures | | | | | |
| Personnel | 0 | 0 | 0 | 0 | 0.00% |
| Operating | 0 | 0 | 0 | 0 | 0.00% |
| Contract Services | 0 | 0 | 0 | 0 | 0.00% |
| Capital Outlay | 0 | 0 | 0 | 0 | 0.00% |
| Other Charges | 600 | 65,292 | 79,767 | 79,767 | 22.17% |
| Total | \$ 600 | \$ 65,292 | \$ 79,767 | \$ 79,767 | 22.17% |
| Revenues | | | | | |
| Ad Valorem Taxes | 4,619 | 65,292 | 79,767 | 79,767 | 22.17% |
| Investment Income | (85) | 0 | 0 | 0 | 0.00% |
| Interfund Transfers | 0 | 0 | 0 | 0 | 0.00% |
| Total | \$ 4,534 | \$ 65,292 | \$ 79,767 | \$ 79,767 | 22.17% |
| Personnel | | | | | |
| Full-time | 0 | 0 | 0 | 0 | |
| Part-time | 0 | 0 | 0 | 0 | |
| Temporary | 0 | 0 | 0 | 0 | |

Budget Highlights

- Other Charges include a \$55,890 transfer to the General Fund for the scheduled loan payment, and an appropriation of \$23,877 of excess revenues for future expenditures

Parking Fund

Description

This fund is used to account for revenues and expenditures associated with on-street parking, parking lots and parking deck operations. The City owns and operates parking lots and a parking deck in the downtown area.

Budget Summary

| | 2011-12 Actual | 2012-13 Orig Budget | 2013-14 Recommended | 2013-14 Adopted | % Change |
|---------------------|-------------------|------------------------|------------------------|--------------------|-------------|
| Expenditures | | | | | |
| Personnel | 0 | 0 | 0 | 0 | 0.00% |
| Operating | 114,955 | 184,061 | 195,023 | 195,023 | 5.96% |
| Contract Services | 250,914 | 231,068 | 235,582 | 235,582 | 1.95% |
| Capital Outlay | 0 | 0 | 0 | 0 | 0.00% |
| Other Charges | 0 | 0 | 0 | 0 | 0.00% |
| Total | \$ 365,869 | \$ 415,129 | \$ 430,605 | \$ 430,605 | 3.73% |
| Revenues | | | | | |
| Functional Revenues | 326,053 | 322,000 | 313,973 | 313,973 | -2.49% |
| Other Revenues | 9,487 | 35,870 | 37,137 | 37,137 | 3.53% |
| Investment Income | 876 | 1,100 | 300 | 300 | -72.73% |
| Fund Balance | 0 | 56,159 | 79,195 | 79,195 | 41.02% |
| Total | \$ 336,416 | \$ 415,129 | \$ 430,605 | \$ 430,605 | 3.73% |
| Personnel | | | | | |
| Full-time | 0 | 0 | 0 | 0 | |
| Part-time | 0 | 0 | 0 | 0 | |
| Temporary | 0 | 0 | 0 | 0 | |

Budget Highlights

- Operating includes \$23,533 in utilities for lighting, \$40,000 for maintenance of the parking deck, \$22,797 for parking deck capital reserve, and \$96,636 estimated for annual lease payments for the Franklin Common parking lot
- Contract Services includes \$219,075 for the parking management contract (including \$22,428 for parking deck management), with an additional \$25,000 budgeted in the Central Business Tax District
- Functional Revenues consists of leased parking fees, hourly parking fees and parking violation fees
- Proposed fee increases account for \$16,389 of the projected parking revenues
- Other Revenues reflects a \$37,137 contribution from PWC to fund a portion of the parking deck operating costs and capital reserve

Proprietary Funds

Airport Fund F-2
Environmental Services Fund F-4
Risk Management Fund F-6
Stormwater Fund F-8
Transit Fund F-10

Airport Fund

Mission Statement

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

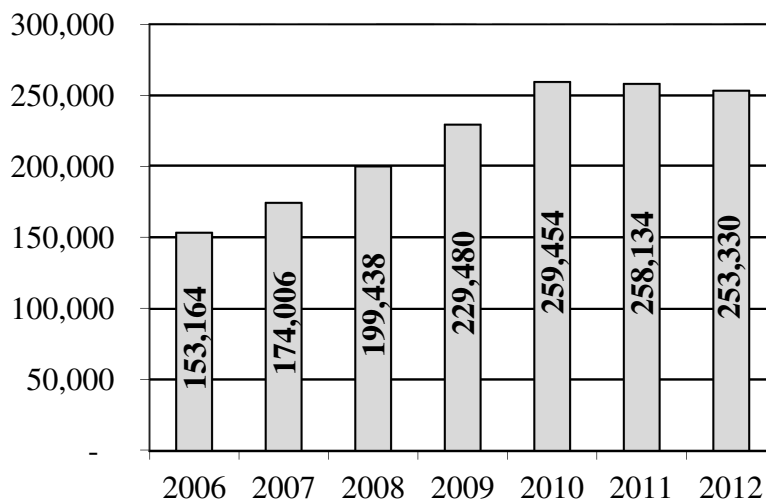
Goals and Objectives

- Investigate demand for direct airline service to new markets, including the New York City area
 - Market airlines, terminal services and facilities
 - Involve economic development and other community organizations in the development of air service, public relations, and business/industry development
 - Monitor and facilitate administration of passenger facility charges
 - Initiate general aviation development and service improvements
 - Enhance overall appearance of all airport properties, to include terminal facility, entranceway signage, roads and architectural standards
 - Maintain beautification efforts
-

Services and Programs

- Terminal Facilities
 - Aircraft Fire and Rescue Protection
 - Parking and Access Roads
 - General Aviation T-hangars
 - Management and Operations Support
 - Airside Facilities
 - Revenue Generation
 - Regional Airport / Aircraft Firefighting
-

**Fayetteville Regional Airport
2007 to 2012 Enplanements**



Airport Fund

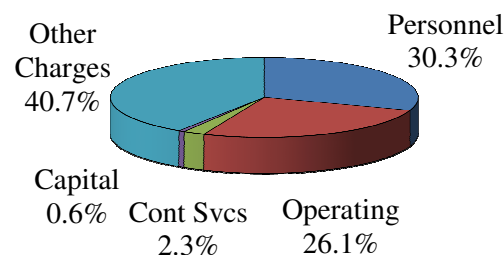
Budget Summary

| | 2011-12 Actual | 2012-13 Orig Budget | 2013-14 Recommended | 2013-14 Adopted | % Change |
|---------------------|---------------------|------------------------|------------------------|---------------------|---------------|
| Expenditures | | | | | |
| Personnel | 1,250,562 | 1,350,297 | 1,452,551 | 1,450,148 | 7.39% |
| Operating | 1,085,627 | 1,229,965 | 1,256,096 | 1,246,296 | 1.33% |
| Contract Services | 148,571 | 150,510 | 109,192 | 109,192 | -27.45% |
| Capital Outlay | 324,239 | 263,000 | 30,000 | 30,000 | -88.59% |
| Other Charges | 1,826,622 | 1,952,586 | 1,934,670 | 1,946,873 | -0.29% |
| Total | \$ 4,635,621 | \$ 4,946,358 | \$ 4,782,509 | \$ 4,782,509 | -3.31% |
| Revenues | | | | | |
| Intergovernmental | 138,131 | 133,687 | 113,150 | 113,150 | -15.36% |
| Airport Revenues | 4,457,057 | 4,322,568 | 4,641,957 | 4,641,957 | 7.39% |
| Investment Income | 20,633 | 19,500 | 27,402 | 27,402 | 40.52% |
| Fund Balance | 0 | 470,603 | 0 | 0 | -100.00% |
| Total | \$ 4,615,821 | \$ 4,946,358 | \$ 4,782,509 | \$ 4,782,509 | -3.31% |
| Personnel | | | | | |
| Full-time | 23 | 23 | 23 | 23 | |
| Part-time | 0 | 0 | 0 | 0 | |
| Temporary | 0 | 0 | 0 | 0 | |

Budget Highlights

- Personnel includes \$23,946 for employee pay adjustments
- Operating includes \$440,258 for utilities and stormwater fees, and \$394,723 for maintenance of Airport facilities and equipment, and \$100,000 for advertising
- Contract services includes \$32,700 for technical consulting, \$10,000 for engineering/architect services and \$18,000 for landscaping services
- Other charges includes \$632,032 in reimbursements to the General Fund for police services (\$441,800) and indirect cost allocations (\$190,232)
- Other charges also includes \$1,149,719 in local funding and local matches for grants for capital projects

Budget by Expenditure Category



Environmental Services Fund

Mission Statement

To provide high quality, efficient collection of municipal waste, increase the diversion of recyclables from our landfills and to partner with our citizens as we transition to a more sustainable community.

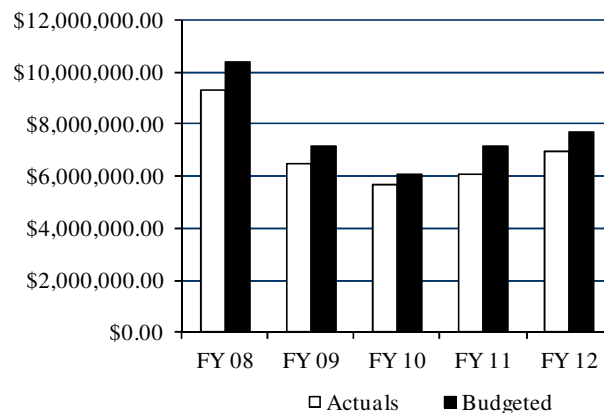
Goals and Objectives

- Improve the efficiency of solid waste and yard debris collection processes
 - Reduce equipment down time
 - Improve the image of the Environmental Services Department and the City
 - Improve employee morale
 - Increase recycling rates through program expansion, education and outreach
 - Provide customer service that is responsive to our citizens needs and requests
 - Solicit customer feedback and measure our successes
 - Improve employee safety and training in an effort to reduce employee injuries and accidents
 - Improve energy efficiency in City buildings and facilities
 - Monitor utility usage and facilitate changes to reduce electricity and water consumption
-

Services and Programs

- Residential solid waste collection
 - Residential yard waste collection
 - Bulky item and limb pickups
 - Backdoor collection for the disabled
 - Dead animal collection
 - E-waste collection
 - Recycling for city residents, city facilities, events and drop-off sites
 - Cart maintenance, inventory and delivery
 - Sustainability plan implementation
 - Energy efficiency project implementation
 - Scrap metal collection
 - Sustainability and recycling education
-

Budget vs. Actuals for Garbage, Yard Waste Collection and Cart Delivery/Repair



Environmental Services Fund

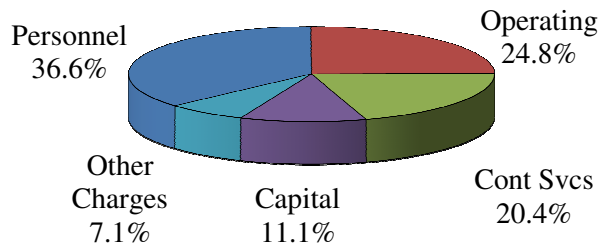
Budget Summary

| | 2011-12 Actual | 2012-13 Orig Budget | 2013-14 Recommended | 2013-14 Adopted | % Change |
|---------------------|-------------------|------------------------|------------------------|--------------------|-------------|
| Expenditures | | | | | |
| Personnel | 20,824 | 32,957 | 3,818,369 | 3,811,135 | 11463.96% |
| Operating | 100,370 | 100,416 | 2,728,750 | 2,587,550 | 2476.83% |
| Contract Services | 1,970,310 | 2,062,998 | 2,123,756 | 2,123,756 | 2.95% |
| Capital Outlay | 37,481 | 0 | 1,155,000 | 1,155,000 | 100.00% |
| Other Charges | 475,709 | 504,429 | 735,463 | 735,463 | 45.80% |
| Total | \$ 2,604,694 | \$ 2,700,800 | \$ 10,561,338 | \$ 10,412,904 | 285.55% |
| Revenues | | | | | |
| Intergovernmental | 299,525 | 301,500 | 439,463 | 439,463 | 45.76% |
| Functional Revenues | 2,281,633 | 2,299,100 | 2,909,905 | 2,310,800 | 0.51% |
| Investment Income | 7,438 | 4,600 | 8,000 | 8,000 | 73.91% |
| Other Revenues | 169,313 | 95,600 | 285,420 | 285,420 | 198.56% |
| Interfund Transfers | 0 | 0 | 6,558,550 | 7,009,221 | 100.00% |
| Fund Balance | 0 | 0 | 360,000 | 360,000 | 100.00% |
| Total | \$ 2,757,909 | \$ 2,700,800 | \$ 10,561,338 | \$ 10,412,904 | 285.55% |
| Personnel | | | | | |
| Full-time | 1 | 1 | 72 | 72 | |
| Part-time | 0 | 0 | 0 | 0 | |
| Temporary | 0 | 0 | 0 | 0 | |

Budget Highlights

- Fiscal year 2013-14 includes \$8,089,273 for environmental services expenditures transitioned from the General Fund to this expanded enterprise fund
- Personnel reflects the transfer of 71 positions from the General Fund and also includes \$56,698 for employee pay adjustments
- Operating includes \$367,183 for carts and replacement parts, and \$1,858,850 for fuel and vehicle maintenance
- Contract Services includes \$2,080,000 for contracted curbside recycling collection for an estimated 60,625 households
- Other charges includes \$365,943 for an indirect cost allocation from the General Fund and a \$360,000 transfer for information technology improvement projects
- Revenue projections reflect an annual solid waste fee of \$38 per household
- Intergovernmental revenues include payments of \$5 per household per year from Cumberland County (\$303,125) and \$136,338 state-shared solid waste disposal taxes

Budget by Expenditure Category



Risk Management Fund

Mission Statement

To provide a safe and healthy workplace for employees; to protect the City's resources by eliminating or mitigating hazards in facilities and operations to the greatest extent possible; to provide loss control and risk finance programs that reduce the City's risk exposure; to maintain a cost-effective and competitive healthcare benefits plan for employees and retirees.

Goals and Objectives

- Reduce costs associated with workers' compensation and liability claims, and property and casualty insurance
- Improve workplace safety by decreasing hazards and exposure to employees
- Develop an injury and accident accountability system
- Enhance the wellness program to increase employee participation
- Seek creative ways to limit increasing healthcare costs
- Develop a database to track employee safety training
- Ensure completion of on-site health and safety inspections of all City facilities

Services and Programs

- Property, Casualty and Excess Insurance Program
- Liability Claims Management
- Workers' Compensation Claims Management
- Accident investigations, safety and loss control programs
- Substance Abuse Compliance and Testing
- Healthcare Benefit Plan
- Wellness Program

Notes:

Risk Management Fund

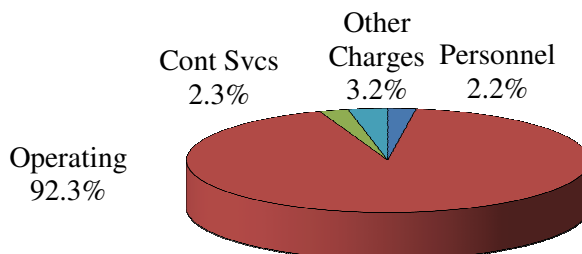
Budget Summary

| | 2011-12 Actual | 2012-13 Orig Budget | 2013-14 Recommended | 2013-14 Adopted | % Change |
|---------------------|----------------------|------------------------|------------------------|----------------------|--------------|
| Expenditures | | | | | |
| Personnel | 283,794 | 323,705 | 399,350 | 398,608 | 23.14% |
| Operating | 14,163,818 | 15,656,351 | 16,348,868 | 16,342,468 | 4.38% |
| Contract Services | 217,322 | 337,400 | 411,895 | 411,895 | 22.08% |
| Capital Outlay | 0 | 0 | 0 | 0 | 0.00% |
| Other Charges | 17 | 486,047 | 560,469 | 560,469 | 15.31% |
| Total | \$ 14,664,951 | \$ 16,803,503 | \$ 17,720,582 | \$ 17,713,440 | 5.42% |
| Revenues | | | | | |
| Interfund Charges | 12,352,707 | 13,139,898 | 13,732,739 | 13,732,739 | 4.51% |
| Functional Revenues | 3,891,950 | 2,932,400 | 3,051,300 | 3,051,300 | 4.05% |
| Investment Income | 90,816 | 86,100 | 97,000 | 97,000 | 12.66% |
| Interfund Transfer | 500,183 | 487,303 | 474,423 | 474,423 | -2.64% |
| Fund Balance | 0 | 157,802 | 365,120 | 357,978 | 126.85% |
| Total | \$ 16,835,656 | \$ 16,803,503 | \$ 17,720,582 | \$ 17,713,440 | 5.42% |
| Personnel | | | | | |
| Full-time | 4 | 4 | 4 | 4 | |
| Part-time | 0 | 0 | 0 | 0 | |
| Temporary | 0 | 0 | 0 | 0 | |

Budget Highlights

- Personnel includes 4 full-time positions and allocations totaling 1.85 full-time equivalents from other Human Resource Development and Finance staff members
- Contract Services includes medical services for safety and wellness programs, consulting and enrollment services for the healthcare plan and insurance programs
- Operating includes \$16,119,645 for claims administration, payments and reinsurance programs: \$13,035,073 for health, life and dental, \$1,304,000 for property and liability and \$1,780,572 for workers' compensation
- Other Charges reflects the expected increase in fund balance, primarily from the repayment of an interfund loan, and \$88,000 for Healthcare Reform Act fees

Budget by Expenditure Category



Stormwater Fund

Mission Statement

To implement effective programs and services for the maintenance and repair of stormwater drainage systems while taking an active role in reducing pollution to comply with the City's NPDES permit requirements. Results will occur by deliberately focusing resources in areas of creek cleaning, street sweeping, drainage improvement projects and regular system maintenance as well as various stormwater quality programs.

Goals and Objectives

- Complement the stormwater quality program with drainage infrastructure programs to resolve identified problems including system maintenance and repair
 - Record and maintain an accurate customer service database of inquiries and requests to provide efficient delivery of services; seek improvements in support software for work orders
 - Negotiate and implement DWQ requirements resulting from the NPDES permit renewal and Phase II program
 - Continue stormwater public awareness and education as required by Permit through a variety of outreach programs focused on specific target pollutants
 - Continue to upgrade our GIS capabilities in order to effectively manage and update the stormwater inventory and work order software
 - Continue the local beaver management program and creek cleaning activities to remove debris and obstructions from waterways
 - Review funding strategy, to include a comparison of fees and potential additional revenue bonds for drainage improvement projects
 - Continue use of the Administrative Manual that correlates to the Stormwater Ordinance, modifying as needed
-

Services and Programs

- Maintain and review the local Stormwater Quality Management Plan (SWQMP) to control, limit and monitor stormwater discharges
- Provide available funding for stormwater infrastructure maintenance, repair, and new construction on a prioritized basis on identified problems
- Contract with the USDA Wildlife Services to manage local beaver control issues
- Provide limited cleaning of waterways to improve flow and remove debris
- Monitor non-point source pollutants through sampling (ambient in-stream/dry weather) and laboratory analysis
- Partner with local business and industry to identify the potential for illegal discharges and connections
- Provide various public education programs including volunteer groups
- Inspect major stormwater outfalls to identify and proactively address problems
- Provide a customer service hotline for 24-hour problem reporting

Stormwater Fund

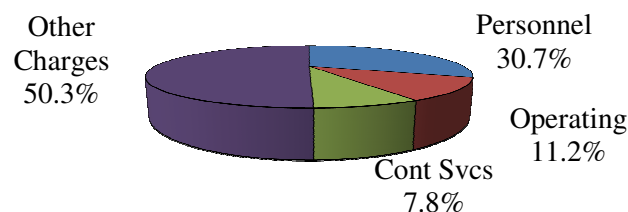
Budget Summary

| | 2011-12 Actual | 2012-13 Orig Budget | 2013-14 Recommended | 2013-14 Adopted | % Change |
|---------------------|---------------------|------------------------|------------------------|---------------------|----------------|
| Expenditures | | | | | |
| Personnel | 1,365,533 | 1,521,682 | 2,181,518 | 2,177,138 | 43.07% |
| Operating | 477,052 | 565,655 | 829,614 | 790,814 | 39.81% |
| Contract Services | 256,644 | 306,940 | 554,390 | 554,390 | 80.62% |
| Capital Outlay | 301,956 | 0 | 0 | 0 | 0.00% |
| Other Charges | 2,312,712 | 6,582,122 | 3,610,182 | 3,565,121 | -45.84% |
| Total | \$ 4,713,897 | \$ 8,976,399 | \$ 7,175,704 | \$ 7,087,463 | -21.04% |
| Revenues | | | | | |
| Stormwater Fee | 5,173,567 | 5,200,611 | 7,026,346 | 5,283,908 | 1.60% |
| Intergovernmental | 0 | 0 | 120,500 | 120,500 | 100.00% |
| Other Revenues | 36,470 | 0 | 0 | 0 | 0.00% |
| Investment Income | 45,194 | 32,700 | 28,858 | 28,858 | -11.75% |
| Interfund Transfer | 0 | 0 | 0 | 0 | 0.00% |
| Fund Balance | 0 | 3,743,088 | 0 | 1,654,197 | -55.81% |
| Total | \$ 5,255,231 | \$ 8,976,399 | \$ 7,175,704 | \$ 7,087,463 | -21.04% |
| Personnel | | | | | |
| Full-time | 40 | 40 | 49 | 49 | |
| Part-time | 0 | 0 | 0 | 0 | |
| Temporary | 0 | 0 | 0 | 0 | |

Budget Highlights

- Fiscal year 2013-14 includes \$1,055,008 for street sweeping expenditures transitioned from the General Fund
- Personnel reflects the transfer of nine sweeper operators, the funding of a previously frozen Inspector and also includes \$43,825 for employee pay adjustments
- Personnel counts include 12 frozen and unfunded positions
- Contract Services includes \$150,000 for drainage infrastructure camera inspections and jetrodding, \$128,750 for street sweepings disposal, \$105,000 for technical assistance, and \$54,540 for permits and lab fees
- Other Charges includes \$2,252,873 for transfers for drainage improvement projects and \$233,745 for vehicle replacements, and \$921,226 for debt service
- Adopted budget revenue projections reflect proceeds of a \$3 monthly fee, as opposed to the \$4 per month recommended

Budget by Expenditure Category



Transit Fund

Mission Statement

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

Goals and Objectives

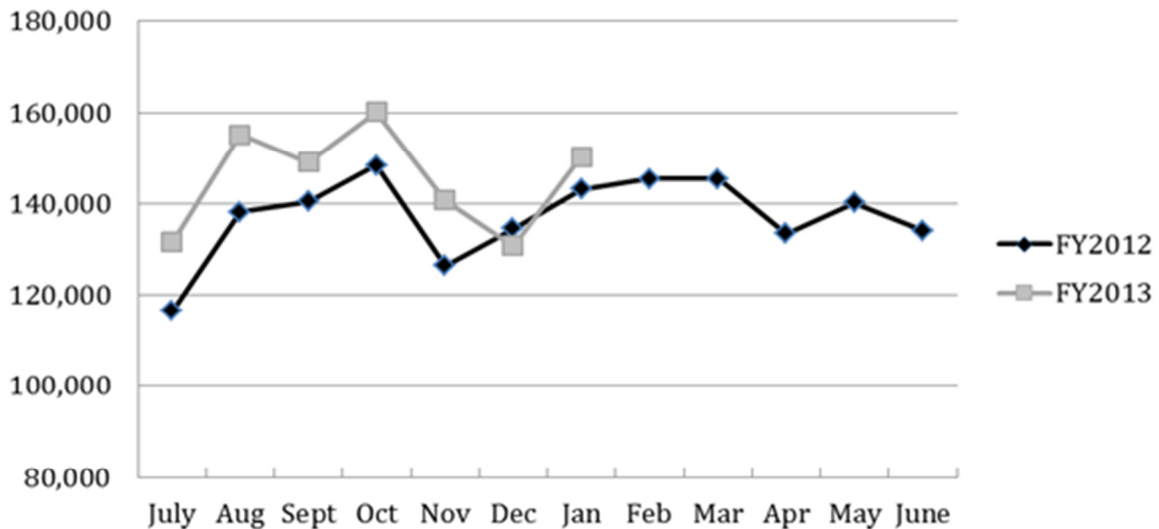
- Continue to provide a viable, ADA integrated transportation option for all residents of Fayetteville
 - Continue to provide ADA Para-Transit service in compliance with the Americans with Disabilities Act through FASTTRAC! Services
 - Continue to implement recommendations from the Transportation Development Plan as approved by the City Council
 - Continue long-range planning for air quality and congestion management for the City of Fayetteville and Cumberland County
 - Increase awareness of the benefits of public transportation and Transit's impact and mobility contribution to the Fayetteville area through enhanced marketing strategies
 - Continue efforts toward the design, funding and construction of a Multi-Modal Transportation Center (MMTC) for Fayetteville
-

Services and Programs

- General Administration
 - Fixed Route Transportation
 - FASTTRAC! ADA Para-Transit Service
 - Transportation Planning
 - Fleet and General Maintenance
 - Transit Marketing
-

Ridership for FY12 and FY13

- Ridership reached a high of approximately 148,405 unlinked passenger trips in October of 2012. Total ridership for FY12 was 1,646,179, with average monthly ridership of 137,182. The average monthly ridership for the first seven months of FY13 was 145,350, representing an increase of 7.37% as compared to the average for the first seven months of FY12 of 135,377.



Transit Fund

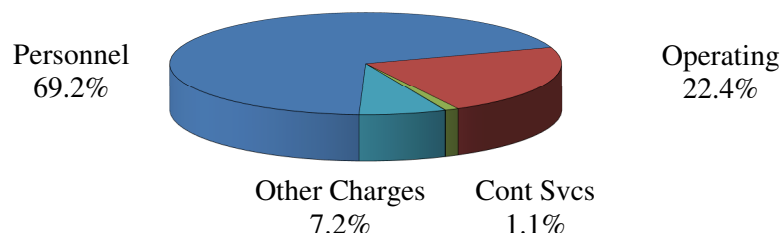
Budget Summary

| | 2011-12 Actuals | 2012-13 Orig Budget | 2013-14 Recommended | 2013-14 Adopted | % Change |
|-----------------------|--------------------|------------------------|------------------------|--------------------|-------------|
| Expenditures | | | | | |
| Personnel | 4,054,458 | 4,196,273 | 4,797,226 | 5,045,260 | 20.23% |
| Operating | 1,514,322 | 1,650,351 | 1,558,796 | 1,632,745 | -1.07% |
| Contract Services | 38,516 | 38,465 | 35,654 | 82,354 | 114.10% |
| Capital Outlay | 0 | 0 | 3,000 | 3,000 | 100.00% |
| Other Charges | 487,244 | 538,647 | 522,452 | 522,452 | -3.01% |
| Total | \$ 6,094,540 | \$ 6,423,736 | \$ 6,917,128 | \$ 7,285,811 | 13.42% |
| Revenues | | | | | |
| Other Taxes | 625,282 | 638,475 | 775,400 | 775,400 | 21.45% |
| Functional Revenues | 1,044,197 | 1,095,569 | 1,249,319 | 1,285,128 | 17.30% |
| Federal Grant | 1,193,896 | 1,479,686 | 1,514,256 | 1,711,095 | 15.64% |
| State Grant | 674,998 | 696,713 | 671,584 | 671,584 | -3.61% |
| Investment Income | 3,508 | 0 | 0 | 0 | 0.00% |
| General Fund Transfer | 2,555,640 | 2,513,293 | 2,706,569 | 2,842,604 | 13.10% |
| Total | \$ 6,097,521 | \$ 6,423,736 | \$ 6,917,128 | \$ 7,285,811 | 13.42% |
| Personnel | | | | | |
| Full-time | 92 | 92 | 92 | 96 | |
| Part-time | 0 | 0 | 0 | 0 | |
| Temporary | 10 | 10 | 15 | 15 | |

Budget Highlights

- Personnel includes \$91,087 for employee pay adjustments
- Personnel count and expenditure increase reflects the addition of four full-time positions to support route and service hour enhancements
- Operating includes \$329,502 for vehicle maintenance and \$958,135 for fuel costs
- Contract Services includes \$22,000 for bus shelter maintenance services to be performed by the Parks, Recreation and Maintenance Department and \$45,500 for a contracted Transit Center Security guard
- Other charges includes \$589,359 for indirect cost allocations offset by a \$95,000 cost redistribution to the planning grant
- Other Taxes reflect estimated collections of the \$5.00 vehicle license tax

Budget by Expenditure Category



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Department Summaries

Other Funds

LEOSSA Fund G-2

LEOSSA Fund

Description

The Law Enforcement Officer's Special Separation Allowance (LEOSSA) Fund is a pension trust fund established for officers retired from the City of Fayetteville on or after January 1, 1987. The allowance is paid to an officer who either retires at age 55 with five years of service; or upon completion of 30 years of service, whichever is earlier.

Budget Summary

| | 2011-12 Actuals | 2012-13 Orig Budget | 2013-14 Recommended | 2013-14 Adopted | % Change |
|---------------------|--------------------|------------------------|------------------------|--------------------|-------------|
| Expenditures | | | | | |
| Personnel | 531,202 | 565,626 | 639,699 | 639,699 | 13.10% |
| Operating | 0 | 0 | 0 | 0 | 0.00% |
| Contract Services | 0 | 0 | 0 | 0 | 0.00% |
| Capital Outlay | 0 | 0 | 0 | 0 | 0.00% |
| Other Charges | 0 | 160,474 | 140,934 | 140,934 | -12.18% |
| Total | \$ 531,202 | \$ 726,100 | \$ 780,633 | \$ 780,633 | 7.51% |
| Revenues | | | | | |
| Interfund Charges | 686,544 | 706,000 | 766,133 | 766,133 | 8.52% |
| Investment Income | 12,971 | 20,100 | 14,500 | 14,500 | -27.86% |
| Fund Balance | 0 | 0 | 0 | 0 | 0.00% |
| Total | \$ 699,515 | \$ 726,100 | \$ 780,633 | \$ 780,633 | 7.51% |
| Personnel | | | | | |
| Full-time | 0 | 0 | 0 | 0 | |
| Part-time | 0 | 0 | 0 | 0 | |
| Temporary | 0 | 0 | 0 | 0 | |

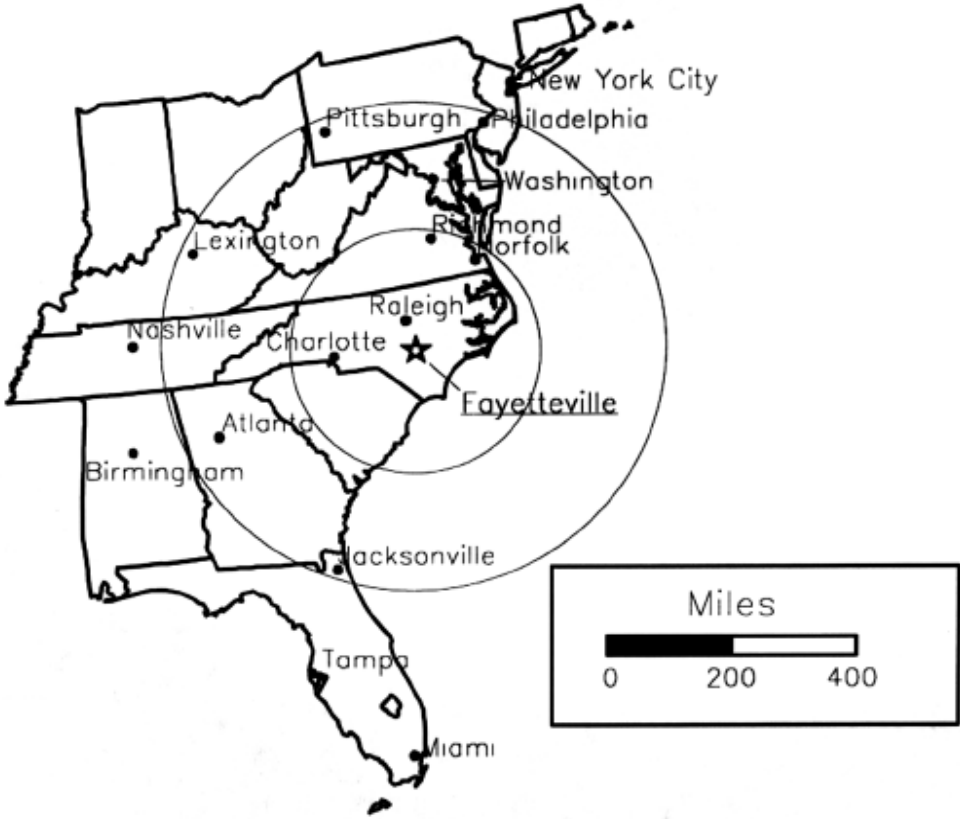
Budget Highlights

- Interfund Charges for the LEOSSA fund are based on an actuarial valuation which determines the City's annual required contribution to fund the plan (estimated at 3.68% of annual covered payroll)
- Annual allowance projected for retired officers ranges from \$3,924 to \$37,596 in fiscal year 2014
- Personnel consists of projected benefit payments for 32 current retired officers and assumes an additional 12 retirees by the end of fiscal year 2014

Geographic Location

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 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.



Fayetteville at a Glance

Demographic Characteristics

| | |
|--|-------------------------------------|
| Estimated Population | 208,001 |
| Median Age* | 29.8 |
| Median Education* | 23.9% with 4 or more yrs of college |
| Median Household Income* | \$44,266 |
| Median Value of Owner Occupied Housing Unit* | \$121,100 |

Climate

| |
|--|
| Average Annual Sunny Days – 216 |
| Average Annual Precipitation – 45.4 inches |
| Average Relative Humidity |
| Sunrise - 85% |
| Afternoon - 55% |
| Average Daily Temperature |
| January – 41.6° (F) |
| July – 80.3° (F) |
| October – 61.9° (F) |
| Annual – 61.2° (F) |

*Source – U.S. Census Bureau, Bureau of Labor Statistics
2007-2011 American Community Survey Data for Fayetteville

Economy/Employment

| |
|------------------------------------|
| Rates of Unemployment (March 2013) |
| Fayetteville – 9.6 % |
| North Carolina – 9.2% |
| United States – 7.6% |

Building Construction

| <u>Year</u> | <u># of Permits</u> | <u>\$ Value</u> |
|-------------|---------------------|-----------------|
| 2003 | 1,654 | 123.0M |
| 2004 | 2,053 | 194.8M |
| 2005 | 2,784 | 289.7M |
| 2006 | 3,377 | 358.9M |
| 2007 | 2,660 | 211.9M |
| 2008 | 2,835 | 233.1M |
| 2009 | 2,555 | 175.4M |
| 2010 | 3,202 | 264.6M |
| 2011 | 3,655 | 351.3M |
| 2012 | 4,177 | 305.4M |

City of Fayetteville's Major Employers*

| | |
|----------------------------------|--------|
| U.S. Dept. of Defense (Civilian) | 14,125 |
| Cumberland County Schools | 6,531 |
| Cape Fear Valley Health System | 5,356 |
| Wal-Mart | 2,876 |
| The Goodyear Tire & Rubber Co. | 2,468 |
| Cumberland County | 2,315 |
| City of Fayetteville | 1,978 |
| FTCC | 1,340 |
| Veterans Administration | 1,133 |
| Fayetteville State University | 858 |

*Source: City of Fayetteville Comprehensive Annual Financial Report 2012

Fayetteville's Ten Largest Taxpayers*

| <u>Name</u> | <u>Type of Enterprise</u> | <u>Assessed Valuation 01/31/11</u> | <u>% of Total Valuation</u> |
|--------------------------------|---------------------------|------------------------------------|-----------------------------|
| Cross Creek Mall LLC | Investment Company | \$113,194,500 | 0.86% |
| Carolina Telephone | Utility | 54,806,136 | 0.42% |
| Piedmont Natural Gas Co., Inc. | Utility | 51,255,160 | 0.39% |
| Wal-Mart | Retail | 39,027,713 | 0.30% |
| Centurion Aviation Services | Transportation | 34,600,000 | 0.26% |
| Westlake at Morganton LLC | Property Rental | 28,107,800 | 0.21% |
| Hidden Creek Village | Property Rental | 24,803,500 | 0.19% |
| DDRM Fayetteville Pavilion LLC | Real Estate | 23,862,500 | 0.18% |
| Eagle Point Village Apartments | Property Rental | 22,919,500 | 0.17% |
| Fayetteville Publishing Co | Publications | 21,671,548 | 0.16% |

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 208,001 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 what programs are to receive priority funding.

As 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 information technology project needs are proposed by departments and prioritized by management. The resulting Capital Improvement and Information Technology 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"> • Finance prepares budget instructions and conducts budget workshops for department heads and budget representatives • Department requests for capital improvement and information technology 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 | <ul style="list-style-type: none"> • City Council strategic planning retreat • Capital improvement and information technology project requests prioritized to develop recommended 5-year Capital Improvement and Information Technology Plans • Recommended Capital Improvement and Information Technology Plans presented to City Council | <ul style="list-style-type: none"> • Finance submits current year estimates and new year base budget and initiative requests to City Management • 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 • PWC submits budget to 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 • Adopted budget document is printed and distributed |

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 appropriation authorization of City Council for the General Fund is transitioning for fiscal year 2014. Previously appropriated at the department level, the General Fund will now have appropriation authorizations at the following portfolio grouping levels, consistent with the City's revised management structure: Community Investment, Operations, Support Services and Administration, and Other Appropriations. Appropriation authorizations will continue at the fund level for all other annual operating funds.

Departments are aligned in portfolio groups as follows:

Community Investment:

- Community Development
- Development Services
- Engineering and Infrastructure
- Human Relations
- Special Projects

Operations

- Airport
- Environmental Services
- Fire and Emergency Management
- Parks, Recreation and Maintenance
- Police and Emergency Communications
- Transit

Support Services and Administration

- City Attorney's Office
- Mayor, Council and City Clerk
- City Manager's Office
- Corporate Communications
- Finance
- Human Resource Development
- Information Technology

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 statutory designated budget officer, is authorized to transfer funds among line-items within each appropriation authorization; however, amending the overall appropriation level of 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.

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 three broad fund categories and several sub-fund types. 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 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 sales and use taxes, 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. This fund accounts for lease payments received from the City, as well as debt service related to the assets.
- **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.
- **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.
- **Parking Fund** - The Parking Fund is used to account for revenues and expenditures associated with operating City parking lots and parking deck and monitoring on- and off-street parking areas.

Budget Format

- **Capital Project Funds** - Capital Project Funds 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 proceeds of general obligation bonds, 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 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 forfeiture funds, donations and grants.

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.

- **Airport Fund** - The Airport Fund is used to account for all revenues and expenses associated with operating the Fayetteville Regional Airport.
- **Electric Fund** – This fund is used to account for all revenues and expenses associated with the sale of electricity. The budget for this fund is shown in the budget document produced by the City’s Public Works Commission.
- **Environmental Services Fund** - The Environmental Services Fund is used to account for all revenues and expenses associated with operating the City’s residential garbage, yard waste and recycling programs. Prior to fiscal year 2014, this fund was the Recycling fund and accounted only for program costs and revenues for the recycling program.
- **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.
- **Water and Wastewater** – This fund is used to account for revenues and expenses associated with the sale of water and wastewater services. The budget for this fund is shown in the budget document produced by the City’s Public Works Commission.

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.

- **Risk Management Fund** - The Risk Management Fund is used to account for revenues and expenses associated with providing medical, dental, life, property, fleet and general liability, and workers' compensation coverage for the City.
- **Public Works Commission Fleet Maintenance Fund** – This fund is used to account for revenues and expenses associated with providing fleet maintenance services for City vehicles and equipment. The budget for this fund is shown in the budget document produced by the City's Public Works Commission.

Fiduciary Funds

Fiduciary Funds are used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations or other government units.

- **LEOSSA Fund** - The Law Enforcement Officers Special Separation Allowance Fund is used to account for funds transferred from the General Fund for retired police officers. Retired police officers that are eligible for this benefit receive a monthly allowance from this fund.

Basis of Accounting

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.

Revenues are classified by funds and sources with the following categories being used in the budget document: ad valorem taxes, other taxes, intergovernmental revenue, other functional revenues, other revenues, investment earnings and other financing sources.

Expenditures are classified by fund, portfolio, department, category and object of expenditure. Expenditures are separated into five major categories: personnel, operating, professional and contract services, capital outlay 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.).
- **Professional/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.
- **Other Charges** - This category includes all other expenditures that are not classified in the above categories and other financing uses including transfers, capital lease payments and bond debt service payments.

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 2014 fiscal year.

GENERAL FUND REVENUES

Ad Valorem Taxes

The recommended tax rate for fiscal year 2014 is 45.6 cents per 100 dollars of property valuation, with total taxable values estimated to be \$13,639,807,391 and collection rates estimated at 99.25 percent for real and personal property and 81.22 percent for motor vehicles.

There are two separate events which impact ad valorem tax revenue projections and comparisons for fiscal years 2013 and 2014. Tax revenue projections for fiscal year 2013 only include revenues of \$257,614 generated from the Gates Four area which was incorporated into the City for the months of May and June, 2012. Tax revenue projections for fiscal year 2014 only include revenues of \$1,569,938 from a four-cycle motor vehicle tax overlap resulting from the implementation of the State's Tax and Tag Together program. Under this program, ad valorem taxes on motor vehicles will be collected at the time of registration renewal. For fiscal year 2014 only, there will be 16 cycles of taxes on motor vehicles.

Fiscal year 2014 current year property tax collections (excluding the Tax and Tag Together overlap) are projected to be \$60,723,891, a 1.5 percent increase over the fiscal year 2013 estimate excluding the Gates Four area taxes. Prior year taxes and penalties are projected to total \$1,356,400. With the four-month revenue overlap from the Tax and Tag Together program, total ad valorem taxes for fiscal year 2014 are projected to total \$63,650,229. As the four month overlap of motor vehicle taxes will not recur, the

proceeds will be used to offset planned use of fund balance for non-recurring expenditures.

Real and personal property taxable values are projected to be 1.7 percent over estimated fiscal year 2013 values (exclusive of Gates Four area) based upon data provided by the Cumberland County Tax Office on April 3, 2013.

Motor vehicle taxable property values (exclusive of Gates Four area) for the first nine registration cycles of fiscal year 2013 were 3.2 percent above the same cycles in the prior fiscal year. Tax projections for the remaining three months of fiscal year 2013 assume growth of 3.0 percent over values from the same cycles in fiscal year 2012. Fiscal year 2014 projections assume continuation of the 3.0 percent growth in values.

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 tax are projected to total \$763,600, including \$146,000 related to the four-month Tax and Tag Together overlap. Privilege license tax revenue is projected to be \$1,037,200, as compared to the fiscal year 2013 year-end projections of \$2,455,148. These projections reflect the elimination of \$1.4 million in payments from internet sweepstakes operators. Vehicle gross receipts tax revenues are projected to total \$614,200.

Fiscal year 2013 revenues included \$71,223 for the final two months of the local cablevision franchise agreement which terminated on August 31, 2012.

Intergovernmental Revenues

This revenue source represents funds received from other governmental units. Depending on the source and nature of the resource,

Revenue Assumptions

occasionally restrictions are placed on the use of these proceeds.

Federal Revenues

Federal intergovernmental revenue projections for fiscal year 2014 total \$205,320, and include \$98,752 in funding from federal law enforcement agencies for police expenditures, and \$106,568 in interest subsidies from the IRS. This represents a decline of \$1,151,908 from total projected revenues for fiscal year 2013 which included \$908,628 in FEMA reimbursements from the April 2011 tornados and \$209,837 in final SAFER grant proceeds that funded firefighter positions. Other public safety grant revenues, including a projected remaining balance of \$101,315 from the COPS grant which funded 17 police officer positions, are accounted for in a special revenue fund.

State Shared Revenues

Major state intergovernmental revenues include distributions of sales tax, utility tax and beer and wine tax proceeds and state street aid proceeds. Revenues for these distributions are estimated based on historical trends and statewide projections provided by the North Carolina League of Municipalities (NCLM).

Sales Tax Distributions

The City currently receives state distributions from three separate sales taxes. Article 40 tax is a half-cent sales tax from which local governments receive distributions of state-wide 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.

In projecting sales tax revenues for the remainder of fiscal year 2013, year-to-date sales tax revenues from statewide sales distributed on a per capita basis were compared to revenues received from point-of-delivery distributions (i.e. based upon sales in Cumberland County). Locally derived sales tax revenues have outperformed state-wide sales tax revenues for the first six months of the fiscal year (2.4 percent vs. 1.1 percent growth over the first six months of the prior year).

The NCLM is projecting that sales tax revenues based on state-wide sales for fiscal year 2013 will be up a total of 2.8 percent over fiscal year 2012 revenues. Based upon that projection and year-to-date comparisons of locally derived sales taxes, point-of-delivery based sales tax revenues for fiscal year 2013 are projected to exceed fiscal year 2012 revenues by 3.5 percent. Total City sales tax revenues projected for fiscal year 2013 are \$34,267,606, in line with the original budget of \$34,325,625. 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 \$6,429,343.

For fiscal year 2014, the NCLM is projecting state-wide sales tax collections to be up 3.0 to 3.5 percent. The differential between local point-of-delivery sales tax growth and statewide per capita sales tax growth has been diminishing as the state recovers from the impact of the economic downturn on retail sales. On that basis, projections of total sales tax distributions to the county as a whole are projected to be up 3.25 percent for fiscal year 2014.

Revenue Assumptions

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. For fiscal year 2014, the City is projected to receive \$35,361,844 in total revenues from sales taxes and hold harmless payments. From those sales tax revenues, reimbursements to Cumberland County and other municipalities for their revenue losses due to past City annexations are projected to total \$6,646,378.

Utility Tax Distributions

Utility tax distributions from the State are projected to be \$10,995,087 in fiscal year 2013, down from the fiscal year 2013 original budget projection of \$11,191,154, reflecting the impact of mild winter weather and declining telecommunication and video programming revenues due to technology shifts by consumers. For fiscal year 2014, \$11,141,267 is projected to be received. This projection is influenced by forecast information provided by the NCLM for electric, natural gas, telecommunications and video programming sales.

\$1,571,913 in distributions of electric and video programming tax revenues are projected to be received related to the Fort Bragg annexation. Of these revenues, \$970,854 is projected to be paid to fund water infrastructure projects for Fort Bragg, and \$157,033 must be shared with Spring Lake in accordance with the Fort Bragg annexation agreement.

In the recommended budget, an estimated payment of \$499,600 was planned to be paid to the Public Works Commission in fiscal year 2014 under an agreement to pay a share of utility tax revenues resulting from the full-requirements purchased power agreement. During budget deliberations, the agreement to share these revenues was rescinded.

Other State Shared Revenues

The State levies a tax on sales of beer and wine. This revenue is shared with the City on a per capita basis. It is projected that the City will receive \$928,247 in beer and wine tax proceeds for fiscal year 2013, and \$946,812 for fiscal year 2014. These projections reflect an increase in per capita revenues of 3.0 percent in fiscal year 2013 and growth of 2.0 percent in fiscal year 2014 based upon guidance from the NCLM.

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 2014, the per capita rate is projected to be \$20.16 with a population estimate of 208,001, and the per mile rate is projected to be \$1,596 with a municipal street mileage estimate of 734.13. Powell Bill revenues are expected to total \$5,364,972 in fiscal year 2014, a 1.1 percent decline from fiscal year 2013. This revenue source must be used for street and sidewalk construction, maintenance or debt service.

The State levies a \$2 per ton statewide solid waste tipping tax that is shared with local governments on a per capita basis. For fiscal years 2013 and 2014, the City anticipates receiving \$136,338 from this fee. For fiscal year 2014, the proceeds of this tax will be reflected in revenues of the expanded Environmental Services Enterprise Fund.

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 2014, projected payments related to Powell Bill, beer and wine taxes and solid waste disposal fees total \$106,264.

Revenue Assumptions

Local Revenues

County and housing authority reimbursements are based on formulas specified in interlocal agreements with the City for the operations of the housing authority police officer program, Fire Hazardous Materials Response Team, the consolidated parks and recreation program and for fire protection for specific parcels in the LaFayette Village, Lake Rim, Bonnie Doone and West Area Fire Districts. The reimbursement formulas and methodologies for the programs are projected to continue in fiscal year 2014 under the same provisions that existed in fiscal year 2013. As of January, 2013, the county resumed management of J.P. Riddle stadium and contract payments to the City are no longer projected.

The fiscal year 2014 budget includes anticipated reimbursements of \$15,122 from the Town of Spring Lake under the revised county-wide sales tax agreement and \$85,000 from the Public Works Commission for operating support for the City's government access channel.

It is anticipated that the County will contribute \$9,790 under the agreement to construct the Franklin Street Parking Deck based upon projected increases in tax values in the Central Business Tax District.

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 2014 for the General Fund include \$35,600 related to proposed fee increases for utility excavation permits and degradation fees. The fee schedule in the appendix includes a comprehensive list of the current and recommended fees for fiscal year 2014.

Permit and fee revenues for fiscal year 2013 are projected to be \$3,219,130, which is 8.5

percent above the current budget and 16.8 percent above actual fiscal year 2012 revenues. The increase primarily reflects increased building permit revenues. Fiscal year 2014 revenue projections total \$3,076,700, reflecting slight declines in permit activity and the \$35,600 for fee increases as discussed above.

Significant leases projected in fiscal year 2014 property use revenues include \$462,000 in projected tenant leases in the Festival Plaza building, \$30,000 in payments from the Public Works Commission for use of the City's 800 MHz radio system, \$24,000 in lease payments from Amtrak, and a \$28,000 rental charge to the Stormwater Fund for the Alexander Street building. Beginning in fiscal year 2014, \$139,140 in lease payments for the use of the transfer station are being moved to the expanded Environmental Services Fund.

Engineering and planning services revenues for fiscal year 2013 are projected to be 3.6 percent below the current budget, primarily reflecting an accounting reclassification. Projections for fiscal year 2014 are projected to be 3.5 percent above the fiscal year 2013 budget, generally assuming a continuation of current levels of activity and revenues.

Public safety revenues for fiscal year 2013 are projected to be 1.2 percent above budget. Fiscal year 2014 revenues are projected to be up 0.8 percent, relatively unchanged from fiscal year 2013.

Environmental Services revenue projections for fiscal year 2013 are projected to total \$135,828. For fiscal year 2014, the revenues will be projected in the expanded Environmental Services Fund.

Parks and Recreation revenues are projected to be 6.2 percent above budget for fiscal year 2013, primarily reflecting greater than projected participation in recreation programs and increased park facility rentals. Fiscal year 2014 revenues are projected to be in-line with fiscal year 2013.

Revenue Assumptions

Other Revenues

Miscellaneous revenue sources are estimated based on historical trends

Investment Earnings

The amount of revenue received from the investment of idle cash. This source of revenue is 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 2014 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.

The regular Electric Fund transfer from the Public Works Commission (PWC) to the General Fund is budgeted at \$12,303,700, consistent with the terms of the current transfer agreement.

Other transfers projected to be received by the General Fund include a payment from the Lake Valley Municipal Service District Fund to repay an interfund loan and a contribution from the Central Business Tax District to assist in funding debt service for the Franklin Street Parking Deck. Those transfers are projected to total \$82,213 in fiscal year 2014.

The City anticipates financing \$2,150,637 for the purchase of vehicles to provide substitute financing for planned capital improvement and information technology plan projects.

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 2014 fund balance appropriation for the General Fund of \$3,450,328 is associated with specific planned expenditures totaling \$5,166,243 offset by one-time motor vehicle tax proceeds of \$1,715,938 from the four-month overlap from the transition to the Tax and Tag Together program. Those expenditures include: a total of \$3,326,948 for capital and information technology improvement plan projects comprised of \$584,649 for a variety of building maintenance projects, \$510,000 for street improvements, \$357,000 for sidewalk improvements, \$189,000 for playground improvements, \$140,000 for a planned grant match for improvements at the train station, \$75,000 for improvements at the recently acquired Texfi site, \$33,627 for additional funding needed to acquire land for a fire station and \$1,437,672 for a variety of information technology improvement projects; \$363,033 to fund one-time initial unemployment insurance prefunding; \$215,000 for biennial election cost; \$308,000 for two large anticipated commercial demolitions; \$160,000 for a variety of small improvements at parks and ball fields; \$180,000 for non-recurring contract services; \$278,425 to acquire 16 additional vehicles to be provided to building inspections personnel; \$225,150 for vehicles and equipment for five added police positions; \$35,000 for an expansion of the City cemetery; and \$74,687 for capital funding plan expenditures in excess of current year revenues; plus \$23 to balance expenditures to revenues.

Revenue Assumptions

CENTRAL BUSINESS TAX DISTRICT FUND

The recommended tax rate for the Central Business Tax District for fiscal year 2014 remains at 10.0 cents per 100 dollars of property valuation, with total taxable values estimated to be \$133,839,114 and collection rates estimated at 97.43 percent for real and personal property and 93.55 percent for motor vehicles. On this basis, fiscal year 2014 current year property tax collections are projected to be \$130,206, an increase of 2.1 percent from fiscal year 2013 projections.

CITY OF FAYETTEVILLE FINANCE CORPORATION

Lease payments from the General Fund capital funding plan finance expenditures of the COFFC. The amount of the lease payments is based upon expected debt service payments and associated administrative fees.

EMERGENCY TELEPHONE SYSTEM FUND

Enhanced 911 operations are funded by service charges collected by the state on voice communications services. In fiscal year 2014, the E911 Fund is projected to receive \$805,520 in these dedicated revenues from the State, as compared to \$775,752 projected to be received in fiscal year 2013.

LAKE VALLEY DRIVE MSD FUND

The recommended tax rate for the Lake Valley Municipal Service District Fund for fiscal year 2014 is 34.5 cents per 100 dollars of property valuation, with total taxable values estimated to be \$23,120,823, with a 100% collection rate. On this basis, fiscal year 2014 current year property tax collections are projected to be \$79,767.

PARKING FUND

Revenues supporting parking operations are primarily generated from leased and short-term parking in lots and in the parking deck, and parking citations.

For fiscal year 2014, lease rates for all lots are recommended to remain at \$50 per month. The fee schedule in the appendix includes a comprehensive list of the current and recommended fees for fiscal year 2014, including increases for certain fines, late payments and hourly, daily and weekly parking.

The Public Works Commission is projected to pay \$37,137 to fund its proportionate share of parking deck operating costs and capital reserves.

Total revenue projections for the Parking Fund for fiscal year 2014 are \$351,410. The use of \$79,195 of accumulated fund balance will be required to fund projected expenditures and capital reserve contributions.

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 \$3,792,676 in fiscal year 2014 based upon known leases and agreements and historical trends. These revenues are expected to comprise 79.3 percent of total Airport 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 \$322,266 for fiscal year 2014 based upon current agreements. These funds are reimbursed to the General Fund for law enforcement services provided to the Airport.

Revenue Assumptions

In addition, landing fees paid by various companies are expected to total \$387,431 in fiscal year 2014.

ENVIRONMENTAL SERVICES FUND

For fiscal year 2014, the former Recycling Fund has been expanded into the Environmental Services Fund in order to record all costs associated with providing residential garbage, recycling and yard waste collection within one fund.

The former single-family residential recycling fee will now be the single-family residential solid waste fee. For fiscal year 2014, the fee was proposed to increase from \$38 to \$48 per single-family residential parcel, however, Council elected to not increase the fee. Current year fee revenues for fiscal year 2014 are projected to total \$2,276,600.

Intergovernmental revenue projections for the expanded fund for fiscal year 2014 include \$303,125 from Cumberland County based upon agreed payments of \$5 per household and \$136,338 in proceeds from the solid waste disposal tax collected by the State.

A fund balance appropriation of \$360,000 is planned for fiscal year 2014 to fund planned information technology improvements.

Environmental Services costs not funded from the revenues above and other miscellaneous revenues must be funded by a transfer from the General Fund. For fiscal year 2014, the transfer is projected to total \$7,009,221.

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.

STORMWATER FUND

The current monthly stormwater fee of \$3 has \$1 dedicated to stormwater quality improvements, and \$2 dedicated to stormwater drainage improvements. For fiscal year 2014, the recommended budget proposed to increase the monthly fee to \$4 with no specified funding dedications to quality or quantity improvements, however, Council elected not to change the current fee structure.

Stormwater fee revenue projections for fiscal year 2013 are projected to total \$5,242,101, a 0.1 percent increase over the original budget. Without the proposed fee increase for fiscal year 2014, stormwater fee revenues are projected to total \$5,283,908, a 0.8 percent increase over projected revenues for fiscal year 2013.

Beginning with the fiscal year 2014 budget, program costs for street sweeping operations are being transferred from the General Fund to the Stormwater fund. The State currently contracts with the City to sweep state-maintained roads within the city. Projected contract payments of \$120,500 are projected in the Stormwater fund for fiscal year 2014.

TRANSIT FUND

The Transit Fund receives grants from the federal government for the operation of the department. The Transit capital maintenance, operating assistance and ADA grants are projected to total \$1,711,095 in fiscal year 2014. The grant proceeds fund ADA services,

Revenue Assumptions

vehicle and general maintenance and some fuel.

The Transit Fund also receives funding under the State Maintenance Assistance Program. Fiscal year 2014 proceeds from this revenue are projected to be \$671,584, in-line with fiscal year 2013 receipts.

In fiscal year 2009, the City implemented a \$5 vehicle license tax dedicated to support transit operations. In fiscal year 2013, \$625,600 is projected to be generated from this tax. For fiscal year 2014, \$775,400 is projected to be received, including \$146,000 related to the four-month Tax and Tag Together overlap.

The Transit system is projected to generate a total of \$1,142,248 in fare revenue in fiscal year 2014 based upon ridership data supplied by the Transit Department, fare schedules as adjusted by City Council effective April 8, 2013 and approved route expansions. There are no additional adjustments to fares projected in the proposed fiscal year 2014 budget.

For fiscal years 2013 and 2014, \$91,860 is projected to be received from PWC for the operation of the FAST shuttle route.

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 2013, the transfer is projected to total \$2,644,931 compared to the originally budgeted transfer of \$2,513,293. For fiscal year 2014, the General Fund transfer needed to cover Transit operating costs is projected to total \$2,842,604.

LEOSSA FUND

The LEOSSA Fund is supported through interfund charges primarily 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.

City Attorney

| Description | FY 2012 Actual | FY 2013 Orig Budget | FY 2013 Estimate | FY 2014 Recommend | FY 2014 Adopted |
|-----------------------------------|-------------------|------------------------|---------------------|----------------------|--------------------|
| Salaries & Wages | 445,543 | 460,162 | 434,142 | 500,302 | 499,353 |
| Social Security & Pension | 60,616 | 62,765 | 58,698 | 70,210 | 70,075 |
| Insurance & Benefits | 43,814 | 47,828 | 44,702 | 48,571 | 48,545 |
| Temporary Services | 0 | 0 | 0 | 0 | 0 |
| Personnel Services | 549,973 | 570,755 | 537,542 | 619,083 | 617,973 |
| Utilities | 0 | 0 | 0 | 0 | 0 |
| Supplies | 17,127 | 18,732 | 19,102 | 18,952 | 18,952 |
| Small Equipment/Computers | 0 | 2,400 | 1,772 | 0 | 0 |
| General Maintenance | 0 | 0 | 0 | 0 | 0 |
| Vehicle Maintenance | 0 | 0 | 0 | 0 | 0 |
| Vehicle Fuel | 0 | 0 | 0 | 0 | 0 |
| Communications | 4,904 | 4,402 | 4,402 | 4,402 | 4,402 |
| Travel and Development | 4,243 | 8,095 | 8,095 | 8,909 | 8,909 |
| Memberships and Dues | 3,746 | 3,715 | 3,331 | 3,715 | 3,715 |
| Insurance | 0 | 0 | 0 | 0 | 0 |
| Other Services | 0 | 0 | 0 | 0 | 0 |
| Operating | 30,020 | 37,344 | 36,702 | 35,978 | 35,978 |
| Accounting, Auditing & Legal | 471,661 | 400,000 | 500,000 | 500,000 | 500,000 |
| Medical Services | 29 | 0 | 0 | 0 | 0 |
| Other Contract Services | 83 | 24 | 200 | 0 | 0 |
| Professional/Cont Services | 471,773 | 400,024 | 500,200 | 500,000 | 500,000 |
| 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 |
| Other Charges | 472 | 250 | 334 | 334 | 334 |
| Indirect Cost Allocation | 0 | 0 | 0 | 0 | 0 |
| Non-Profit/Gov't Agencies | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Inventory | 0 | 0 | 0 | 0 | 0 |
| Cost Redistribution | 0 | 0 | 0 | 0 | 0 |
| Other Financing Uses | 0 | 0 | 0 | 0 | 0 |
| Other Charges | 472 | 250 | 334 | 334 | 334 |
| Total Expenditures | 1,052,238 | 1,008,373 | 1,074,778 | 1,155,395 | 1,154,285 |

City Manager

| Description | FY 2012 | FY 2013 | FY 2013 | FY 2014 | FY 2014 |
|-----------------------------------|------------------|----------------|----------------|------------------|------------------|
| | Actual | Orig Budget | Estimate | Recommend | Adopted |
| Salaries & Wages | 837,715 | 645,531 | 650,189 | 974,825 | 972,883 |
| Social Security & Pension | 117,895 | 123,218 | 86,615 | 130,913 | 130,649 |
| Insurance & Benefits | 72,050 | 78,113 | 56,180 | 88,638 | 88,585 |
| Temporary Services | 0 | 0 | 13,200 | 0 | 0 |
| Personnel Services | 1,027,660 | 846,862 | 806,184 | 1,194,376 | 1,192,117 |
| Utilities | 0 | 0 | 0 | 0 | 0 |
| Supplies | 3,764 | 4,600 | 4,600 | 8,450 | 8,450 |
| Small Equipment/Computers | 0 | 0 | 19,957 | 0 | 0 |
| General Maintenance | 0 | 0 | 0 | 0 | 0 |
| Vehicle Maintenance | 624 | 0 | 0 | 0 | 0 |
| Vehicle Fuel | 160 | 0 | 0 | 0 | 0 |
| Communications | 9,423 | 8,870 | 8,675 | 16,982 | 16,982 |
| Travel and Development | 15,517 | 21,590 | 21,090 | 29,180 | 29,180 |
| Memberships and Dues | 4,965 | 5,800 | 5,800 | 16,878 | 16,878 |
| Insurance | 0 | 0 | 0 | 0 | 0 |
| Other Services | 0 | 0 | 0 | 0 | 0 |
| Operating | 34,453 | 40,860 | 60,122 | 71,490 | 71,490 |
| Accounting, Auditing & Legal | 0 | 0 | 0 | 0 | 0 |
| Medical Services | 0 | 50 | 0 | 0 | 0 |
| Other Contract Services | 25,530 | 0 | 114,400 | 154,000 | 154,000 |
| Professional/Cont Services | 25,530 | 50 | 114,400 | 154,000 | 154,000 |
| 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 |
| Other Charges | 2,422 | 2,500 | 2,500 | 2,750 | 2,750 |
| Indirect Cost Allocation | 0 | 0 | 0 | 0 | 0 |
| Non-Profit/Gov't Agencies | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Inventory | 0 | 0 | 0 | 0 | 0 |
| Cost Redistribution | 0 | 0 | 0 | 0 | 0 |
| Other Financing Uses | 0 | 0 | 0 | 0 | 0 |
| Other Charges | 2,422 | 2,500 | 2,500 | 2,750 | 2,750 |
| Total Expenditures | 1,090,065 | 890,272 | 983,206 | 1,422,616 | 1,420,357 |

Community Development

| Description | FY 2012 Actual | FY 2013 Orig Budget | FY 2013 Estimate | FY 2014 Recommend | FY 2014 Adopted |
|-----------------------------------|-------------------|------------------------|---------------------|----------------------|--------------------|
| Salaries & Wages | 130,657 | 148,057 | 158,203 | 159,288 | 158,898 |
| Social Security & Pension | 18,539 | 21,306 | 22,349 | 23,451 | 23,394 |
| Insurance & Benefits | 29,943 | 29,858 | 31,646 | 30,832 | 30,821 |
| Temporary Services | 0 | 0 | 0 | 0 | 0 |
| Personnel Services | 179,139 | 199,221 | 212,198 | 213,571 | 213,113 |
| Utilities | 56,634 | 58,644 | 55,908 | 57,020 | 57,020 |
| Supplies | 1,659 | 4,400 | 4,700 | 5,700 | 5,700 |
| Small Equipment/Computers | 0 | 2,100 | 2,100 | 0 | 0 |
| General Maintenance | 38,431 | 74,387 | 66,937 | 74,517 | 74,517 |
| Vehicle Maintenance | 0 | 0 | 0 | 0 | 0 |
| Vehicle Fuel | 0 | 0 | 0 | 0 | 0 |
| Communications | 5,282 | 6,100 | 9,690 | 6,050 | 6,050 |
| Travel and Development | 1,928 | 3,840 | 4,693 | 4,155 | 4,155 |
| Memberships and Dues | 1,485 | 1,795 | 1,905 | 1,805 | 1,805 |
| Insurance | 6,040 | 5,459 | 6,636 | 6,932 | 6,932 |
| Other Services | 0 | 0 | 600 | 0 | 0 |
| Operating | 111,459 | 156,725 | 153,169 | 156,179 | 156,179 |
| Accounting, Auditing & Legal | 0 | 0 | 0 | 0 | 0 |
| Medical Services | 0 | 0 | 0 | 0 | 0 |
| Other Contract Services | 150,788 | 343,925 | 637,394 | 240,020 | 240,020 |
| Professional/Cont Services | 150,788 | 343,925 | 637,394 | 240,020 | 240,020 |
| 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 |
| Other Charges | 47,669 | 0 | 2,432 | 0 | 0 |
| Indirect Cost Allocation | 0 | 0 | 0 | 0 | 0 |
| Non-Profit/Gov't Agencies | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 473,504 | 451,044 | 421,885 | 454,942 | 454,942 |
| Inventory | 0 | 0 | 0 | 0 | 0 |
| Cost Redistribution | (28,320) | (31,513) | (31,513) | (32,300) | (32,300) |
| Other Financing Uses | 163,199 | 300,000 | 579,313 | 1,180,000 | 180,000 |
| Other Charges | 656,052 | 719,531 | 972,117 | 1,602,642 | 602,642 |
| Total Expenditures | 1,097,438 | 1,419,402 | 1,974,878 | 2,212,412 | 1,211,954 |

Corporate Communications

| Description | FY 2012 | FY 2013 | FY 2013 | FY 2014 | FY 2014 |
|-----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| | Actual | Orig Budget | Estimate | Recommend | Adopted |
| Salaries & Wages | 427,269 | 446,363 | 470,597 | 550,982 | 612,005 |
| Social Security & Pension | 60,913 | 64,221 | 66,892 | 81,100 | 89,878 |
| Insurance & Benefits | 58,207 | 71,111 | 70,832 | 90,768 | 98,549 |
| Temporary Services | 11,647 | 4,979 | 5,795 | 0 | 0 |
| Personnel Services | 558,036 | 586,674 | 614,116 | 722,850 | 800,432 |
| Utilities | 0 | 0 | 0 | 0 | 0 |
| Supplies | 14,123 | 11,500 | 20,538 | 17,690 | 18,690 |
| Small Equipment/Computers | 2,515 | 0 | 16,592 | 4,487 | 4,487 |
| General Maintenance | 11,307 | 15,000 | 8,801 | 12,834 | 12,834 |
| Vehicle Maintenance | 834 | 1,000 | 4,806 | 2,000 | 1,800 |
| Vehicle Fuel | 250 | 298 | 250 | 250 | 250 |
| Communications | 53,016 | 126,798 | 67,496 | 67,040 | 67,140 |
| Travel and Development | 3,971 | 7,810 | 9,052 | 11,700 | 11,700 |
| Memberships and Dues | 1,552 | 2,245 | 2,075 | 3,067 | 4,067 |
| Insurance | 0 | 0 | 0 | 0 | 0 |
| Other Services | 13,752 | 13,752 | 18,006 | 22,260 | 22,260 |
| Operating | 101,320 | 178,403 | 147,616 | 141,328 | 143,228 |
| Accounting, Auditing & Legal | 0 | 0 | 0 | 0 | 0 |
| Medical Services | 0 | 0 | 0 | 0 | 0 |
| Other Contract Services | 89,362 | 69,733 | 96,620 | 34,570 | 34,570 |
| Professional/Cont Services | 89,362 | 69,733 | 96,620 | 34,570 | 34,570 |
| Land | 0 | 0 | 0 | 0 | 0 |
| Buildings | 0 | 0 | 0 | 0 | 0 |
| Improvements | 0 | 0 | 0 | 0 | 0 |
| Equipment - Office | 0 | 0 | 48,856 | 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 | 48,856 | 0 | 0 |
| Other Charges | 309 | 500 | 500 | 1,450 | 5,638 |
| Indirect Cost Allocation | 0 | 0 | 0 | 0 | 0 |
| Non-Profit/Gov't Agencies | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Inventory | 107,007 | 125,900 | 116,000 | 118,000 | 118,000 |
| Cost Redistribution | (164,706) | (161,000) | (151,000) | (153,000) | (153,000) |
| Other Financing Uses | 0 | 0 | 0 | 0 | 0 |
| Other Charges | (57,390) | (34,600) | (34,500) | (33,550) | (29,362) |
| Total Expenditures | 691,328 | 800,210 | 872,708 | 865,198 | 948,868 |

Development Services

| Description | FY 2012 Actual | FY 2013 Orig Budget | FY 2013 Estimate | FY 2014 Recommend | FY 2014 Adopted |
|-----------------------------------|-------------------|------------------------|---------------------|----------------------|--------------------|
| Salaries & Wages | 2,075,352 | 2,265,869 | 2,274,841 | 2,333,867 | 2,328,670 |
| Social Security & Pension | 295,381 | 325,737 | 323,559 | 343,105 | 342,335 |
| Insurance & Benefits | 329,985 | 366,748 | 382,108 | 388,288 | 388,147 |
| Temporary Services | 62,613 | 0 | 6,149 | 0 | 0 |
| Personnel Services | 2,763,331 | 2,958,354 | 2,986,657 | 3,065,260 | 3,059,152 |
| Utilities | 0 | 0 | 0 | 0 | 0 |
| Supplies | 28,057 | 40,519 | 32,142 | 35,069 | 35,069 |
| Small Equipment/Computers | 2,378 | 32,059 | 33,034 | 4,443 | 4,443 |
| General Maintenance | 12,360 | 38,775 | 42,376 | 45,051 | 45,051 |
| Vehicle Maintenance | 182 | 7,000 | 35,257 | 6,500 | 61,432 |
| Vehicle Fuel | 760 | 11,498 | 6,100 | 12,479 | 24,593 |
| Communications | 109,528 | 118,304 | 126,309 | 136,200 | 137,160 |
| Travel and Development | 149,324 | 118,150 | 132,969 | 119,731 | 79,731 |
| Memberships and Dues | 7,008 | 11,166 | 10,283 | 11,120 | 11,120 |
| Insurance | 0 | 350 | 0 | 0 | 0 |
| Other Services | 352 | 200 | 200 | 200 | 200 |
| Operating | 309,949 | 378,021 | 418,670 | 370,793 | 398,799 |
| Accounting, Auditing & Legal | 0 | 0 | 0 | 0 | 0 |
| Medical Services | 0 | 0 | 0 | 0 | 0 |
| Other Contract Services | 290,034 | 654,050 | 720,209 | 658,846 | 658,846 |
| Professional/Cont Services | 290,034 | 654,050 | 720,209 | 658,846 | 658,846 |
| 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 | 220,000 | 198,413 | 0 | 278,425 |
| Infrastructure | 0 | 0 | 0 | 0 | 0 |
| Capital Outlay | 0 | 220,000 | 198,413 | 0 | 278,425 |
| Other Charges | 101 | 0 | 0 | 0 | 0 |
| Indirect Cost Allocation | 0 | 0 | 0 | 0 | 0 |
| Non-Profit/Gov't Agencies | 1,466 | 6,200 | 13,034 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Inventory | 0 | 0 | 0 | 0 | 0 |
| Cost Redistribution | 0 | 0 | 0 | 0 | 0 |
| Other Financing Uses | 50,000 | 71,273 | 71,273 | 0 | 0 |
| Other Charges | 51,567 | 77,473 | 84,307 | 0 | 0 |
| Total Expenditures | 3,414,881 | 4,287,898 | 4,408,256 | 4,094,899 | 4,395,222 |

Engineering & Infrastructure

| Description | FY 2012 | FY 2013 | FY 2013 | FY 2014 | FY 2014 |
|-----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | Actual | Orig Budget | Estimate | Recommend | Adopted |
| Salaries & Wages | 2,875,532 | 3,137,440 | 3,258,101 | 3,088,618 | 3,081,573 |
| Social Security & Pension | 405,892 | 450,902 | 462,741 | 454,523 | 453,471 |
| Insurance & Benefits | 563,257 | 624,373 | 629,588 | 570,451 | 570,259 |
| Temporary Services | 11,588 | 0 | 5,996 | 0 | 0 |
| Personnel Services | 3,856,269 | 4,212,715 | 4,356,426 | 4,113,592 | 4,105,303 |
| Utilities | 337,591 | 248,292 | 251,202 | 254,410 | 254,410 |
| Supplies | 429,397 | 555,704 | 590,250 | 493,082 | 493,082 |
| Small Equipment/Computers | 3,775 | 7,369 | 10,856 | 0 | 0 |
| General Maintenance | 44,118 | 55,176 | 40,755 | 33,971 | 33,971 |
| Vehicle Maintenance | 432,144 | 581,982 | 592,164 | 371,400 | 331,900 |
| Vehicle Fuel | 234,534 | 248,368 | 237,800 | 176,549 | 176,549 |
| Communications | 32,001 | 42,293 | 35,289 | 34,989 | 34,989 |
| Travel and Development | 31,041 | 50,080 | 50,730 | 51,030 | 51,030 |
| Memberships and Dues | 4,788 | 6,936 | 8,103 | 8,801 | 8,801 |
| Insurance | 0 | 0 | 0 | 0 | 0 |
| Other Services | 1,716 | 5,350 | 8,150 | 8,150 | 8,150 |
| Operating | 1,551,105 | 1,801,550 | 1,825,299 | 1,432,382 | 1,392,882 |
| Accounting, Auditing & Legal | 0 | 0 | 0 | 0 | 0 |
| Medical Services | 646 | 1,384 | 1,384 | 784 | 784 |
| Other Contract Services | 670,175 | 834,923 | 766,575 | 619,326 | 619,326 |
| Professional/Cont Services | 670,821 | 836,307 | 767,959 | 620,110 | 620,110 |
| Land | 0 | 0 | 0 | 0 | 0 |
| Buildings | 0 | 0 | 0 | 0 | 0 |
| Improvements | 0 | 0 | 0 | 0 | 0 |
| Equipment - Office | 8,599 | 37,800 | 28,150 | 0 | 0 |
| Equipment - Other | 58,675 | 205,000 | 195,163 | 0 | 0 |
| Equipment - Motor Vehicles | 253,922 | 32,000 | 177,777 | 29,000 | 29,000 |
| Infrastructure | 0 | 5,100 | 5,100 | 5,100 | 5,100 |
| Capital Outlay | 321,196 | 279,900 | 406,190 | 34,100 | 34,100 |
| Other Charges | 4,608 | 6,875 | 6,875 | 5,525 | 5,525 |
| Indirect Cost Allocation | 0 | 0 | 0 | 0 | 0 |
| Non-Profit/Gov't Agencies | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 83,676 | 76,708 | 76,708 | 0 | 0 |
| Inventory | 0 | 0 | 0 | 0 | 0 |
| Cost Redistribution | 0 | 0 | 0 | 0 | 0 |
| Other Financing Uses | 5,378,567 | 3,933,911 | 4,071,908 | 5,955,637 | 4,955,637 |
| Other Charges | 5,466,851 | 4,017,494 | 4,155,491 | 5,961,162 | 4,961,162 |
| Total Expenditures | 11,866,242 | 11,147,966 | 11,511,365 | 12,161,346 | 11,113,557 |

Environmental Services

| Description | FY 2012 Actual | FY 2013 Orig Budget | FY 2013 Estimate | FY 2014 Recommend | FY 2014 Adopted |
|-----------------------------------|-------------------|------------------------|---------------------|----------------------|--------------------|
| Salaries & Wages | 2,610,236 | 2,847,145 | 2,657,661 | 0 | 0 |
| Social Security & Pension | 370,243 | 409,585 | 377,493 | 0 | 0 |
| Insurance & Benefits | 567,143 | 644,742 | 562,662 | 0 | 0 |
| Temporary Services | 481,851 | 0 | 355,358 | 0 | 0 |
| Personnel Services | 4,029,473 | 3,901,472 | 3,953,174 | 0 | 0 |
| Utilities | 30,697 | 33,392 | 33,300 | 0 | 0 |
| Supplies | 328,988 | 339,652 | 370,784 | 0 | 0 |
| Small Equipment/Computers | 0 | 0 | 2,322 | 0 | 0 |
| General Maintenance | 35,612 | 20,084 | 20,084 | 0 | 0 |
| Vehicle Maintenance | 1,176,080 | 1,326,381 | 1,241,974 | 0 | 0 |
| Vehicle Fuel | 625,710 | 711,274 | 671,454 | 0 | 0 |
| Communications | 61,185 | 34,328 | 33,766 | 0 | 0 |
| Travel and Development | 1,594 | 6,000 | 7,388 | 0 | 0 |
| Memberships and Dues | 3,086 | 3,300 | 2,790 | 0 | 0 |
| Insurance | 4,596 | 0 | 0 | 0 | 0 |
| Other Services | 0 | 0 | 0 | 0 | 0 |
| Operating | 2,267,548 | 2,474,411 | 2,383,862 | 0 | 0 |
| Accounting, Auditing & Legal | 0 | 0 | 0 | 0 | 0 |
| Medical Services | 1,986 | 2,028 | 2,028 | 0 | 0 |
| Other Contract Services | 258,751 | 21,900 | 41,450 | 0 | 0 |
| Professional/Cont Services | 260,737 | 23,928 | 43,478 | 0 | 0 |
| 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 | 27,849 | 0 | 0 | 0 | 0 |
| Equipment - Motor Vehicles | 1,640,070 | 961,000 | 1,427,570 | 0 | 0 |
| Infrastructure | 0 | 0 | 0 | 0 | 0 |
| Capital Outlay | 1,667,919 | 961,000 | 1,427,570 | 0 | 0 |
| Other Charges | 2,963 | 3,020 | 3,020 | 0 | 0 |
| Indirect Cost Allocation | 0 | 0 | 0 | 0 | 0 |
| Non-Profit/Gov't Agencies | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 544,047 | 498,712 | 498,712 | 0 | 0 |
| Inventory | 2,241,581 | 1,588,900 | 1,608,500 | 0 | 0 |
| Cost Redistribution | (2,395,992) | (1,690,860) | (1,731,043) | 0 | 0 |
| Other Financing Uses | 0 | 155,000 | 412,000 | 0 | 0 |
| Other Charges | 392,599 | 554,772 | 791,189 | 0 | 0 |
| Total Expenditures | 8,618,276 | 7,915,583 | 8,599,273 | 0 | 0 |

Finance

| Description | FY 2012 | FY 2013 | FY 2013 | FY 2014 | FY 2014 |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|
| | Actual | Orig Budget | Estimate | Recommend | Adopted |
| Salaries & Wages | 877,212 | 1,013,506 | 998,179 | 1,075,907 | 1,073,624 |
| Social Security & Pension | 123,581 | 144,306 | 140,201 | 156,929 | 156,596 |
| Insurance & Benefits | 138,324 | 155,446 | 148,807 | 164,243 | 164,181 |
| Temporary Services | 39,810 | 0 | 45,179 | 0 | 0 |
| Personnel Services | 1,178,927 | 1,313,258 | 1,332,366 | 1,397,079 | 1,394,401 |
| Utilities | 0 | 0 | 0 | 0 | 0 |
| Supplies | 11,974 | 18,000 | 19,887 | 18,000 | 18,000 |
| Small Equipment/Computers | 2,468 | 0 | 16,168 | 0 | 0 |
| General Maintenance | 6,946 | 17,340 | 15,259 | 15,300 | 15,300 |
| Vehicle Maintenance | 0 | 0 | 0 | 0 | 0 |
| Vehicle Fuel | 0 | 0 | 0 | 0 | 0 |
| Communications | 36,299 | 38,000 | 36,623 | 38,800 | 38,800 |
| Travel and Development | 4,270 | 9,700 | 8,668 | 13,655 | 13,655 |
| Memberships and Dues | 1,779 | 2,500 | 2,622 | 2,600 | 2,600 |
| Insurance | 0 | 0 | 0 | 0 | 0 |
| Other Services | 0 | 0 | 0 | 0 | 0 |
| Operating | 63,736 | 85,540 | 99,227 | 88,355 | 88,355 |
| Accounting, Auditing & Legal | 53,785 | 64,360 | 106,551 | 65,123 | 65,123 |
| Medical Services | 0 | 0 | 0 | 0 | 0 |
| Other Contract Services | 1,070,438 | 1,101,665 | 1,022,102 | 1,364,986 | 1,207,782 |
| Professional/Cont Services | 1,124,223 | 1,166,025 | 1,128,653 | 1,430,109 | 1,272,905 |
| 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 |
| Other Charges | 10,762 | 0 | 127 | 575 | 575 |
| Indirect Cost Allocation | 0 | 0 | 0 | 0 | 0 |
| Non-Profit/Gov't Agencies | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Inventory | 0 | 0 | 0 | 0 | 0 |
| Cost Redistribution | 0 | 0 | 0 | 0 | 0 |
| Other Financing Uses | 0 | 0 | 0 | 0 | 0 |
| Other Charges | 10,762 | 0 | 127 | 575 | 575 |
| Total Expenditures | 2,377,648 | 2,564,823 | 2,560,373 | 2,916,118 | 2,756,236 |

Fire & Emergency Management

| Description | FY 2012 Actual | FY 2013 Orig Budget | FY 2013 Estimate | FY 2014 Recommend | FY 2014 Adopted |
|-----------------------------------|-------------------|------------------------|---------------------|----------------------|--------------------|
| Salaries & Wages | 14,317,447 | 14,673,364 | 14,836,834 | 15,393,051 | 15,355,039 |
| Social Security & Pension | 2,030,334 | 2,112,639 | 2,102,452 | 2,267,850 | 2,262,107 |
| Insurance & Benefits | 2,831,132 | 2,892,694 | 2,936,958 | 2,981,113 | 2,980,059 |
| Temporary Services | 41,990 | 0 | 329 | 0 | 0 |
| Personnel Services | 19,220,903 | 19,678,697 | 19,876,573 | 20,642,014 | 20,597,205 |
| Utilities | 186,348 | 200,541 | 190,000 | 193,800 | 193,800 |
| Supplies | 607,638 | 639,111 | 710,427 | 661,290 | 661,290 |
| Small Equipment/Computers | 98,443 | 79,200 | 96,191 | 91,500 | 91,500 |
| General Maintenance | 98,858 | 112,536 | 113,819 | 125,350 | 125,350 |
| Vehicle Maintenance | 619,944 | 654,600 | 571,181 | 587,800 | 523,700 |
| Vehicle Fuel | 284,448 | 296,771 | 301,273 | 302,422 | 302,422 |
| Communications | 177,875 | 180,950 | 161,040 | 154,931 | 154,931 |
| Travel and Development | 44,484 | 52,383 | 52,383 | 58,504 | 58,504 |
| Memberships and Dues | 18,058 | 14,611 | 16,316 | 20,677 | 20,677 |
| Insurance | 51,972 | 0 | 54,000 | 54,000 | 54,000 |
| Other Services | 699 | 0 | 0 | 0 | 0 |
| Operating | 2,188,767 | 2,230,703 | 2,266,630 | 2,250,274 | 2,186,174 |
| Accounting, Auditing & Legal | 0 | 0 | 0 | 0 | 0 |
| Medical Services | 82,652 | 75,505 | 75,505 | 113,380 | 113,380 |
| Other Contract Services | 537,332 | 502,834 | 506,978 | 549,377 | 549,377 |
| Professional/Cont Services | 619,984 | 578,339 | 582,483 | 662,757 | 662,757 |
| Land | 0 | 0 | 0 | 0 | 0 |
| Buildings | 0 | 23,134 | 23,134 | 0 | 0 |
| Improvements | 0 | 0 | 0 | 0 | 0 |
| Equipment - Office | 0 | 0 | 0 | 0 | 0 |
| Equipment - Other | 101,852 | 26,910 | 25,910 | 45,826 | 45,826 |
| Equipment - Motor Vehicles | 1,285,316 | 1,938,000 | 1,938,000 | 1,298,200 | 1,298,200 |
| Infrastructure | 0 | 0 | 0 | 0 | 0 |
| Capital Outlay | 1,387,168 | 1,988,044 | 1,987,044 | 1,344,026 | 1,344,026 |
| Other Charges | 508 | 5,000 | 5,233 | 5,300 | 5,300 |
| Indirect Cost Allocation | 65,363 | 73,589 | 67,324 | 69,344 | 69,344 |
| Non-Profit/Gov't Agencies | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 85,940 | 78,780 | 78,780 | 0 | 0 |
| Inventory | 0 | 0 | 0 | 0 | 0 |
| Cost Redistribution | (75,000) | (75,000) | (75,000) | (75,000) | (75,000) |
| Other Financing Uses | 0 | 0 | 0 | 33,627 | 33,627 |
| Other Charges | 76,811 | 82,369 | 76,337 | 33,271 | 33,271 |
| Total Expenditures | 23,493,633 | 24,558,152 | 24,789,067 | 24,932,342 | 24,823,433 |

Human Relations

| Description | FY 2012 | FY 2013 | FY 2013 | FY 2014 | FY 2014 |
|-----------------------------------|----------------|----------------|----------------|----------------|----------------|
| | Actual | Orig Budget | Estimate | Recommend | Adopted |
| Salaries & Wages | 181,041 | 173,015 | 184,263 | 185,844 | 185,419 |
| Social Security & Pension | 25,732 | 24,906 | 26,100 | 27,360 | 27,297 |
| Insurance & Benefits | 17,517 | 22,421 | 20,886 | 22,592 | 22,580 |
| Temporary Services | 0 | 0 | 0 | 0 | 0 |
| Personnel Services | 224,290 | 220,342 | 231,249 | 235,796 | 235,296 |
| Utilities | 0 | 0 | 0 | 0 | 0 |
| Supplies | 8,646 | 8,050 | 8,100 | 9,050 | 12,050 |
| Small Equipment/Computers | 0 | 0 | 5,613 | 0 | 0 |
| General Maintenance | 0 | 0 | 0 | 0 | 0 |
| Vehicle Maintenance | 0 | 0 | 0 | 0 | 0 |
| Vehicle Fuel | 0 | 0 | 0 | 0 | 0 |
| Communications | 2,218 | 4,975 | 4,700 | 4,350 | 7,350 |
| Travel and Development | 8,609 | 5,350 | 5,325 | 6,000 | 6,000 |
| Memberships and Dues | 490 | 1,200 | 1,769 | 1,769 | 1,769 |
| Insurance | 0 | 0 | 0 | 0 | 0 |
| Other Services | 661 | 1,500 | 1,000 | 1,500 | 3,000 |
| Operating | 20,624 | 21,075 | 26,507 | 22,669 | 30,169 |
| Accounting, Auditing & Legal | 0 | 0 | 0 | 0 | 0 |
| Medical Services | 0 | 0 | 0 | 0 | 0 |
| Other Contract Services | 585 | 2,575 | 2,200 | 3,200 | 15,200 |
| Professional/Cont Services | 585 | 2,575 | 2,200 | 3,200 | 15,200 |
| 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 |
| Other Charges | 886 | 5,650 | 4,328 | 7,000 | 7,000 |
| Indirect Cost Allocation | 0 | 0 | 0 | 0 | 0 |
| Non-Profit/Gov't Agencies | 2,389 | 0 | 1,000 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Inventory | 0 | 0 | 0 | 0 | 0 |
| Cost Redistribution | 0 | 0 | 0 | 0 | 0 |
| Other Financing Uses | 0 | 0 | 0 | 0 | 0 |
| Other Charges | 3,275 | 5,650 | 5,328 | 7,000 | 7,000 |
| Total Expenditures | 248,774 | 249,642 | 265,284 | 268,665 | 287,665 |

Human Resource Development

| Description | FY 2012 Actual | FY 2013 Orig Budget | FY 2013 Estimate | FY 2014 Recommend | FY 2014 Adopted |
|-----------------------------------|-------------------|------------------------|---------------------|----------------------|--------------------|
| Salaries & Wages | 729,580 | 721,786 | 668,704 | 746,889 | 745,156 |
| Social Security & Pension | 103,101 | 102,683 | 94,501 | 109,715 | 109,460 |
| Insurance & Benefits | 126,819 | 118,215 | 115,390 | 127,327 | 127,280 |
| Temporary Services | 0 | 0 | 3,934 | 0 | 0 |
| Personnel Services | 959,500 | 942,684 | 882,529 | 983,931 | 981,896 |
| Utilities | 0 | 0 | 0 | 0 | 0 |
| Supplies | 14,025 | 13,219 | 14,341 | 14,950 | 14,950 |
| Small Equipment/Computers | 5,133 | 0 | 8,579 | 1,450 | 25,250 |
| General Maintenance | 14,099 | 25,900 | 14,091 | 14,118 | 14,118 |
| Vehicle Maintenance | 0 | 0 | 0 | 0 | 0 |
| Vehicle Fuel | 0 | 0 | 0 | 0 | 0 |
| Communications | 17,674 | 20,707 | 15,649 | 17,700 | 17,700 |
| Travel and Development | 121,129 | 106,823 | 103,744 | 103,754 | 103,754 |
| Memberships and Dues | 5,236 | 3,428 | 4,213 | 4,164 | 4,164 |
| Insurance | 0 | 0 | 0 | 0 | 0 |
| Other Services | 0 | 0 | 0 | 0 | 0 |
| Operating | 177,296 | 170,077 | 160,617 | 156,136 | 179,936 |
| Accounting, Auditing & Legal | 0 | 0 | 0 | 0 | 0 |
| Medical Services | 0 | 0 | 0 | 0 | 0 |
| Other Contract Services | 152,778 | 37,553 | 38,656 | 39,467 | 39,467 |
| Professional/Cont Services | 152,778 | 37,553 | 38,656 | 39,467 | 39,467 |
| 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 |
| Other Charges | 545 | 1,000 | 833 | 600 | 600 |
| Indirect Cost Allocation | 0 | 0 | 0 | 0 | 0 |
| Non-Profit/Gov't Agencies | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Inventory | 0 | 0 | 0 | 0 | 0 |
| Cost Redistribution | 0 | 0 | 0 | 0 | 0 |
| Other Financing Uses | 0 | 0 | 0 | 0 | 0 |
| Other Charges | 545 | 1,000 | 833 | 600 | 600 |
| Total Expenditures | 1,290,119 | 1,151,314 | 1,082,635 | 1,180,134 | 1,201,899 |

Information Technology

| Description | FY 2012 | FY 2013 | FY 2013 | FY 2014 | FY 2014 |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|
| | Actual | Orig Budget | Estimate | Recommend | Adopted |
| Salaries & Wages | 921,649 | 1,220,869 | 1,207,753 | 1,303,290 | 1,345,989 |
| Social Security & Pension | 131,559 | 172,569 | 169,027 | 189,260 | 201,095 |
| Insurance & Benefits | 136,000 | 178,415 | 166,787 | 169,309 | 170,873 |
| Temporary Services | 109,233 | 0 | 65,793 | 40,560 | 40,560 |
| Personnel Services | 1,298,441 | 1,571,853 | 1,609,360 | 1,702,419 | 1,758,517 |
| Utilities | 0 | 0 | 0 | 0 | 0 |
| Supplies | 28,463 | 37,203 | 31,141 | 35,828 | 38,293 |
| Small Equipment/Computers | 56,680 | 119,114 | 155,530 | 44,355 | 49,385 |
| General Maintenance | 736,750 | 889,599 | 1,164,262 | 1,064,007 | 1,064,007 |
| Vehicle Maintenance | 3,124 | 2,360 | 3,360 | 3,460 | 3,160 |
| Vehicle Fuel | 638 | 698 | 880 | 888 | 888 |
| Communications | 119,026 | 134,874 | 136,146 | 170,629 | 171,349 |
| Travel and Development | 36,292 | 74,513 | 76,535 | 119,500 | 121,778 |
| Memberships and Dues | 2,033 | 27,487 | 26,977 | 35,596 | 35,596 |
| Insurance | 0 | 0 | 0 | 0 | 0 |
| Other Services | 27,996 | 13,500 | 11,946 | 19,427 | 19,427 |
| Operating | 1,011,002 | 1,299,348 | 1,606,777 | 1,493,690 | 1,503,883 |
| Accounting, Auditing & Legal | 0 | 0 | 0 | 0 | 0 |
| Medical Services | 0 | 0 | 0 | 0 | 0 |
| Other Contract Services | 155,234 | 221,170 | 331,560 | 497,999 | 497,999 |
| Professional/Cont Services | 155,234 | 221,170 | 331,560 | 497,999 | 497,999 |
| Land | 0 | 0 | 0 | 0 | 0 |
| Buildings | 0 | 0 | 13,920 | 0 | 0 |
| Improvements | 0 | 0 | 0 | 0 | 0 |
| Equipment - Office | 77,532 | 34,121 | 37,703 | 33,000 | 33,000 |
| Equipment - Other | 0 | 0 | 0 | 0 | 0 |
| Equipment - Motor Vehicles | 0 | 0 | 0 | 0 | 0 |
| Infrastructure | 0 | 0 | 0 | 0 | 0 |
| Capital Outlay | 77,532 | 34,121 | 51,623 | 33,000 | 33,000 |
| Other Charges | 159 | 100 | 100 | 100 | 100 |
| Indirect Cost Allocation | 0 | 0 | 0 | 0 | 0 |
| Non-Profit/Gov't Agencies | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Inventory | 0 | 0 | 0 | 0 | 0 |
| Cost Redistribution | 0 | 0 | 0 | 0 | 0 |
| Other Financing Uses | 311,000 | 1,076,114 | 1,076,114 | 1,846,619 | 1,846,619 |
| Other Charges | 311,159 | 1,076,214 | 1,076,214 | 1,846,719 | 1,846,719 |
| Total Expenditures | 2,853,368 | 4,202,706 | 4,675,534 | 5,573,827 | 5,640,118 |

Mayor, Council & City Clerk

| Description | FY 2012 Actual | FY 2013 Orig Budget | FY 2013 Estimate | FY 2014 Recommend | FY 2014 Adopted |
|-----------------------------------|-------------------|------------------------|---------------------|----------------------|--------------------|
| Salaries & Wages | 228,491 | 233,463 | 233,448 | 349,008 | 348,235 |
| Social Security & Pension | 20,886 | 21,356 | 21,279 | 38,062 | 37,978 |
| Insurance & Benefits | 32,289 | 73,647 | 54,047 | 88,515 | 88,495 |
| Temporary Services | 0 | 0 | 0 | 0 | 0 |
| Personnel Services | 281,666 | 328,466 | 308,774 | 475,585 | 474,708 |
| Utilities | 0 | 0 | 0 | 0 | 0 |
| Supplies | 8,660 | 7,700 | 6,200 | 10,650 | 10,650 |
| Small Equipment/Computers | 2,391 | 0 | 0 | 1,200 | 1,200 |
| General Maintenance | 0 | 0 | 0 | 0 | 0 |
| Vehicle Maintenance | 0 | 0 | 0 | 0 | 0 |
| Vehicle Fuel | 0 | 0 | 0 | 0 | 0 |
| Communications | 9,756 | 12,375 | 5,673 | 5,772 | 5,772 |
| Travel and Development | 11,282 | 42,888 | 75,574 | 45,120 | 45,120 |
| Memberships and Dues | 88,772 | 93,700 | 94,847 | 97,519 | 97,519 |
| Insurance | 0 | 0 | 0 | 0 | 0 |
| Other Services | 0 | 0 | 0 | 0 | 0 |
| Operating | 120,861 | 156,663 | 182,294 | 160,261 | 160,261 |
| Accounting, Auditing & Legal | 0 | 0 | 0 | 0 | 0 |
| Medical Services | 0 | 0 | 0 | 0 | 0 |
| Other Contract Services | 257,698 | 65,000 | 82,550 | 285,550 | 308,202 |
| Professional/Cont Services | 257,698 | 65,000 | 82,550 | 285,550 | 308,202 |
| 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 |
| Other Charges | 2,912 | 2,600 | 2,500 | 2,500 | 2,500 |
| Indirect Cost Allocation | 0 | 0 | 0 | 0 | 0 |
| Non-Profit/Gov't Agencies | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Inventory | 0 | 0 | 0 | 0 | 0 |
| Cost Redistribution | 0 | 0 | 0 | 0 | 0 |
| Other Financing Uses | 0 | 0 | 0 | 0 | 0 |
| Other Charges | 2,912 | 2,600 | 2,500 | 2,500 | 2,500 |
| Total Expenditures | 663,137 | 552,729 | 576,118 | 923,896 | 945,671 |

Other Appropriations

| Description | FY 2012 | FY 2013 | FY 2013 | FY 2014 | FY 2014 |
|-----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | Actual | Orig Budget | Estimate | Recommend | Adopted |
| Salaries & Wages | 0 | 700,000 | 0 | 27,925 | 27,870 |
| Social Security & Pension | 0 | 0 | 0 | 4,116 | 4,108 |
| Insurance & Benefits | 23,276 | 33,848 | 36,694 | 404,492 | 404,491 |
| Temporary Services | 0 | 0 | 0 | 0 | 0 |
| Personnel Services | 23,276 | 733,848 | 36,694 | 436,533 | 436,469 |
| Utilities | 12,336 | 12,724 | 22,550 | 27,342 | 27,342 |
| Supplies | 4,845 | 0 | 0 | 1,020 | 1,020 |
| Small Equipment/Computers | 0 | 0 | 0 | 0 | 0 |
| General Maintenance | 0 | 0 | 0 | 6,000 | 6,000 |
| Vehicle Maintenance | 0 | 0 | 0 | 0 | 0 |
| Vehicle Fuel | 0 | 0 | 0 | 0 | 0 |
| Communications | 85,402 | 0 | 0 | 2,000 | 2,000 |
| Travel and Development | 0 | 0 | 0 | 0 | 0 |
| Memberships and Dues | 0 | 0 | 0 | 0 | 0 |
| Insurance | 942,044 | 1,180,682 | 1,132,628 | 1,076,797 | 1,076,797 |
| Other Services | 1,413,492 | 816,750 | 816,510 | 806,750 | 806,750 |
| Operating | 2,458,119 | 2,010,156 | 1,971,688 | 1,919,909 | 1,919,909 |
| Accounting, Auditing & Legal | 16,751 | 53,000 | 67,719 | 53,000 | 53,000 |
| Medical Services | 0 | 0 | 0 | 0 | 0 |
| Other Contract Services | 7,549,649 | 8,022,348 | 7,717,113 | 7,895,883 | 7,895,883 |
| Professional/Cont Services | 7,566,400 | 8,075,348 | 7,784,832 | 7,948,883 | 7,948,883 |
| 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 |
| Other Charges | 84,876 | 102,500 | 92,083 | 107,100 | 107,100 |
| Indirect Cost Allocation | 0 | 0 | 0 | 0 | 0 |
| Non-Profit/Gov't Agencies | 307,375 | 312,875 | 312,875 | 312,875 | 312,875 |
| Debt Service | 6,180,822 | 6,203,842 | 6,572,037 | 6,564,679 | 6,564,679 |
| Inventory | 0 | 0 | 0 | 1,616,500 | 1,616,500 |
| Cost Redistribution | 0 | 0 | 0 | (1,704,000) | (1,704,000) |
| Other Financing Uses | 4,251,466 | 6,799,977 | 8,638,329 | 14,584,462 | 14,671,568 |
| Other Charges | 10,824,539 | 13,419,194 | 15,615,324 | 21,481,616 | 21,568,722 |
| Total Expenditures | 20,872,334 | 24,238,546 | 25,408,538 | 31,786,941 | 31,873,983 |

Parks, Recreation & Maintenance

| Description | FY 2012 Actual | FY 2013 Orig Budget | FY 2013 Estimate | FY 2014 Recommend | FY 2014 Adopted |
|-----------------------------------|-------------------|------------------------|---------------------|----------------------|--------------------|
| Salaries & Wages | 6,299,787 | 6,492,322 | 6,628,278 | 6,958,688 | 6,943,828 |
| Social Security & Pension | 869,919 | 907,022 | 914,907 | 995,656 | 993,360 |
| Insurance & Benefits | 1,207,398 | 1,235,841 | 1,236,099 | 1,228,646 | 1,228,212 |
| Temporary Services | 318,861 | 332,519 | 368,108 | 368,108 | 412,336 |
| Personnel Services | 8,695,965 | 8,967,704 | 9,147,392 | 9,551,098 | 9,577,736 |
| Utilities | 1,197,889 | 1,212,623 | 1,186,893 | 1,176,109 | 1,176,109 |
| Supplies | 997,092 | 934,766 | 950,321 | 899,256 | 899,256 |
| Small Equipment/Computers | 27,844 | 0 | 773 | 67,000 | 67,000 |
| General Maintenance | 556,645 | 614,051 | 641,522 | 616,205 | 616,205 |
| Vehicle Maintenance | 938,011 | 1,024,376 | 960,059 | 998,841 | 890,141 |
| Vehicle Fuel | 330,928 | 350,499 | 375,193 | 378,771 | 378,771 |
| Communications | 366,904 | 353,264 | 346,525 | 335,865 | 335,865 |
| Travel and Development | 33,906 | 24,307 | 34,279 | 33,832 | 33,832 |
| Memberships and Dues | 6,119 | 6,112 | 6,532 | 6,732 | 6,732 |
| Insurance | 124,455 | 110,991 | 124,257 | 126,750 | 126,750 |
| Other Services | 33,153 | 88,777 | 145,707 | 83,897 | 83,897 |
| Operating | 4,612,946 | 4,719,766 | 4,772,061 | 4,723,258 | 4,614,558 |
| Accounting, Auditing & Legal | 0 | 0 | 0 | 0 | 0 |
| Medical Services | 229 | 645 | 570 | 654 | 654 |
| Other Contract Services | 916,089 | 902,135 | 1,040,087 | 932,211 | 932,211 |
| Professional/Cont Services | 916,318 | 902,780 | 1,040,657 | 932,865 | 932,865 |
| Land | 0 | 0 | 0 | 0 | 0 |
| Buildings | 0 | 0 | 0 | 0 | 0 |
| Improvements | 341,661 | 94,000 | 233,008 | 165,000 | 165,000 |
| Equipment - Office | 0 | 0 | 0 | 0 | 0 |
| Equipment - Other | 242,486 | 286,500 | 332,469 | 104,500 | 104,500 |
| Equipment - Motor Vehicles | 505,424 | 206,000 | 226,488 | 73,000 | 73,000 |
| Infrastructure | 0 | 0 | 0 | 0 | 0 |
| Capital Outlay | 1,089,571 | 586,500 | 791,965 | 342,500 | 342,500 |
| Other Charges | 1,840 | 597,620 | 469,527 | 64,513 | 82,941 |
| Indirect Cost Allocation | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 |
| Non-Profit/Gov't Agencies | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 16,562 | 15,183 | 15,183 | 0 | 0 |
| Inventory | 0 | 0 | 0 | 0 | 0 |
| Cost Redistribution | 0 | 0 | 0 | 0 | 0 |
| Other Financing Uses | 898,736 | 873,202 | 1,175,114 | 2,288,102 | 2,288,102 |
| Other Charges | 977,138 | 1,546,005 | 1,719,824 | 2,412,615 | 2,431,043 |
| Total Expenditures | 16,291,938 | 16,722,755 | 17,471,899 | 17,962,336 | 17,898,702 |

Police

| Description | FY 2012 | FY 2013 | FY 2013 | FY 2014 | FY 2014 |
|-----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | Actual | Budget | Estimate | Recommend | Adopted |
| Salaries & Wages | 24,806,587 | 25,990,675 | 26,123,881 | 27,082,077 | 27,050,606 |
| Social Security & Pension | 5,185,935 | 5,496,701 | 5,474,422 | 5,833,629 | 5,826,477 |
| Insurance & Benefits | 4,004,995 | 4,415,548 | 4,369,133 | 4,530,269 | 4,529,367 |
| Temporary Services | 156,025 | 140,724 | 169,268 | 167,206 | 167,206 |
| Personnel Services | 34,153,542 | 36,043,648 | 36,136,704 | 37,613,181 | 37,573,656 |
| Utilities | 196,692 | 215,761 | 193,430 | 203,898 | 203,898 |
| Supplies | 767,054 | 917,802 | 978,858 | 1,035,993 | 1,035,993 |
| Small Equipment/Computers | 147,181 | 148,713 | 223,692 | 65,603 | 65,603 |
| General Maintenance | 301,990 | 348,555 | 391,389 | 478,768 | 478,768 |
| Vehicle Maintenance | 1,294,581 | 1,347,700 | 1,367,557 | 1,340,709 | 1,204,059 |
| Vehicle Fuel | 1,343,234 | 1,522,267 | 1,340,000 | 1,369,650 | 1,369,650 |
| Communications | 708,089 | 704,427 | 746,259 | 800,138 | 800,138 |
| Travel and Development | 128,574 | 145,104 | 197,405 | 154,242 | 154,242 |
| Memberships and Dues | 6,164 | 7,354 | 8,458 | 8,043 | 8,043 |
| Insurance | 0 | 0 | 0 | 0 | 0 |
| Other Services | 215,954 | 228,758 | 217,076 | 225,171 | 225,171 |
| Operating | 5,109,513 | 5,586,441 | 5,664,124 | 5,682,215 | 5,545,565 |
| Accounting, Auditing & Legal | 3,920 | 3,821 | 5,574 | 5,741 | 5,741 |
| Medical Services | 28,331 | 26,164 | 38,160 | 40,160 | 40,160 |
| Other Contract Services | 246,796 | 230,060 | 298,798 | 247,393 | 247,393 |
| Professional/Cont Services | 279,047 | 260,045 | 342,532 | 293,294 | 293,294 |
| Land | 0 | 0 | 0 | 0 | 0 |
| Buildings | 0 | 0 | 0 | 0 | 0 |
| Improvements | 0 | 0 | 5,750 | 0 | 0 |
| Equipment - Office | 57,967 | 24,695 | 23,194 | 11,549 | 11,549 |
| Equipment - Other | 757,223 | 349,650 | 179,167 | 30,000 | 30,000 |
| Equipment - Motor Vehicles | 784,491 | 839,000 | 1,066,708 | 1,345,000 | 1,345,000 |
| Infrastructure | 0 | 0 | 0 | 0 | 0 |
| Capital Outlay | 1,599,681 | 1,213,345 | 1,274,819 | 1,386,549 | 1,386,549 |
| Other Charges | 102,533 | 112,778 | 111,607 | 111,616 | 111,616 |
| Indirect Cost Allocation | 0 | 0 | 0 | 0 | 0 |
| Non-Profit/Gov't Agencies | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Inventory | 0 | 0 | 0 | 0 | 0 |
| Cost Redistribution | (6,124) | (8,005) | (8,094) | (8,730) | (8,730) |
| Other Financing Uses | 32,918 | 50,000 | 50,000 | 37,825 | 37,825 |
| Other Charges | 132,327 | 157,773 | 156,513 | 143,711 | 143,711 |
| Total Expenditures | 41,274,110 | 43,261,252 | 43,574,692 | 45,118,950 | 44,942,775 |

Central Business Tax District Fund

| Description | FY 2012 | FY 2013 | FY 2013 | FY 2014 | FY 2014 |
|-----------------------------------|----------------|----------------|----------------|----------------|----------------|
| | Actual | Orig Budget | Estimate | Recommend | Adopted |
| Salaries & Wages | 0 | 0 | 0 | 0 | 0 |
| Social Security & Pension | 0 | 0 | 0 | 0 | 0 |
| Insurance & Benefits | 0 | 0 | 0 | 0 | 0 |
| Temporary Services | 0 | 0 | 0 | 0 | 0 |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Utilities | 0 | 0 | 0 | 0 | 0 |
| Supplies | 15,766 | 31,000 | 31,000 | 31,000 | 31,000 |
| Small Equipment/Computers | 15,623 | 0 | 2,318 | 0 | 0 |
| General Maintenance | 0 | 385 | 385 | 385 | 385 |
| Vehicle Maintenance | 0 | 0 | 0 | 0 | 0 |
| Vehicle Fuel | 0 | 0 | 0 | 0 | 0 |
| Communications | 11,670 | 11,600 | 12,350 | 13,500 | 13,500 |
| Travel and Development | 0 | 0 | 0 | 0 | 0 |
| Memberships and Dues | 0 | 0 | 0 | 0 | 0 |
| Insurance | 0 | 0 | 0 | 0 | 0 |
| Other Services | 0 | 0 | 0 | 0 | 0 |
| Operating | 43,059 | 42,985 | 46,053 | 44,885 | 44,885 |
| Accounting, Auditing & Legal | 0 | 0 | 0 | 0 | 0 |
| Medical Services | 0 | 0 | 0 | 0 | 0 |
| Other Contract Services | 26,448 | 26,521 | 26,521 | 30,021 | 30,021 |
| Professional/Cont Services | 26,448 | 26,521 | 26,521 | 30,021 | 30,021 |
| Land | 0 | 0 | 0 | 0 | 0 |
| Buildings | 0 | 0 | 0 | 0 | 0 |
| Improvements | 0 | 0 | 0 | 0 | 0 |
| Equipment - Office | 6,474 | 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 | 6,474 | 0 | 0 | 0 | 0 |
| Other Charges | 0 | 0 | 0 | 0 | 0 |
| Indirect Cost Allocation | 0 | 0 | 0 | 0 | 0 |
| Non-Profit/Gov't Agencies | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Inventory | 0 | 0 | 0 | 0 | 0 |
| Cost Redistribution | 28,320 | 31,513 | 31,513 | 32,300 | 32,300 |
| Other Financing Uses | 75,000 | 75,000 | 75,000 | 26,323 | 26,323 |
| Other Charges | 103,320 | 106,513 | 106,513 | 58,623 | 58,623 |
| Total Expenditures | 179,301 | 176,019 | 179,087 | 133,529 | 133,529 |

City of Fayetteville Finance Corporation

| Description | FY 2012 | FY 2013 | FY 2013 | FY 2014 | FY 2014 |
|-----------------------------------|------------------|----------------|----------------|----------------|----------------|
| | Actual | Orig Budget | Estimate | Recommend | Adopted |
| Salaries & Wages | 0 | 0 | 0 | 0 | 0 |
| Social Security & Pension | 0 | 0 | 0 | 0 | 0 |
| Insurance & Benefits | 0 | 0 | 0 | 0 | 0 |
| Temporary Services | 0 | 0 | 0 | 0 | 0 |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Utilities | 0 | 0 | 0 | 0 | 0 |
| Supplies | 0 | 0 | 0 | 0 | 0 |
| Small Equipment/Computers | 0 | 0 | 0 | 0 | 0 |
| General Maintenance | 0 | 0 | 0 | 0 | 0 |
| Vehicle Maintenance | 0 | 0 | 0 | 0 | 0 |
| Vehicle Fuel | 0 | 0 | 0 | 0 | 0 |
| Communications | 0 | 0 | 0 | 0 | 0 |
| Travel and Development | 0 | 0 | 0 | 0 | 0 |
| Memberships and Dues | 0 | 0 | 0 | 0 | 0 |
| Insurance | 0 | 0 | 0 | 0 | 0 |
| Other Services | 0 | 0 | 0 | 0 | 0 |
| Operating | 0 | 0 | 0 | 0 | 0 |
| Accounting, Auditing & Legal | 0 | 0 | 0 | 0 | 0 |
| Medical Services | 0 | 0 | 0 | 0 | 0 |
| Other Contract Services | 0 | 0 | 0 | 0 | 0 |
| Professional/Cont Services | 0 | 0 | 0 | 0 | 0 |
| 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 |
| Other Charges | 3,260 | 3,500 | 3,260 | 3,500 | 3,500 |
| Indirect Cost Allocation | 0 | 0 | 0 | 0 | 0 |
| Non-Profit/Gov't Agencies | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 1,410,250 | 813,250 | 813,250 | 803,250 | 803,250 |
| Inventory | 0 | 0 | 0 | 0 | 0 |
| Cost Redistribution | 0 | 0 | 0 | 0 | 0 |
| Other Financing Uses | 0 | 0 | 0 | 0 | 0 |
| Other Charges | 1,413,510 | 816,750 | 816,510 | 806,750 | 806,750 |
| Total Expenditures | 1,413,510 | 816,750 | 816,510 | 806,750 | 806,750 |

Emergency Telephone System Fund

| Description | FY 2012 Actual | FY 2013 Orig Budget | FY 2013 Estimate | FY 2014 Recommend | FY 2014 Adopted |
|-----------------------------------|-------------------|------------------------|---------------------|----------------------|--------------------|
| Salaries & Wages | 0 | 0 | 0 | 0 | 0 |
| Social Security & Pension | 0 | 0 | 0 | 0 | 0 |
| Insurance & Benefits | 0 | 0 | 0 | 0 | 0 |
| Temporary Services | 0 | 0 | 0 | 0 | 0 |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Utilities | 0 | 0 | 0 | 0 | 0 |
| Supplies | 7,680 | 5,775 | 5,614 | 5,784 | 5,784 |
| Small Equipment/Computers | 51,120 | 0 | 0 | 70,750 | 70,750 |
| General Maintenance | 138,238 | 194,446 | 187,103 | 187,104 | 187,104 |
| Vehicle Maintenance | 0 | 0 | 0 | 0 | 0 |
| Vehicle Fuel | 0 | 0 | 0 | 0 | 0 |
| Communications | 233,574 | 267,108 | 294,552 | 251,133 | 251,133 |
| Travel and Development | 21,150 | 33,809 | 21,500 | 21,500 | 21,500 |
| Memberships and Dues | 0 | 0 | 0 | 0 | 0 |
| Insurance | 0 | 0 | 0 | 0 | 0 |
| Other Services | 0 | 0 | 0 | 0 | 0 |
| Operating | 451,762 | 501,138 | 508,769 | 536,271 | 536,271 |
| Accounting, Auditing & Legal | 0 | 0 | 0 | 0 | 0 |
| Medical Services | 0 | 0 | 0 | 0 | 0 |
| Other Contract Services | 144,609 | 145,884 | 152,286 | 157,960 | 157,960 |
| Professional/Cont Services | 144,609 | 145,884 | 152,286 | 157,960 | 157,960 |
| Land | 0 | 0 | 0 | 0 | 0 |
| Buildings | 0 | 0 | 0 | 0 | 0 |
| Improvements | 0 | 0 | 0 | 0 | 0 |
| Equipment - Office | 17,914 | 0 | 277,065 | 0 | 0 |
| Equipment - Other | 0 | 0 | 0 | 168,733 | 168,733 |
| Equipment - Motor Vehicles | 0 | 0 | 0 | 0 | 0 |
| Infrastructure | 0 | 0 | 0 | 0 | 0 |
| Capital Outlay | 17,914 | 0 | 277,065 | 168,733 | 168,733 |
| Other Charges | 0 | 121,725 | 0 | 0 | 0 |
| Indirect Cost Allocation | 0 | 0 | 0 | 0 | 0 |
| Non-Profit/Gov't Agencies | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Inventory | 0 | 0 | 0 | 0 | 0 |
| Cost Redistribution | 6,124 | 8,005 | 8,094 | 8,730 | 8,730 |
| Other Financing Uses | 0 | 0 | 0 | 0 | 0 |
| Other Charges | 6,124 | 129,730 | 8,094 | 8,730 | 8,730 |
| Total Expenditures | 620,409 | 776,752 | 946,214 | 871,694 | 871,694 |

Lake Valley Drive MSD Fund

| Description | FY 2012 | FY 2013 | FY 2013 | FY 2014 | FY 2014 |
|-----------------------------------|------------|---------------|---------------|---------------|---------------|
| | Actual | Orig Budget | Estimate | Recommend | Adopted |
| Salaries & Wages | 0 | 0 | 0 | 0 | 0 |
| Social Security & Pension | 0 | 0 | 0 | 0 | 0 |
| Insurance & Benefits | 0 | 0 | 0 | 0 | 0 |
| Temporary Services | 0 | 0 | 0 | 0 | 0 |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Utilities | 0 | 0 | 0 | 0 | 0 |
| Supplies | 0 | 0 | 0 | 0 | 0 |
| Small Equipment/Computers | 0 | 0 | 0 | 0 | 0 |
| General Maintenance | 0 | 0 | 0 | 0 | 0 |
| Vehicle Maintenance | 0 | 0 | 0 | 0 | 0 |
| Vehicle Fuel | 0 | 0 | 0 | 0 | 0 |
| Communications | 0 | 0 | 0 | 0 | 0 |
| Travel and Development | 0 | 0 | 0 | 0 | 0 |
| Memberships and Dues | 0 | 0 | 0 | 0 | 0 |
| Insurance | 0 | 0 | 0 | 0 | 0 |
| Other Services | 0 | 0 | 0 | 0 | 0 |
| Operating | 0 | 0 | 0 | 0 | 0 |
| Accounting, Auditing & Legal | 0 | 0 | 0 | 0 | 0 |
| Medical Services | 0 | 0 | 0 | 0 | 0 |
| Other Contract Services | 0 | 0 | 0 | 0 | 0 |
| Professional/Cont Services | 0 | 0 | 0 | 0 | 0 |
| 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 |
| Other Charges | 0 | 9,402 | 0 | 23,877 | 23,877 |
| Indirect Cost Allocation | 0 | 0 | 0 | 0 | 0 |
| Non-Profit/Gov't Agencies | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Inventory | 0 | 0 | 0 | 0 | 0 |
| Cost Redistribution | 0 | 0 | 0 | 0 | 0 |
| Other Financing Uses | 600 | 55,890 | 55,890 | 55,890 | 55,890 |
| Other Charges | 600 | 65,292 | 55,890 | 79,767 | 79,767 |
| Total Expenditures | 600 | 65,292 | 55,890 | 79,767 | 79,767 |

Parking Fund

| Description | FY 2012 Actual | FY 2013 Orig Budget | FY 2013 Estimate | FY 2014 Recommend | FY 2014 Adopted |
|-----------------------------------|-------------------|------------------------|---------------------|----------------------|--------------------|
| Salaries & Wages | 0 | 0 | 0 | 0 | 0 |
| Social Security & Pension | 0 | 0 | 0 | 0 | 0 |
| Insurance & Benefits | 0 | 0 | 0 | 0 | 0 |
| Temporary Services | 0 | 0 | 0 | 0 | 0 |
| Personnel Services | 0 | 0 | 0 | 0 | 0 |
| Utilities | 17,574 | 30,120 | 23,072 | 23,533 | 23,533 |
| Supplies | 498 | 0 | 0 | 0 | 0 |
| Small Equipment/Computers | 0 | 0 | 0 | 0 | 0 |
| General Maintenance | 929 | 52,350 | 52,350 | 62,797 | 62,797 |
| Vehicle Maintenance | 0 | 0 | 0 | 0 | 0 |
| Vehicle Fuel | 0 | 0 | 0 | 0 | 0 |
| Communications | 2,223 | 4,500 | 4,988 | 5,160 | 5,160 |
| Travel and Development | 0 | 0 | 0 | 0 | 0 |
| Memberships and Dues | 0 | 0 | 0 | 0 | 0 |
| Insurance | 2,030 | 2,289 | 6,603 | 6,897 | 6,897 |
| Other Services | 91,701 | 94,802 | 93,473 | 96,636 | 96,636 |
| Operating | 114,955 | 184,061 | 180,486 | 195,023 | 195,023 |
| Accounting, Auditing & Legal | 0 | 0 | 0 | 0 | 0 |
| Medical Services | 0 | 0 | 0 | 0 | 0 |
| Other Contract Services | 250,914 | 231,068 | 224,891 | 235,582 | 235,582 |
| Professional/Cont Services | 250,914 | 231,068 | 224,891 | 235,582 | 235,582 |
| 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 |
| Other Charges | 0 | 0 | 0 | 0 | 0 |
| Indirect Cost Allocation | 0 | 0 | 0 | 0 | 0 |
| Non-Profit/Gov't Agencies | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Inventory | 0 | 0 | 0 | 0 | 0 |
| Cost Redistribution | 0 | 0 | 0 | 0 | 0 |
| Other Financing Uses | 0 | 0 | 0 | 0 | 0 |
| Other Charges | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | 365,869 | 415,129 | 405,377 | 430,605 | 430,605 |

Airport Fund

| Description | FY 2012 | FY 2013 | FY 2013 | FY 2014 | FY 2014 |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|
| | Actual | Orig Budget | Estimate | Recommend | Adopted |
| Salaries & Wages | 886,921 | 983,556 | 918,941 | 1,041,556 | 1,039,527 |
| Social Security & Pension | 126,503 | 141,647 | 130,832 | 153,913 | 153,597 |
| Insurance & Benefits | 134,594 | 178,835 | 144,485 | 158,250 | 158,192 |
| Temporary Services | 102,544 | 46,259 | 99,685 | 98,832 | 98,832 |
| Personnel Services | 1,250,562 | 1,350,297 | 1,293,943 | 1,452,551 | 1,450,148 |
| Utilities | 409,679 | 433,925 | 433,224 | 440,258 | 440,258 |
| Supplies | 144,142 | 132,700 | 124,200 | 131,160 | 131,160 |
| Small Equipment/Computers | 32,937 | 0 | 46,853 | 15,000 | 15,000 |
| General Maintenance | 210,184 | 289,005 | 295,336 | 302,780 | 302,780 |
| Vehicle Maintenance | 111,540 | 93,022 | 88,356 | 91,943 | 82,143 |
| Vehicle Fuel | 52,629 | 57,636 | 52,938 | 53,467 | 53,467 |
| Communications | 60,059 | 139,800 | 157,430 | 138,148 | 138,148 |
| Travel and Development | 15,605 | 25,850 | 25,650 | 26,750 | 26,750 |
| Memberships and Dues | 1,690 | 1,440 | 1,445 | 1,445 | 1,445 |
| Insurance | 47,162 | 56,587 | 51,949 | 55,145 | 55,145 |
| Other Services | 0 | 0 | 0 | 0 | 0 |
| Operating | 1,085,627 | 1,229,965 | 1,277,381 | 1,256,096 | 1,246,296 |
| Accounting, Auditing & Legal | 0 | 0 | 0 | 0 | 0 |
| Medical Services | 42 | 42 | 42 | 42 | 42 |
| Other Contract Services | 148,529 | 150,468 | 101,019 | 109,150 | 109,150 |
| Professional/Cont Services | 148,571 | 150,510 | 101,061 | 109,192 | 109,192 |
| Land | 0 | 0 | 0 | 0 | 0 |
| Buildings | 0 | 0 | 1,601 | 0 | 0 |
| Improvements | 324,239 | 150,000 | 40,000 | 0 | 0 |
| Equipment - Office | 0 | 0 | 0 | 0 | 0 |
| Equipment - Other | 0 | 113,000 | 194,739 | 30,000 | 30,000 |
| Equipment - Motor Vehicles | 0 | 0 | 0 | 0 | 0 |
| Infrastructure | 0 | 0 | 0 | 0 | 0 |
| Capital Outlay | 324,239 | 263,000 | 236,340 | 30,000 | 30,000 |
| Other Charges | 459,662 | 414,700 | 442,100 | 579,719 | 591,922 |
| Indirect Cost Allocation | 179,312 | 190,386 | 184,691 | 190,232 | 190,232 |
| Non-Profit/Gov't Agencies | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Inventory | 23,224 | 15,000 | 15,000 | 15,000 | 15,000 |
| Cost Redistribution | 0 | 0 | 0 | 0 | 0 |
| Other Financing Uses | 1,164,424 | 1,332,500 | 755,933 | 1,149,719 | 1,149,719 |
| Other Charges | 1,826,622 | 1,952,586 | 1,397,724 | 1,934,670 | 1,946,873 |
| Total Expenditures | 4,635,621 | 4,946,358 | 4,306,449 | 4,782,509 | 4,782,509 |

Environmental Services Fund

| Description | FY 2012 Actual | FY 2013 Orig Budget | FY 2013 Estimate | FY 2014 Recommend | FY 2014 Adopted |
|-----------------------------------|-------------------|------------------------|---------------------|----------------------|--------------------|
| Salaries & Wages | 17,733 | 22,908 | 23,220 | 2,564,159 | 2,558,017 |
| Social Security & Pension | 2,589 | 3,297 | 3,341 | 377,219 | 376,297 |
| Insurance & Benefits | 502 | 6,752 | 3,960 | 532,392 | 532,222 |
| Temporary Services | 0 | 0 | 0 | 344,599 | 344,599 |
| Personnel Services | 20,824 | 32,957 | 30,521 | 3,818,369 | 3,811,135 |
| Utilities | 0 | 0 | 0 | 37,210 | 37,210 |
| Supplies | 65,434 | 58,015 | 52,397 | 428,323 | 428,323 |
| Small Equipment/Computers | 0 | 0 | 0 | 10,320 | 10,320 |
| General Maintenance | 0 | 0 | 0 | 11,750 | 11,750 |
| Vehicle Maintenance | 1,475 | 3,400 | 3,106 | 1,291,748 | 1,150,548 |
| Vehicle Fuel | 3,296 | 9,676 | 6,620 | 708,302 | 708,302 |
| Communications | 28,427 | 27,500 | 28,390 | 133,677 | 133,677 |
| Travel and Development | 1,474 | 1,440 | 1,440 | 9,280 | 9,280 |
| Memberships and Dues | 145 | 0 | 0 | 4,171 | 4,171 |
| Insurance | 119 | 385 | 120 | 93,969 | 93,969 |
| Other Services | 0 | 0 | 0 | 0 | 0 |
| Operating | 100,370 | 100,416 | 92,073 | 2,728,750 | 2,587,550 |
| Accounting, Auditing & Legal | 0 | 0 | 0 | 0 | 0 |
| Medical Services | 0 | 0 | 0 | 1,656 | 1,656 |
| Other Contract Services | 1,970,310 | 2,062,998 | 2,023,950 | 2,122,100 | 2,122,100 |
| Professional/Cont Services | 1,970,310 | 2,062,998 | 2,023,950 | 2,123,756 | 2,123,756 |
| 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 | 37,481 | 0 | 0 | 1,155,000 | 1,155,000 |
| Infrastructure | 0 | 0 | 0 | 0 | 0 |
| Capital Outlay | 37,481 | 0 | 0 | 1,155,000 | 1,155,000 |
| Other Charges | 0 | 62,619 | 0 | 3,520 | 3,520 |
| Indirect Cost Allocation | 48,464 | 50,169 | 49,918 | 365,943 | 365,943 |
| Non-Profit/Gov't Agencies | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Inventory | 0 | 0 | 0 | 0 | 0 |
| Cost Redistribution | 0 | 0 | 0 | 0 | 0 |
| Other Financing Uses | 427,245 | 391,641 | 391,641 | 366,000 | 366,000 |
| Other Charges | 475,709 | 504,429 | 441,559 | 735,463 | 735,463 |
| Total Expenditures | 2,604,694 | 2,700,800 | 2,588,103 | 10,561,338 | 10,412,904 |

Risk Management Fund

| Description | FY 2012 | FY 2013 | FY 2013 | FY 2014 | FY 2014 |
|-----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | Actual | Orig Budget | Estimate | Recommend | Adopted |
| Salaries & Wages | 217,038 | 244,247 | 228,149 | 299,470 | 298,838 |
| Social Security & Pension | 30,065 | 35,148 | 32,493 | 43,851 | 43,758 |
| Insurance & Benefits | 33,939 | 44,310 | 41,532 | 54,983 | 54,966 |
| Temporary Services | 2,752 | 0 | 1,046 | 1,046 | 1,046 |
| Personnel Services | 283,794 | 323,705 | 303,220 | 399,350 | 398,608 |
| Utilities | 0 | 0 | 0 | 0 | 0 |
| Supplies | 20,390 | 33,900 | 22,507 | 70,845 | 70,845 |
| Small Equipment/Computers | 0 | 0 | 3,000 | 0 | 0 |
| General Maintenance | 322 | 0 | 0 | 0 | 0 |
| Vehicle Maintenance | 102,300 | 97,000 | 100,030 | 101,400 | 95,000 |
| Vehicle Fuel | 0 | 0 | 0 | 0 | 0 |
| Communications | 9,897 | 13,045 | 7,080 | 7,860 | 7,860 |
| Travel and Development | 2,406 | 5,295 | 4,485 | 7,866 | 7,866 |
| Memberships and Dues | 755 | 1,091 | 619 | 884 | 884 |
| Insurance | 14,027,406 | 15,505,652 | 15,385,053 | 16,159,645 | 16,159,645 |
| Other Services | 342 | 368 | 368 | 368 | 368 |
| Operating | 14,163,818 | 15,656,351 | 15,523,142 | 16,348,868 | 16,342,468 |
| Accounting, Auditing & Legal | 0 | 0 | 0 | 0 | 0 |
| Medical Services | 37,510 | 89,000 | 41,626 | 96,625 | 96,625 |
| Other Contract Services | 179,812 | 248,400 | 209,990 | 315,270 | 315,270 |
| Professional/Cont Services | 217,322 | 337,400 | 251,616 | 411,895 | 411,895 |
| 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 |
| Other Charges | 17 | 486,047 | 67 | 560,469 | 560,469 |
| Indirect Cost Allocation | 0 | 0 | 0 | 0 | 0 |
| Non-Profit/Gov't Agencies | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Inventory | 0 | 0 | 0 | 0 | 0 |
| Cost Redistribution | 0 | 0 | 0 | 0 | 0 |
| Other Financing Uses | 0 | 0 | 0 | 0 | 0 |
| Other Charges | 17 | 486,047 | 67 | 560,469 | 560,469 |
| Total Expenditures | 14,664,951 | 16,803,503 | 16,078,045 | 17,720,582 | 17,713,440 |

Stormwater Fund

| Description | FY 2012 Actual | FY 2013 Orig Budget | FY 2013 Estimate | FY 2014 Recommend | FY 2014 Adopted |
|-----------------------------------|-------------------|------------------------|---------------------|----------------------|--------------------|
| Salaries & Wages | 1,019,389 | 1,136,014 | 1,126,133 | 1,648,857 | 1,645,133 |
| Social Security & Pension | 143,109 | 163,512 | 159,359 | 242,775 | 242,221 |
| Insurance & Benefits | 203,035 | 222,156 | 204,404 | 289,886 | 289,784 |
| Temporary Services | 0 | 0 | 0 | 0 | 0 |
| Personnel Services | 1,365,533 | 1,521,682 | 1,489,896 | 2,181,518 | 2,177,138 |
| Utilities | 11,242 | 16,686 | 13,500 | 15,550 | 15,550 |
| Supplies | 51,166 | 61,535 | 70,614 | 67,554 | 67,554 |
| Small Equipment/Computers | 7,865 | 0 | 0 | 3,059 | 3,059 |
| General Maintenance | 13,766 | 57,446 | 13,087 | 30,273 | 30,273 |
| Vehicle Maintenance | 188,868 | 189,386 | 170,600 | 404,000 | 365,200 |
| Vehicle Fuel | 79,330 | 84,593 | 86,800 | 151,989 | 151,989 |
| Communications | 70,103 | 90,427 | 82,890 | 83,480 | 83,480 |
| Travel and Development | 9,179 | 19,480 | 19,480 | 22,930 | 22,930 |
| Memberships and Dues | 1,684 | 1,666 | 1,713 | 1,813 | 1,813 |
| Insurance | 7,795 | 9,436 | 8,382 | 8,766 | 8,766 |
| Other Services | 36,054 | 35,000 | 40,200 | 40,200 | 40,200 |
| Operating | 477,052 | 565,655 | 507,266 | 829,614 | 790,814 |
| Accounting, Auditing & Legal | 0 | 0 | 5,300 | 5,300 | 5,300 |
| Medical Services | 100 | 500 | 500 | 1,100 | 1,100 |
| Other Contract Services | 256,544 | 306,440 | 431,155 | 547,990 | 547,990 |
| Professional/Cont Services | 256,644 | 306,940 | 436,955 | 554,390 | 554,390 |
| 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 | 202,919 | 0 | 0 | 0 | 0 |
| Equipment - Motor Vehicles | 99,037 | 0 | 0 | 0 | 0 |
| Infrastructure | 0 | 0 | 0 | 0 | 0 |
| Capital Outlay | 301,956 | 0 | 0 | 0 | 0 |
| Other Charges | 1,313 | 30,430 | 4,120 | 51,757 | 6,696 |
| Indirect Cost Allocation | 71,242 | 133,584 | 73,379 | 75,581 | 75,581 |
| Non-Profit/Gov't Agencies | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 446,880 | 919,409 | 919,409 | 921,226 | 921,226 |
| Inventory | 0 | 0 | 0 | 0 | 0 |
| Cost Redistribution | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 |
| Other Financing Uses | 1,718,277 | 5,423,699 | 5,506,599 | 2,486,618 | 2,486,618 |
| Other Charges | 2,312,712 | 6,582,122 | 6,578,507 | 3,610,182 | 3,565,121 |
| Total Expenditures | 4,713,897 | 8,976,399 | 9,012,624 | 7,175,704 | 7,087,463 |

Transit Fund

| Description | FY 2012 | FY 2013 | FY 2013 | FY 2014 | FY 2014 |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|
| | Actual | Orig Budget | Estimate | Recommend | Adopted |
| Salaries & Wages | 2,985,409 | 3,055,236 | 3,245,384 | 3,514,683 | 3,707,181 |
| Social Security & Pension | 419,233 | 436,931 | 458,925 | 515,655 | 541,494 |
| Insurance & Benefits | 635,961 | 704,106 | 645,555 | 739,536 | 769,233 |
| Temporary Services | 13,855 | 0 | 30,466 | 27,352 | 27,352 |
| Personnel Services | 4,054,458 | 4,196,273 | 4,380,330 | 4,797,226 | 5,045,260 |
| Utilities | 36,148 | 38,130 | 41,152 | 42,080 | 42,080 |
| Supplies | 83,262 | 80,504 | 85,942 | 85,502 | 86,542 |
| Small Equipment/Computers | 10,003 | 7,410 | 10,894 | 3,330 | 3,330 |
| General Maintenance | 40,030 | 51,600 | 63,768 | 54,100 | 54,100 |
| Vehicle Maintenance | 332,215 | 326,412 | 302,310 | 300,198 | 329,502 |
| Vehicle Fuel | 877,581 | 943,226 | 922,795 | 917,390 | 958,135 |
| Communications | 76,451 | 85,605 | 81,120 | 61,600 | 64,460 |
| Travel and Development | 2,106 | 4,360 | 4,145 | 8,080 | 8,080 |
| Memberships and Dues | 2,365 | 2,000 | 3,244 | 3,244 | 3,244 |
| Insurance | 54,161 | 111,104 | 73,979 | 83,272 | 83,272 |
| Other Services | 0 | 0 | 0 | 0 | 0 |
| Operating | 1,514,322 | 1,650,351 | 1,589,349 | 1,558,796 | 1,632,745 |
| Accounting, Auditing & Legal | 0 | 0 | 0 | 0 | 0 |
| Medical Services | 2,756 | 3,000 | 3,000 | 3,000 | 3,200 |
| Other Contract Services | 35,760 | 35,465 | 38,816 | 32,654 | 79,154 |
| Professional/Cont Services | 38,516 | 38,465 | 41,816 | 35,654 | 82,354 |
| 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 | 15,833 | 3,000 | 3,000 |
| Infrastructure | 0 | 0 | 0 | 0 | 0 |
| Capital Outlay | 0 | 0 | 15,833 | 3,000 | 3,000 |
| Other Charges | 7,063 | 8,000 | 8,075 | 7,075 | 7,075 |
| Indirect Cost Allocation | 555,527 | 591,629 | 572,193 | 589,359 | 589,359 |
| Non-Profit/Gov't Agencies | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 21,011 | 21,018 | 21,018 | 21,018 | 21,018 |
| Inventory | (3,517) | 0 | 0 | 0 | 0 |
| Cost Redistribution | (92,840) | (82,000) | (95,000) | (95,000) | (95,000) |
| Other Financing Uses | 0 | 0 | 0 | 0 | 0 |
| Other Charges | 487,244 | 538,647 | 506,286 | 522,452 | 522,452 |
| Total Expenditures | 6,094,540 | 6,423,736 | 6,533,614 | 6,917,128 | 7,285,811 |

LEOSSA Fund

| Description | FY 2012 Actual | FY 2013 Orig Budget | FY 2013 Estimate | FY 2014 Recommend | FY 2014 Adopted |
|-----------------------------------|-------------------|------------------------|---------------------|----------------------|--------------------|
| Salaries & Wages | 497,778 | 525,430 | 576,552 | 594,240 | 594,240 |
| Social Security & Pension | 33,424 | 40,196 | 40,986 | 45,459 | 45,459 |
| Insurance & Benefits | 0 | 0 | 0 | 0 | 0 |
| Temporary Services | 0 | 0 | 0 | 0 | 0 |
| Personnel Services | 531,202 | 565,626 | 617,538 | 639,699 | 639,699 |
| Utilities | 0 | 0 | 0 | 0 | 0 |
| Supplies | 0 | 0 | 0 | 0 | 0 |
| Small Equipment/Computers | 0 | 0 | 0 | 0 | 0 |
| General Maintenance | 0 | 0 | 0 | 0 | 0 |
| Vehicle Maintenance | 0 | 0 | 0 | 0 | 0 |
| Vehicle Fuel | 0 | 0 | 0 | 0 | 0 |
| Communications | 0 | 0 | 0 | 0 | 0 |
| Travel and Development | 0 | 0 | 0 | 0 | 0 |
| Memberships and Dues | 0 | 0 | 0 | 0 | 0 |
| Insurance | 0 | 0 | 0 | 0 | 0 |
| Other Services | 0 | 0 | 0 | 0 | 0 |
| Operating | 0 | 0 | 0 | 0 | 0 |
| Accounting, Auditing & Legal | 0 | 0 | 0 | 0 | 0 |
| Medical Services | 0 | 0 | 0 | 0 | 0 |
| Other Contract Services | 0 | 0 | 0 | 0 | 0 |
| Professional/Cont Services | 0 | 0 | 0 | 0 | 0 |
| 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 |
| Other Charges | 0 | 160,474 | 0 | 140,934 | 140,934 |
| Indirect Cost Allocation | 0 | 0 | 0 | 0 | 0 |
| Non-Profit/Gov't Agencies | 0 | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 | 0 |
| Inventory | 0 | 0 | 0 | 0 | 0 |
| Cost Redistribution | 0 | 0 | 0 | 0 | 0 |
| Other Financing Uses | 0 | 0 | 0 | 0 | 0 |
| Other Charges | 0 | 160,474 | 0 | 140,934 | 140,934 |
| Total Expenditures | 531,202 | 726,100 | 617,538 | 780,633 | 780,633 |

Capital Outlay By Fund

| Fund | Type of Capital | Department | Description | Price | Qty | Recommended Total | Qty | Adopted Total | Replacement |
|-------------------------------|-------------------|------------|--|-----------|-----|--------------------|-----|--------------------|-------------|
| General Fund | | | | | | | | | |
| Improvements | | | | | | | | | |
| | PR & M | | Cemetery Expansion | \$35,000 | 1 | \$35,000 | 1 | \$35,000 | No |
| | PR & M | | Park Shelters - New Century Circle and Hillsboro | \$24,000 | 2 | \$48,000 | 2 | \$48,000 | No |
| | PR & M | | Remote Field Lighting Control Upgrades | \$42,000 | 1 | \$42,000 | 1 | \$42,000 | Yes |
| | PR & M | | Basketball Court Painting | \$20,000 | 2 | \$40,000 | 2 | \$40,000 | Yes |
| Total Improvements | | | | | | \$165,000 | | \$165,000 | |
| Office Equipment | | | | | | | | | |
| | IT | | GPS Recording Devices | \$11,000 | 3 | \$33,000 | 3 | \$33,000 | No |
| | Police | | Forensic Recovery Super Computer | \$11,549 | 1 | \$11,549 | 1 | \$11,549 | No |
| Total Office Equipment | | | | | | \$44,549 | | \$44,549 | |
| Other Equipment | | | | | | | | | |
| Replacements | | | | | | | | | |
| | Fire | | Rescue Lifting Airbags | \$9,388 | 2 | \$18,776 | 2 | \$18,776 | Yes |
| | Fire | | Thermal Imaging Camera | \$22,000 | 1 | \$22,000 | 1 | \$22,000 | Yes |
| | PR & M | | Batwing Mower | \$15,000 | 1 | \$15,000 | 1 | \$15,000 | Yes |
| | PR & M | | Zero-turn Mower | \$13,500 | 1 | \$13,500 | 1 | \$13,500 | Yes |
| | PR & M | | Tractor | \$36,000 | 1 | \$36,000 | 1 | \$36,000 | Yes |
| | PR & M | | Batwing Finishing Mower | \$20,000 | 2 | \$40,000 | 2 | \$40,000 | Yes |
| Total Replacements | | | | | | \$145,276 | | \$145,276 | |
| Additions | | | | | | | | | |
| | Fire | | Rapid Intervention Breathing Equipment | \$5,050 | 1 | \$5,050 | 1 | \$5,050 | No |
| | Police | | Armadillo Equipment | \$30,000 | 1 | \$30,000 | 1 | \$30,000 | No |
| Total Additions | | | | | | \$35,050 | | \$35,050 | |
| Total Other Equipment | | | | | | \$180,326 | | \$180,326 | |
| Rights-of-Way | | | | | | | | | |
| | E&I | | Rights-of-Way | \$5,100 | | \$5,100 | | \$5,100 | No |
| Total Rights-of-Way | | | | | | \$5,100 | | \$5,100 | |
| Vehicles | | | | | | | | | |
| Replacements | | | | | | | | | |
| | E&I | | Hybrid Sedan | \$29,000 | 1 | \$29,000 | 1 | \$29,000 | Yes |
| | Fire | | Engine | \$532,000 | 1 | \$532,000 | 1 | \$532,000 | Yes |
| | Fire | | Heavy Rescue Truck | \$650,000 | 1 | \$650,000 | 1 | \$650,000 | Yes |
| | Fire | | Emergency SUVs | \$43,000 | 2 | \$86,000 | 2 | \$86,000 | Yes |
| | Fire | | SUV - Medium | \$30,200 | 1 | \$30,200 | 1 | \$30,200 | Yes |
| | PR & M | | Passenger Van | \$25,000 | 1 | \$25,000 | 1 | \$25,000 | Yes |
| | PR & M - District | | Cargo Van | \$25,000 | 1 | \$25,000 | 1 | \$25,000 | Yes |
| | PR & M - District | | Pickup Truck | \$23,000 | 1 | \$23,000 | 1 | \$23,000 | Yes |
| | Police | | Full-Size Sedan | \$33,500 | 30 | \$1,005,000 | 30 | \$1,005,000 | Yes |
| | Police | | Full-Size Sedan with Camera | \$39,000 | 3 | \$117,000 | 3 | \$117,000 | Yes |
| | Police | | Crew Cab Pick-Up | \$39,000 | 1 | \$39,000 | 1 | \$39,000 | Yes |
| Total Replacements | | | | | | \$2,561,200 | | \$2,561,200 | |
| Additions | | | | | | | | | |
| | Devel Svcs | | Compact Pickup Truck | \$17,506 | 0 | \$0 | 15 | \$262,590 | No |
| | Devel Svcs | | Compact Car | \$15,835 | 0 | \$0 | 1 | \$15,835 | No |
| | Police | | Full-Size Sedan | \$33,500 | 2 | \$67,000 | 2 | \$67,000 | No |
| | Police | | Full-Size Sedan with Camera | \$39,000 | 3 | \$117,000 | 3 | \$117,000 | No |
| Total Additions | | | | | | \$184,000 | | \$462,425 | |
| Total Vehicles | | | | | | \$2,745,200 | | \$3,023,625 | |

Capital Outlay By Fund

| Fund | Type of Capital | Department | Description | Price | Recommended | | Adopted | | Replacement |
|---------------------------|-----------------|--------------------------|---|-------------|-------------|---------------------|---------|---------------------|-------------|
| | | | | | Qty | Total | Qty | Total | |
| Transfers | | | | | | | | | |
| | | CD | Transfer to Econ & Phy Dev Fund - Revitalization Funding Initiative | \$1,000,000 | | \$1,000,000 | | \$0 | No |
| | | CD | Transfer to Econ & Phy Dev Fund - Murchison Road Redevelopment | \$180,000 | | \$180,000 | | \$180,000 | No |
| | | E&I | Transfer to General Gov't Fund - Parking Lot Improvements | \$55,000 | | \$55,000 | | \$55,000 | Yes |
| | | E&I | Transfer to Transportation Fund - Legend Avenue Improvements | \$400,000 | | \$400,000 | | \$400,000 | No |
| | | E&I | Transfer to Transportation Fund - Sidewalks | \$465,000 | | \$465,000 | | \$465,000 | No |
| | | E&I | Transfer to Transportation Fund - Public Streets Development | \$90,000 | | \$90,000 | | \$90,000 | No |
| | | E&I | Transfer to Transportation Fund - Ray Avenue Extension | \$20,000 | | \$20,000 | | \$20,000 | No |
| | | E&I | Transfer to Transportation Fund - Downtown Streetscapes | \$320,637 | | \$320,637 | | \$320,637 | No |
| | | E&I | Transfer to Transportation Fund - Street Resurfacing | \$4,605,000 | | \$4,605,000 | | \$3,605,000 | Yes |
| | | Fire | Transfer to Public Safety Fund - Land for Fire Station 12 | \$33,627 | | \$33,627 | | \$33,627 | No |
| | | IT | Trf. to Gen. Govt. Fund - Computer Replacement Plan | \$359,559 | | \$359,559 | | \$359,559 | Yes |
| | | IT | Trf. to Gen. Govt. Fund - Enterprise GIS Environment | \$85,383 | | \$85,383 | | \$85,383 | No |
| | | IT | Trf. to Gen. Govt. Fund - Network Disaster Recovery | \$402,000 | | \$402,000 | | \$402,000 | No |
| | | IT | Trf. to Gen. Govt. Fund - PS 2 Factor Data Security | \$70,000 | | \$70,000 | | \$70,000 | No |
| | | IT | Trf. to Gen. Govt. Fund - City Wide VOIP | \$142,000 | | \$142,000 | | \$142,000 | No |
| | | IT | Trf. to Gen. Govt. Fund - Laserfiche Rio | \$31,977 | | \$31,977 | | \$31,977 | Yes |
| | | IT | Trf. to Gen. Govt. Fund - MS E-mail Exchange | \$125,800 | | \$125,800 | | \$125,800 | No |
| | | IT | Trf. to Gen. Govt. Fund - Wireless Access Point | \$49,900 | | \$49,900 | | \$49,900 | No |
| | | IT | Trf. to Gen. Govt. Fund - Time & Attendance | \$580,000 | | \$580,000 | | \$580,000 | No |
| | | OAP | Transfer to PWC - Annexation Sewer/Water Projects | \$3,786,035 | | \$3,786,035 | | \$3,786,035 | No |
| | | OAP | Transfer to Econ & Phy Dev Fund - Amtrak Station (Grant Match) | \$140,000 | | \$140,000 | | \$140,000 | No |
| | | OAP | Transfer to Econ & Phy Dev Fund - Texfi Site Improvements | \$75,000 | | \$75,000 | | \$75,000 | No |
| | | OAP | Transfer to Transportation Fund - Thoroughfare Street Lights | \$125,000 | | \$125,000 | | \$125,000 | No |
| | | PR & M | Transfer to General Gov't Fund - Facility Renovations | \$1,250,000 | | \$1,250,000 | | \$1,250,000 | Yes |
| | | PR & M | Transfer to General Gov't Fund - HVAC Replacements | \$209,000 | | \$209,000 | | \$209,000 | Yes |
| | | PR & M | Transfer to General Gov't Fund - Roof Repairs | \$400,849 | | \$400,849 | | \$400,849 | Yes |
| | | PR & M | Transfer to General Gov't Fund - Other Repairs | \$174,800 | | \$174,800 | | \$174,800 | Yes |
| | | PR & M | Transfer to Rec/Cult Fund - Playground Improvements | \$189,000 | | \$189,000 | | \$189,000 | Yes |
| | | PR & M | Transfer to Rec/Cult Fund - Rec Trac Software Upgrade | \$45,253 | | \$45,253 | | \$45,253 | Yes |
| | | PR & M - County District | Transfer to Rec/Cult Fund - Rec Trac Software Additional Funding | \$15,900 | | \$15,900 | | \$15,900 | No |
| | | PR & M - County District | Transfer to Rec/Cult Fund - Wireless Network | \$3,300 | | \$3,300 | | \$3,300 | No |
| Total Transfers | | | | | | \$15,430,020 | | \$13,430,020 | |
| Total General Fund | | | | | | \$18,570,195 | | \$16,848,620 | |

Capital Outlay by Fund

| Fund | Type of Capital | Department | Description | Price | Qty | Recommended Total | Qty | Adopted Total | Replacement |
|---|--|------------|--|-------------|-----|--------------------|-----|--------------------|-------------|
| <i>Environmental Services Fund</i> | | | | | | | | | |
| | Vehicles | | | | | | | | |
| | Replacements | | | | | | | | |
| | | | Bulky Item Truck | \$175,000 | 1 | \$175,000 | 1 | \$175,000 | Yes |
| | | | Garbage Truck | \$245,000 | 4 | \$980,000 | 4 | \$980,000 | Yes |
| | Total Replacements | | | | | \$1,155,000 | | \$1,155,000 | |
| | Total Vehicles | | | | | \$1,155,000 | | \$1,155,000 | |
| | Transfers | | | | | | | | |
| | | | Transfer to Env Svc Cap Fd - ITP On Route Software | \$290,000 | | \$290,000 | | \$290,000 | No |
| | | | Transfer to Env Svc Cap Fd - ITP On Board System | \$70,000 | | \$70,000 | | \$70,000 | No |
| | Total Transfers | | | | | \$360,000 | | \$360,000 | |
| | Total Environmental Services Fund | | | | | \$1,515,000 | | \$1,515,000 | |
| <i>Emergency Telephone System Fund</i> | | | | | | | | | |
| | Other Equipment | | | | | | | | |
| | | | Call Recording System | \$168,733 | | \$168,733 | | \$168,733 | No |
| | Total Other Equipment | | | | | \$168,733 | | \$168,733 | |
| | Total Emergency Telephone System Fund | | | | | \$168,733 | | \$168,733 | |
| <i>Stormwater Fund</i> | | | | | | | | | |
| | Transfers to Stormwater Capital Projects Fund | | | | | | | | |
| | | | Camera Trailer Outfitted | \$27,745 | 1 | \$27,745 | 1 | \$27,745 | No |
| | | | Sweeper | \$206,000 | 1 | \$206,000 | 1 | \$206,000 | Yes |
| | | | Drainage Improvements | \$2,252,873 | | \$2,252,873 | | \$2,252,873 | No |
| | Total Transfers to Stormwater Capital Projects Fund | | | | | \$2,486,618 | | \$2,486,618 | |
| | Total Stormwater Fund | | | | | \$2,486,618 | | \$2,486,618 | |
| <i>Transit</i> | | | | | | | | | |
| | Vehicles | | | | | | | | |
| | Replacements | | | | | | | | |
| | | | Highway Use Tax | \$1,000 | 3 | \$3,000 | 3 | \$3,000 | Yes |
| | Total Vehicle Replacements | | | | | \$3,000 | | \$3,000 | |
| | Total Transit | | | | | \$3,000 | | \$3,000 | |
| <i>Airport</i> | | | | | | | | | |
| | Other Equipment | | | | | | | | |
| | | | Electric Carts | \$15,000 | 2 | \$30,000 | 2 | \$30,000 | Yes |
| | Total Other Equipment | | | | | \$30,000 | | \$30,000 | |

Capital Outlay by Fund

| Fund | Type of Capital | Department | Description | Price | Recommended Qty | Total | Adopted Qty | Total | Replace-ment |
|--|-----------------|------------|--|-----------|-----------------|--------------------|-------------|--------------------|--------------|
| Transfers to Airport Capital Fund | | | | | | | | | |
| | | | Taxiway J&K Pavement Lighting Rehab | \$25,000 | | \$25,000 | | \$25,000 | Yes |
| | | | General Aviation Auto Parking | \$282,426 | | \$282,426 | | \$282,426 | Yes |
| | | | Runway 4-22 Paved Shoulders | \$318,810 | | \$318,810 | | \$318,810 | Yes |
| | | | Air Carrier Reconstruction Phase II | \$291,098 | | \$291,098 | | \$291,098 | Yes |
| | | | Rehabilitation Pavement Runway 10-28 | \$232,385 | | \$232,385 | | \$232,385 | Yes |
| | | | Total Transfers to Airport Capital Fund | | | \$1,149,719 | | \$1,149,719 | |
| | | | Total Airport | | | \$1,179,719 | | \$1,179,719 | |

General Fund Capital By Department

| Department | Type of Capital | Description | Price | Recommended | | Adopted | | Replacement |
|---------------------------------------|---|---|-------------|-------------|--------------------|---------|--------------------|-------------|
| | | | | Qty | Total | Qty | Total | |
| Community Development | | | | | | | | |
| | Transfers | | | | | | | |
| | | Transfer to Econ & Phy Dev Fund - Revitalization Funding Initiative | \$1,000,000 | | \$1,000,000 | | \$0 | No |
| | | Transfer to Econ & Phy Dev Fund - Murchison Road Redevelopment | \$180,000 | | \$180,000 | | \$180,000 | No |
| | Total Transfers | | | | \$1,180,000 | | \$180,000 | |
| | Total Community Development | | | | \$1,180,000 | | \$180,000 | |
| Development Services | | | | | | | | |
| | Vehicles | | | | | | | |
| | | Compact Pickup Truck | \$17,506 | 0 | \$0 | 15 | \$262,590 | No |
| | | Compact Car | \$15,835 | 0 | \$0 | 1 | \$15,835 | No |
| | Total Vehicles | | | | \$0 | | \$278,425 | |
| | Total Development Services | | | | \$0 | | \$278,425 | |
| Engineering and Infrastructure | | | | | | | | |
| | Vehicles | | | | | | | |
| | | Hybrid Sedan | \$29,000 | 1 | \$29,000 | 1 | \$29,000 | Yes |
| | Total Vehicles | | | | \$29,000 | | \$29,000 | |
| | Rights-of-Way | | | | | | | |
| | | Rights-of-Way | \$5,100 | | \$5,100 | | \$5,100 | No |
| | Total Rights-of-Way | | | | \$5,100 | | \$5,100 | |
| | Transfers | | | | | | | |
| | | Transfer to General Gov't Fund - Parking Lot Improvements | \$55,000 | | \$55,000 | | \$55,000 | Yes |
| | | Transfer to Transportation Fund - Legend Avenue Improvements | \$400,000 | | \$400,000 | | \$400,000 | No |
| | | Transfer to Transportation Fund - Sidewalks | \$465,000 | | \$465,000 | | \$465,000 | No |
| | | Transfer to Transportation Fund - Public Streets Development | \$90,000 | | \$90,000 | | \$90,000 | No |
| | | Transfer to Transportation Fund - Ray Avenue Extension | \$20,000 | | \$20,000 | | \$20,000 | No |
| | | Transfer to Transportation Fund - Downtown Streetscapes | \$320,637 | | \$320,637 | | \$320,637 | No |
| | | Transfer to Transportation Fund - Street Resurfacing | \$4,605,000 | | \$4,605,000 | | \$3,605,000 | Yes |
| | Total Transfers | | | | \$5,955,637 | | \$4,955,637 | |
| | Total Engineering and Infrastructure | | | | \$5,989,737 | | \$4,989,737 | |
| Fire | | | | | | | | |
| | Vehicles | | | | | | | |
| | | Engine | \$532,000 | 1 | \$532,000 | 1 | \$532,000 | Yes |
| | | Heavy Rescue Truck | \$650,000 | 1 | \$650,000 | 1 | \$650,000 | Yes |
| | | Emergency SUVs | \$43,000 | 2 | \$86,000 | 2 | \$86,000 | Yes |
| | | SUV - Medium | \$30,200 | 1 | \$30,200 | 1 | \$30,200 | Yes |
| | Total Vehicles | | | | \$1,298,200 | | \$1,298,200 | |
| | Other Equipment | | | | | | | |
| | | Rapid Intervention Breathing Equipment | \$5,050 | 1 | \$5,050 | 1 | \$5,050 | No |
| | | Rescue Lifting Airbags | \$9,388 | 2 | \$18,776 | 2 | \$18,776 | Yes |
| | | Thermal Imaging Camera | \$22,000 | 1 | \$22,000 | 1 | \$22,000 | Yes |
| | Total Other Equipment | | | | \$45,826 | | \$45,826 | |
| | Transfers | | | | | | | |
| | | Transfer to Public Safety Fund - Land for Fire Station 12 | \$33,627 | | \$33,627 | | \$33,627 | No |
| | Total Transfer | | | | \$33,627 | | \$33,627 | |
| | Total Fire | | | | \$1,377,653 | | \$1,377,653 | |
| Information Technology | | | | | | | | |
| | Office Equipment | | | | | | | |
| | | GPS Recording Devices | \$11,000 | 3 | \$33,000 | 3 | \$33,000 | No |
| | Total Office Equipment | | | | \$33,000 | | \$33,000 | |

General Fund Capital By Department

| Department | Type of Capital | Description | Price | Recommended | | Adopted | | Replacement |
|--|-----------------|--|-------------|-------------|--------------------|---------|--------------------|-------------|
| | | | | Qty | Total | Qty | Total | |
| Transfers | | | | | | | | |
| | | Trf. to Gen. Govt. Fund - Computer Replacement Plan | \$359,559 | | \$359,559 | | \$359,559 | Yes |
| | | Trf. to Gen. Govt. Fund - Enterprise GIS Environment | \$85,383 | | \$85,383 | | \$85,383 | No |
| | | Trf. to Gen. Govt. Fund - Network Disaster Recovery | \$402,000 | | \$402,000 | | \$402,000 | No |
| | | Trf. to Gen. Govt. Fund - PS 2 Factor Data Security | \$70,000 | | \$70,000 | | \$70,000 | No |
| | | Trf. to Gen. Govt. Fund - City Wide VOIP | \$142,000 | | \$142,000 | | \$142,000 | No |
| | | Trf. to Gen. Govt. Fund - Laserfiche Rio | \$31,977 | | \$31,977 | | \$31,977 | No |
| | | Trf. to Gen. Govt. Fund - MS E-mail Exchange | \$125,800 | | \$125,800 | | \$125,800 | No |
| | | Trf. to Gen. Govt. Fund - Wireless Access Point | \$49,900 | | \$49,900 | | \$49,900 | No |
| | | Trf. to Gen. Govt. Fund - Time & Attendance | \$580,000 | | \$580,000 | | \$580,000 | No |
| | | Total Transfers | | | \$1,846,619 | | \$1,846,619 | |
| Total Information Technology | | | | | \$1,879,619 | | \$1,879,619 | |
| Other Appropriations | | | | | | | | |
| Transfers | | | | | | | | |
| | | Transfer to PWC - Annexation Sewer/Water Projects | \$3,786,035 | | \$3,786,035 | | \$3,786,035 | No |
| | | Transfer to Econ & Phy Dev Fund - Amtrak Station (Grant Match) | \$140,000 | | \$140,000 | | \$140,000 | No |
| | | Transfer to Econ & Phy Dev Fund - Texfi Site Improvements | \$75,000 | | \$75,000 | | \$75,000 | No |
| | | Transfer to Transportation Fund - Thoroughfare Street Lights | \$125,000 | | \$125,000 | | \$125,000 | No |
| | | Total Transfers | | | \$4,126,035 | | \$4,126,035 | |
| Total Other Appropriations | | | | | \$4,126,035 | | \$4,126,035 | |
| Parks, Recreation & Maintenance | | | | | | | | |
| Improvements | | | | | | | | |
| | | Cemetery Expansion | \$35,000 | 1 | \$35,000 | 1 | \$35,000 | No |
| | | Park Shelters - New Century Circle and Hillsboro | \$24,000 | 2 | \$48,000 | 2 | \$48,000 | No |
| | | Remote Field Lighting Control Upgrades | \$42,000 | 1 | \$42,000 | 1 | \$42,000 | Yes |
| | | Basketball Court Painting | \$20,000 | 2 | \$40,000 | 2 | \$40,000 | Yes |
| | | Total Improvements | | | \$165,000 | | \$165,000 | |
| Vehicles | | | | | | | | |
| | | Passenger Van | \$25,000 | 1 | \$25,000 | 1 | \$25,000 | Yes |
| | | Total Vehicles | | | \$25,000 | | \$25,000 | |
| Other Equipment | | | | | | | | |
| | | Batwing Mower | \$15,000 | 1 | \$15,000 | 1 | \$15,000 | Yes |
| | | Zero-turn Mower | \$13,500 | 1 | \$13,500 | 1 | \$13,500 | Yes |
| | | Tractor | \$36,000 | 1 | \$36,000 | 1 | \$36,000 | Yes |
| | | Batwing Finishing Mower | \$20,000 | 2 | \$40,000 | 2 | \$40,000 | Yes |
| | | Total Other Equipment | | | \$104,500 | | \$104,500 | |
| Transfers | | | | | | | | |
| | | Transfer to General Gov't Fund - Facility Renovations | \$1,250,000 | | \$1,250,000 | | \$1,250,000 | Yes |
| | | Transfer to General Gov't Fund - HVAC Replacements | \$209,000 | | \$209,000 | | \$209,000 | Yes |
| | | Transfer to General Gov't Fund - Roof Repairs | \$400,849 | | \$400,849 | | \$400,849 | Yes |
| | | Transfer to General Gov't Fund - Other Repairs | \$174,800 | | \$174,800 | | \$174,800 | Yes |
| | | Transfer to Rec/Cult Fund - Playground Improvements | \$189,000 | | \$189,000 | | \$189,000 | Yes |
| | | Transfer to Rec/Cult Fund - Rec Trac Software Upgrade | \$45,253 | | \$45,253 | | \$45,253 | Yes |
| | | Total Transfers | | | \$2,268,902 | | \$2,268,902 | |
| Total Parks, Recreation & Maintenance | | | | | \$2,563,402 | | \$2,563,402 | |
| Parks, Recreation & Maintenance - County District | | | | | | | | |
| Vehicles | | | | | | | | |
| | | Cargo Van | \$25,000 | 1 | \$25,000 | 1 | \$25,000 | Yes |
| | | Pickup Truck | \$23,000 | 1 | \$23,000 | 1 | \$23,000 | Yes |
| | | Total Vehicles | | | \$48,000 | | \$48,000 | |

General Fund Capital By Department

| Department | Type of Capital | Description | Price | Recommended | | Adopted | | Replacement |
|--|-------------------------|--|----------|-------------|--------------------|---------|---------------------|---------------------|
| | | | | Qty | Total | Qty | Total | |
| | Transfers | | | | | | | |
| | | Transfer to Rec/Cult Fund - Rec Trac Software Additional Funding | \$15,900 | | \$15,900 | | \$15,900 | No |
| | | Transfer to Rec/Cult Fund - Wireless Network | \$3,300 | | \$3,300 | | \$3,300 | No |
| | | | | | <u>\$19,200</u> | | <u>\$19,200</u> | |
| Total Parks, Recreation & Maintenance - County District | | | | | | | <u>\$67,200</u> | <u>\$67,200</u> |
| Police | | | | | | | | |
| | Office Equipment | | | | | | | |
| | | Forensic Recovery Super Computer | \$11,549 | 1 | \$11,549 | 1 | \$11,549 | No |
| | | Total Office Equipment | | | <u>\$11,549</u> | | <u>\$11,549</u> | |
| | Other Equipment | | | | | | | |
| | | Armadillo Equipment | \$30,000 | 1 | \$30,000 | 1 | \$30,000 | No |
| | | Total Other Equipment | | | <u>\$30,000</u> | | <u>\$30,000</u> | |
| | Vehicles | | | | | | | |
| | | Full-Size Sedan | \$33,500 | 30 | \$1,005,000 | 30 | \$1,005,000 | Yes |
| | | Full-Size Sedan with Camera | \$39,000 | 3 | \$117,000 | 3 | \$117,000 | Yes |
| | | Full-Size Sedan | \$33,500 | 2 | \$67,000 | 2 | \$67,000 | No |
| | | Full-Size Sedan with Camera | \$39,000 | 3 | \$117,000 | 3 | \$117,000 | No |
| | | Crew Cab Pick-Up | \$39,000 | 1 | \$39,000 | 1 | \$39,000 | Yes |
| | | Total Vehicles | | | <u>\$1,345,000</u> | | <u>\$1,345,000</u> | |
| Total Police | | | | | | | <u>\$1,386,549</u> | <u>\$1,386,549</u> |
| Total General Fund | | | | | | | <u>\$18,570,195</u> | <u>\$16,848,620</u> |

Authorized Positions by Fund/Department

| | Adopted 2010-11 | Adopted 2011-12 | Adopted 2012-13 | Recommended 2013-14 | Adopted 2013-14 |
|---|--------------------|--------------------|--------------------|------------------------|--------------------|
| General Fund | | | | | |
| City Attorney | | | | | |
| Full-Time | 9 | 6 | 6 | 6 | 6 |
| Part-Time | 0 | 0 | 0 | 0 | 0 |
| Temporary | 0 | 0 | 0 | 0 | 0 |
| City Manager | | | | | |
| Full-Time | 6 | 6 | 6 | 9 | 9 |
| Part-Time | 0 | 0 | 0 | 0 | 0 |
| Temporary | 0 | 0 | 0 | 0 | 0 |
| Community Development | | | | | |
| Full-Time | 2 | 2 | 2 | 2 | 2 |
| Part-Time | 0 | 0 | 0 | 0 | 0 |
| Temporary | 0 | 0 | 0 | 0 | 0 |
| Corporate Communications | | | | | |
| Full-Time | 10 | 10 | 10 | 13 | 14 |
| Part-Time | 0 | 0 | 0 | 0 | 0 |
| Temporary | 0 | 0 | 0 | 0 | 0 |
| Development Services | | | | | |
| Full-Time | 43 | 44 | 47 | 47 | 47 |
| Part-Time | 0 | 1 | 1 | 0 | 0 |
| Temporary | 0 | 0 | 0 | 0 | 0 |
| Engineering & Infrastructure | | | | | |
| Full-Time | 80 | 83 | 84 | 75 | 75 |
| Part-Time | 0 | 0 | 0 | 0 | 0 |
| Temporary | 0 | 0 | 0 | 0 | 0 |
| Environmental Services | | | | | |
| Full-Time | 105 | 100 | 90 | 0 | 0 |
| Part-Time | 0 | 0 | 0 | 0 | 0 |
| Temporary | 0 | 0 | 0 | 0 | 0 |
| Finance | | | | | |
| Full-Time | 19 | 19 | 20 | 22 | 22 |
| Part-Time | 0 | 0 | 0 | 0 | 0 |
| Temporary | 0 | 0 | 0 | 0 | 0 |
| Fire & Emergency Management | | | | | |
| Full-Time | 324 | 324 | 325 | 325 | 325 |
| Part-Time | 0 | 0 | 0 | 0 | 0 |
| Temporary | 0 | 0 | 0 | 0 | 0 |

Authorized Positions by Fund/Department

| | Adopted 2010-11 | Adopted 2011-12 | Adopted 2012-13 | Recommended 2013-14 | Adopted 2013-14 |
|---|--------------------|--------------------|--------------------|------------------------|--------------------|
| Human Relations | | | | | |
| Full-Time | 3 | 3 | 3 | 3 | 3 |
| Part-Time | 0 | 0 | 0 | 0 | 0 |
| Temporary | 0 | 0 | 0 | 0 | 0 |
| Human Resource Development | | | | | |
| Full-Time | 14 | 14 | 14 | 16 | 16 |
| Part-Time | 1 | 1 | 1 | 0 | 0 |
| Temporary | 0 | 0 | 0 | 0 | 0 |
| Information Technology | | | | | |
| Full-Time | 20 | 20 | 23 | 23 | 24 |
| Part-Time | 0 | 0 | 0 | 0 | 0 |
| Temporary | 4 | 4 | 4 | 2 | 2 |
| Mayor, Council and City Clerk | | | | | |
| Full-Time | 1 | 1 | 1 | 3 | 3 |
| Part-Time | 0 | 0 | 0 | 0 | 0 |
| Temporary | 0 | 0 | 0 | 0 | 0 |
| Other Appropriations | | | | | |
| Full-Time | 0 | 0 | 0 | 1 | 1 |
| Part-Time | 0 | 0 | 0 | 0 | 0 |
| Temporary | 0 | 0 | 0 | 0 | 0 |
| Parks, Recreation & Maintenance | | | | | |
| <i>Parks & Recreation - City Funded</i> | | | | | |
| Full-Time | 99 | 99 | 100 | 100 | 100 |
| Part-Time | 0 | 0 | 0 | 0 | 0 |
| Temporary | 98 | 98 | 98 | 98 | 98 |
| <i>Parks & Recreation - County Funded</i> | | | | | |
| Full-Time | 32 | 32 | 32 | 32 | 32 |
| Part-Time | 0 | 0 | 0 | 0 | 0 |
| Temporary | 95 | 95 | 95 | 95 | 95 |
| <i>Maintenance</i> | | | | | |
| Full-Time | 30 | 30 | 30 | 30 | 30 |
| Part-Time | 0 | 0 | 0 | 0 | 0 |
| Temporary | 0 | 0 | 0 | 0 | 0 |
| Police | | | | | |
| Full-Time | 517 | 520 | 533 | 552 | 552 |
| Part-Time | 10 | 9 | 9 | 9 | 9 |
| Temporary | 0 | 0 | 0 | 0 | 0 |
| <u>Total General Fund</u> | | | | | |
| Full-Time | 1314 | 1313 | 1326 | 1259 | 1261 |
| Part-Time | 11 | 11 | 11 | 9 | 9 |
| Temporary | 197 | 197 | 197 | 195 | 195 |

Authorized Positions by Fund/Department

| | Adopted 2010-11 | Adopted 2011-12 | Adopted 2012-13 | Recommended 2013-14 | Adopted 2013-14 |
|---|--------------------|--------------------|--------------------|------------------------|--------------------|
| <u>Airport Fund</u> | | | | | |
| Airport | | | | | |
| Full-Time | 17 | 17 | 17 | 17 | 17 |
| Part-Time | 0 | 0 | 0 | 0 | 0 |
| Temporary | 0 | 0 | 0 | 0 | 0 |
| Fire & Emergency Management | | | | | |
| Full-Time | 6 | 6 | 6 | 6 | 6 |
| Part-Time | 0 | 0 | 0 | 0 | 0 |
| Temporary | 0 | 0 | 0 | 0 | 0 |
| <u>Emergency Telephone System Fund</u> | | | | | |
| Police | | | | | |
| Full-Time | 1 | 0 | 0 | 0 | 0 |
| Part-Time | 0 | 0 | 0 | 0 | 0 |
| Temporary | 0 | 0 | 0 | 0 | 0 |
| <u>Environmental Services Fund</u> | | | | | |
| Full-Time | 0 | 1 | 1 | 72 | 72 |
| Part-Time | 0 | 0 | 0 | 0 | 0 |
| Temporary | 0 | 0 | 0 | 0 | 0 |
| <u>Risk Management Fund</u> | | | | | |
| Risk Management | | | | | |
| Full-Time | 5 | 4 | 4 | 0 | 0 |
| Part-Time | 0 | 0 | 0 | 0 | 0 |
| Temporary | 0 | 0 | 0 | 0 | 0 |
| Finance | | | | | |
| Full-Time | 0 | 0 | 0 | 1 | 1 |
| Part-Time | 0 | 0 | 0 | 0 | 0 |
| Temporary | 0 | 0 | 0 | 0 | 0 |
| Human Resource Development | | | | | |
| Full-Time | 0 | 0 | 0 | 3 | 3 |
| Part-Time | 0 | 0 | 0 | 0 | 0 |
| Temporary | 0 | 0 | 0 | 0 | 0 |
| <u>Special Revenue Fund</u> | | | | | |
| Community Development | | | | | |
| Full-Time | 8 | 8 | 8 | 8 | 8 |
| Part-Time | 4 | 4 | 4 | 4 | 4 |
| Temporary | 0 | 0 | 0 | 0 | 0 |

Authorized Positions by Fund/Department

| | Adopted 2010-11 | Adopted 2011-12 | Adopted 2012-13 | Recommended 2013-14 | Adopted 2013-14 |
|---|--------------------|--------------------|--------------------|------------------------|--------------------|
| Police - Grant funded Positions | | | | | |
| Full-Time | 19 | 19 | 20 | 4 | 4 |
| Part-Time | 0 | 0 | 1 | 1 | 1 |
| Temporary | 0 | 0 | 0 | 0 | 0 |
| | | | | | |
| <u>Stormwater Fund</u> | | | | | |
| Engineering & Infrastructure | | | | | |
| Full-Time | 40 | 40 | 40 | 49 | 49 |
| Part-Time | 0 | 0 | 0 | 0 | 0 |
| Temporary | 0 | 0 | 0 | 0 | 0 |
| | | | | | |
| <u>Transit Fund</u> | | | | | |
| Transit | | | | | |
| Full-Time | 84 | 92 | 92 | 92 | 96 |
| Part-Time | 0 | 0 | 0 | 0 | 0 |
| Temporary | 15 | 10 | 10 | 15 | 15 |
| | | | | | |
| <u>Total All Funds</u> | | | | | |
| Full-Time | 1494 | 1500 | 1514 | 1511 | 1517 |
| Part-Time | 15 | 15 | 16 | 14 | 14 |
| Temporary | 212 | 207 | 207 | 210 | 210 |

NOTES: Position totals include authorized, but frozen positions for all budget years.

For Fiscal Year 2013-14, 19 full-time and 2 part-time are frozen.

For Fiscal Year 2012-13, 21 full-time and 2 part-time were frozen.

For Fiscal Year 2011-12, 21 full-time and 2 part-time were frozen.

Full-Time Regular Positions

Airport

| | |
|--|-----------|
| Airport Director | 1 |
| Airport Maintenance Supervisor | 1 |
| Assistant Airport Director | 1 |
| Custodial Supervisor | 1 |
| Custodian | 5 |
| Equipment Operator I | 1 |
| Equipment Operator II | 2 |
| Office Assistant I | 1 |
| Office Assistant II | 1 |
| Senior Administrative Assistant | 1 |
| Senior Skilled Trades Technician | 2 |
| Total | 17 |

City Attorney

| | |
|---------------------------------|----------|
| Assistant City Attorney | 3 |
| City Attorney | 1 |
| Executive Legal Assistant | 1 |
| Office Assistant II | 1 |
| Total | 6 |

City Manager

| | |
|-------------------------------------|----------|
| Administrative Assistant | 1 |
| Assistant City Manager | 1 |
| City Manager | 1 |
| Deputy City Manager | 2 |
| Executive Assistant | 1 |
| Management Analyst | 1 |
| Special Projects Director | 1 |
| Strategic Initiatives Manager | 1 |
| Total | 9 |

Community Development

General Fund

| | |
|---------------------------------------|---|
| Downtown Development Manager | 1 |
| Senior Administrative Assistant | 1 |

Special Revenue Fund

| | |
|---|-----------|
| Community Development Administrator | 1 |
| Community Development Director | 1 |
| Community Relations Specialist | 1 |
| Economic Development Administrator | 1 |
| Housing Program Specialist | 1 |
| Neighborhood Resource Coordinator | 1 |
| Office Assistant II | 1 |
| Senior Housing Program Specialist | 1 |
| Total | 10 |

Corporate Communications

| | |
|---|---|
| Corporate Communications Director | 1 |
| Customer Service Representative | 4 |

Full-Time Regular Positions

Corporation Communications – (cont’d)

| | |
|---|-----------|
| Government Access Channel Coordinator..... | 1 |
| Graphics Manager..... | 1 |
| Office Assistant II | 1 |
| Printer | 1 |
| Printing Supervisor | 1 |
| Public Information Officer | 1 |
| Public Information Specialist | 2 |
| Senior Customer Service Representative..... | 1 |
| Total | 14 |

Development Services

| | |
|--|-----------|
| Administrative Assistant | 1 |
| Building Inspections Supervisor | 1 |
| Building Inspector | 3 |
| Building Official | 1 |
| Chief Zoning Administrator..... | 1 |
| Code Enforcement & Housing Division Manager..... | 1 |
| Code Enforcement Administrator (Housing) | 9 |
| Code Enforcement Administrator (Zoning) | 2 |
| Code Enforcement Supervisor (Housing) | 2 |
| Development Services Director | 1 |
| Electrical Inspections Supervisor | 1 |
| Electrical Inspector | 3 |
| Mechanical Inspections Supervisor | 1 |
| Mechanical Inspector | 3 |
| Office Assistant II | 6 |
| Office Supervisor | 1 |
| Planner II | 2 |
| Planning & Zoning Division Manager | 1 |
| Plans Examiner | 1 |
| Plumbing Inspections Supervisor | 1 |
| Plumbing Inspector | 2 |
| Senior Planner | 3 |
| Total | 47 |

Engineering & Infrastructure

General Fund

| | |
|---|---|
| Assistant City Traffic Engineer | 1 |
| City Engineer | 1 |
| City Traffic Engineer | 1 |
| Construction Contracts Coordinator | 1 |
| Construction Manager | 1 |
| Crew Supervisor | 1 |
| Engineer I..... | 2 |
| Engineer II | 1 |
| Engineer II (frozen)..... | 1 |
| Engineering & Infrastructure Director | 1 |
| Engineering Inspector | 6 |
| Engineering Inspector (frozen) | 1 |
| Engineering Technician | 1 |

Full-Time Regular Positions

Engineering & Infrastructure – (cont'd)

| | |
|---|----|
| Engineering Technician Supervisor | 1 |
| Equipment Operator II | 10 |
| Equipment Operator II (frozen)..... | 1 |
| Equipment Operator III | 5 |
| Fleet Services Coordinator | 1 |
| Maintenance Worker | 7 |
| Office Assistant II | 3 |
| Office Supervisor | 1 |
| Real Estate Manager | 1 |
| Senior Administrative Assistant..... | 1 |
| Senior Paralegal..... | 2 |
| Senior Signs and Markings Technician | 1 |
| Senior Survey Technician | 2 |
| Signs and Markings Supervisor | 1 |
| Signs and Markings Technician | 5 |
| Street Maintenance Superintendent | 1 |
| Street Maintenance Supervisor | 2 |
| Survey Crew Leader | 1 |
| Survey 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 |

Stormwater Fund

| | |
|--|------------|
| Administrative Assistant | 1 |
| Crew Supervisor..... | 2 |
| Crew Supervisor (frozen)..... | 1 |
| Engineer II | 2 |
| Equipment Operator II | 16 |
| Equipment Operator II (frozen)..... | 4 |
| Equipment Operator III | 1 |
| Equipment Operator III (frozen) | 1 |
| Maintenance Worker | 3 |
| Maintenance Worker (frozen) | 3 |
| Office Assistant II | 1 |
| Paralegal I | 1 |
| Public Information Specialist | 1 |
| Skilled Trades Technician | 2 |
| Skilled Trades Technician (frozen) | 3 |
| Stormwater Inspections Supervisor | 1 |
| Stormwater Inspector | 4 |
| Stormwater Manager | 1 |
| Street Maintenance Supervisor | 1 |
| Total | 124 |

Full-Time Regular Positions

Environmental Services

Environmental Services Fund

| | |
|---|-----------|
| Environmental Services Analyst | 1 |
| Environmental Services Collector | 12 |
| Environmental Services Director | 1 |
| Environmental Services Superintendent | 1 |
| Environmental Services Supervisor | 4 |
| Equipment Operator II | 39 |
| Equipment Operator III..... | 9 |
| Maintenance Worker | 2 |
| Office Assistant II | 1 |
| Personnel Technician | 1 |
| Public Information Specialist | 1 |
| General Fund (Other Appropriations) | |
| Warehouse Coordinator | 1 |
| Total | 73 |

Finance

General Fund

| | |
|---------------------------------------|-----------|
| Accountant | 1 |
| Accounting Manager | 1 |
| Accounting Technician | 5 |
| Accounts Payable Supervisor | 1 |
| Budget and Evaluation Manager | 1 |
| Chief Financial Officer | 1 |
| Collections Division Supervisor | 1 |
| Financial Analyst | 3 |
| Internal Auditor | 1 |
| Office Assistant I | 1 |
| Office Assistant II | 1 |
| Payroll & Liabilities Manager | 1 |
| Payroll Technician | 2 |
| Senior Financial Analyst | 1 |
| Treasurer | 1 |
| Risk Management Fund | |
| Risk Coordinator | 1 |
| Total | 23 |

Fire & Emergency Management

General Fund

| | |
|--|-----|
| Assistant Fire Chief | 3 |
| Deputy Fire Chief | 2 |
| Emergency Management Coordinator | 1 |
| Fire Battalion Chief..... | 10 |
| Fire Captain | 51 |
| Fire Chief | 1 |
| Fire Inspector | 7 |
| Fire Lieutenant | 66 |
| Firefighter | 180 |
| Office Assistant II | 3 |
| Office Supervisor | 1 |

Full-Time Regular Positions

Fire & Emergency Management – (cont'd)

Airport Fund

| | |
|------------------------------|------------|
| Fire Captain - Airport | 3 |
| Firefighter - Airport | 3 |
| Total | 331 |

Human Relations

| | |
|----------------------------------|----------|
| Human Relations Director | 1 |
| Human Relations Specialist | 1 |
| Human Relations Supervisor | 1 |
| Total | 3 |

Human Resource Development

General Fund

| | |
|--|---|
| Assistant Human Resources Director | 1 |
| Assistant Organizational Development & Training Director | 1 |
| Human Resources Analyst | 4 |
| Human Resource Development Director | 1 |
| Human Resources Specialist | 3 |
| Office Assistant I | 1 |
| Office Assistant II | 1 |
| Office Supervisor | 1 |
| Organizational Development & Training Analyst | 1 |
| Organizational Development & Training Specialist | 1 |
| Personnel Technician | 1 |

Risk Management Fund

| | |
|----------------------------|-----------|
| Office Assistant II | 1 |
| Safety Officer | 1 |
| Wellness Coordinator | 1 |
| Total | 19 |

Information Technology

| | |
|--|-----------|
| Chief Information Officer | 1 |
| Chief Technology Officer | 1 |
| Client Services Manager | 1 |
| Desktop Support Specialist | 4 |
| G.I.S. Manager | 1 |
| G.I.S. Technician | 1 |
| Information Technology Administrative Specialist | 1 |
| Information Technology Asset Specialist | 1 |
| Information Technology Business Analyst | 2 |
| Information Technology Project Manager | 3 |
| Network Administrator | 1 |
| Network Engineer | 1 |
| Network Services Manager | 1 |
| Senior Programmer Analyst | 1 |
| Systems Administrator | 1 |
| Telecommunications Analyst | 1 |
| Web Developer | 1 |
| Webmaster | 1 |
| Total | 24 |

Full-Time Regular Positions

Mayor, Council and City Clerk

| | |
|--------------------------------------|----------|
| City Clerk | 1 |
| Deputy City Clerk | 1 |
| Senior Administrative Assistant..... | 1 |
| Total | 3 |

Parks, Recreation & Maintenance

Parks & Recreation - City Funded

| | |
|--|----|
| Administrative Manager | 1 |
| Assistant Recreation Center Supervisor | 14 |
| Athletic Program Coordinator | 4 |
| Business Manager | 1 |
| Crew Leader | 1 |
| Crew Supervisor | 6 |
| Custodian | 1 |
| 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 | 20 |
| Office Assistant II | 2 |
| 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 |

Parks & Recreation – County Funded

| | |
|--|---|
| Assistant Recreation Center Supervisor | 3 |
| Athletic Program Coordinator | 1 |
| Crew Leader | 1 |
| Crew Supervisor | 1 |
| Equipment Operator I | 1 |
| Maintenance Worker | 9 |
| Office Assistant II | 1 |
| Parks Supervisor | 1 |
| Parks Superintendent | 1 |
| Personnel Technician | 1 |
| Recreation Center Supervisor | 4 |
| Recreation Division Manager | 1 |

Full-Time Regular Positions

Parks, Recreation & Maintenance – (cont'd)

| | |
|--|------------|
| Recreation Division Supervisor | 3 |
| Recreation Program Coordinator..... | 1 |
| Senior Administrative Assistant..... | 1 |
| Skilled Trades Technician | 1 |
| Special Events Coordinator | 1 |
| Maintenance | |
| Crew Supervisor..... | 1 |
| Custodial Supervisor | 1 |
| Custodian | 1 |
| Electrician | 1 |
| Equipment Operator I | 4 |
| Equipment Operator II..... | 7 |
| Facilities Maintenance Supervisor..... | 1 |
| Facilities Manager | 1 |
| Maintenance Worker | 3 |
| Office Assistant II | 1 |
| Senior Skilled Trades Technician | 7 |
| Skilled Trades Technician | 2 |
| Total | 162 |

Police

General Fund

| | |
|---|----|
| 911 Communications Manager..... | 1 |
| 911 Communications Supervisor | 5 |
| 911 Systems Technician..... | 1 |
| 911 Training Officer..... | 1 |
| 911 Training Specialist..... | 1 |
| Administrative Assistant | 5 |
| Alarm Ordinance Coordinator | 1 |
| Assistant Police Chief | 3 |
| Budget Analyst | 1 |
| Civilian Traffic Investigator | 5 |
| Community Relations Specialist | 1 |
| Crime Analyst | 5 |
| Crime Prevention Specialist | 6 |
| Custodian | 3 |
| Enhanced 911 Coordinator..... | 1 |
| Forensic Photograph Technician..... | 1 |
| Forensic Manager | 1 |
| Forensic Technician | 11 |
| Forensic Video Technician | 1 |
| Installation Technician | 1 |
| Investigative Assistant..... | 2 |
| Latent Print Examiner | 2 |
| Lead Custodian | 1 |
| Office Assistant II | 11 |
| Paralegal II | 1 |
| PD Accreditation & Grants Manager | 1 |
| Personnel Technician | 1 |
| Police Attorney | 1 |
| Police Captain | 9 |

Full-Time Regular Positions

Police – (cont'd)

| | |
|--|------------|
| Police Chief..... | 1 |
| Police Lieutenant | 21 |
| Police Officer | 306 |
| Police Records Clerk | 23 |
| Police Records Clerk (Frozen) | 4 |
| Police Records Supervisor | 5 |
| Police Sergeant | 46 |
| Police Training Coordinator | 1 |
| Property and Evidence Technician | 3 |
| Public Safety Call Taker | 19 |
| Public Safety Dispatcher..... | 34 |
| RMS Database Manager | 1 |
| Senior Administrative Assistant | 1 |
| Supply Technician | 1 |
| Technical Equipment Specialist..... | 1 |
| Victim Advocate | 1 |
| Special Revenue Fund | |
| Drug Treatment Court Coordinator | 1 |
| Juvenile Program Coordinator | 1 |
| Juvenile Program Assistant | 1 |
| Office Assistant II..... | 1 |
| Total | 556 |

Transit

| | |
|---|-----------|
| Assistant Transit Director | 1 |
| Automotive Service Aide | 4 |
| Automotive Technician..... | 4 |
| Automotive Technician Supervisor | 1 |
| Custodian | 1 |
| Office Assistant I | 1 |
| Office Assistant II..... | 2 |
| Para-Transit Supervisor | 1 |
| Safety/Training Coordinator | 1 |
| Senior Administrative Assistant..... | 1 |
| Senior Automotive Service Aide | 1 |
| Senior Automotive Technician | 3 |
| Transit Analyst | 1 |
| Transit Bus Operator | 58 |
| Transit Director..... | 1 |
| Transit Dispatcher | 6 |
| Transit Operations Superintendent | 1 |
| Transit Supervisor | 8 |
| Total | 96 |

GRAND TOTAL 1,517

Positions and Salary Grade Assignments

| | |
|---|----------------------------|
| Grade 105 Custodian | \$20,290 - \$31,177 |
| Grade 106 Lead Custodian | \$21,427 - \$32,924 |
| Grade 107 Automotive Service Aide Environmental Service Collector Neighborhood Resource Liaison Supply Technician | \$22,771 - \$34,989 |
| Grade 108 Customer Service Representative Landscape Worker Maintenance Worker Office Assistant I Senior Automotive Service Aide | \$24,321 - \$37,372 |
| Grade 109 Bus Operator Equipment Operator I Installation Technician Public Safety Call Taker Senior Customer Service Representative Senior Survey Technician Signs and Markings Technician Turf Technician | \$26,079 - \$40,072 |
| Grade 110 Equipment Operator II Juvenile Restitution Program Assistant Landscape Technician Office Assistant II Police Records Clerk Printer Technical Equipment Specialist Transit Dispatcher Tree Care Technician | \$28,043 - \$43,090 |
| Grade 111 Accounting Technician Administrative Assistant Alarm Ordinance Coordinator Automotive Technician Background Investigator Court Liaison Coordinator Crew Leader Equipment Operator III | \$30,420 - \$46,743 |

Positions and Salary Grade Assignments

Grade 111 (cont'd) **\$30,420 - \$46,743**

Housing Program Specialist
Neighborhood Resource Coordinator
Payroll Technician
Personnel Technician
Police Training Coordinator
Printing Supervisor
Property & Evidence Technician
Public Safety Dispatcher
Senior Signs & Marking Technician
Skilled Trades Technician
Survey Crew Leader

Grade 112 **\$33,108 - \$50,873**

911 Systems Technician
911 Training Specialist
Civilian Traffic Investigator
Custodial Supervisor
Enhanced 911 Coordinator
Forensic Technician
Human Relations Specialist
Information Technology Administrative Specialist
Paralegal I
Police Records Supervisor
Senior Administrative Assistant
Senior Automotive Technician
Senior Housing Program Specialist
Senior Skilled Trades Technician
Traffic Signal Technician

Grade 113 **\$36,209 - \$55,639**

Assistant Recreation Center Supervisor
Building Inspector
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
Environmental Services Supervisor
Executive Legal Assistant
Fire Inspector (Regular)
Fleet Services Coordinator
Forensic Photograph Technician
Forensic Video Technician
Historic Properties Specialist

Positions and Salary Grade Assignments

| | |
|--|----------------------------|
| Grade 113 (cont'd) | \$36,209 - \$55,639 |
| Human Resources Specialist | |
| Investigative Assistant | |
| Juvenile Restitution Program Coordinator | |
| Latent Print Examiner | |
| Mechanical Inspector | |
| Organizational Development & Training Specialist | |
| Paralegal II | |
| Park Ranger | |
| Plumbing Inspector | |
| Risk Coordinator | |
| Signs & Markings Supervisor | |
| Stormwater Inspector | |
| Traffic Technician | |
| Tree Care Supervisor | |
| Warehouse Coordinator | |
| Wellness Coordinator | |
| Grade 114 | \$40,659 - \$62,476 |
| 911 Communications Supervisor | |
| 911 Training Officer | |
| Airport Maintenance Supervisor | |
| Building Inspections Supervisor | |
| Code Enforcement Supervisor (Housing) | |
| Electrical Inspections Supervisor | |
| Facilities Maintenance Supervisor | |
| Information Technology Asset Specialist | |
| Mechanical Inspections Supervisor | |
| Plumbing Inspections Supervisor | |
| RMS Database Manager | |
| Senior Paralegal | |
| Traffic Signal Systems Analyst | |
| Victim Advocate | |
| Web Developer | |
| Grade 115 | \$43,673 - \$67,107 |
| Construction Contracts Coordinator | |
| Engineering Technician Supervisor | |
| G. I. S. Technician | |
| Stormwater Inspections Supervisor | |
| Street Maintenance Supervisor | |
| Grade 117 | \$51,056 - \$78,451 |
| Plans Examiner | |
| Grade 212 | \$33,916 - \$53,296 |
| Para-Transit Supervisor | |
| Transit Supervisor | |

Positions and Salary Grade Assignments

Grade 213 **\$37,092- \$58,288**
Safety/Training Coordinator

Grade 214 **\$41,651 - \$65,451**
Accounts Payable Supervisor
Athletic Program Coordinator
Automotive Technician Supervisor
Budget Analyst
Collections Division Supervisor
Crime Analyst
Executive Assistant
Historic Properties Coordinator
Office Supervisor
Park Ranger Supervisor
Parks Supervisor
Recreation Center Supervisor
Recreation Program Coordinator
Special Events Coordinator

Grade 215 **\$44,738 - \$70,302**
Accountant
Administrative Manager
Government Access Channel Coordinator
Graphics Manager
Information Technology Business Analyst
Operations Ceasefire Program Coordinator
Park Ranger Manager
PD Accreditation & Grants Manager
Planner II
Public Information Specialist
Recreation Division Supervisor
Site Security Coordinator
Survey Supervisor
Telecommunications Analyst
Traffic Signal Maintenance Supervisor
Transportation Planner
Webmaster

Grade 216 **\$48,211 - \$75,760**
Chief Zoning Administrator
Community Development Administrator
Downtown Development Manager
Drug Treatment Court Coordinator
Economic Development Administrator
Engineer I
Environmental Services Analyst
Financial Analyst
Human Relations Supervisor
Human Resources Analyst

Positions and Salary Grade Assignments

| | |
|--|----------------------------|
| Grade 216 (cont'd) | \$48,211 - \$75,760 |
| Landscape Architect | |
| Management Analyst | |
| Network Administrator | |
| Organizational Development & Training Analyst | |
| Real Estate Manager | |
| Safety Officer | |
| Senior Planner | |
| Senior Programmer Analyst | |
| Systems Administrator | |
| Transit Analyst | |
| Grade 217 | \$52,301 - \$82,187 |
| 911 Communications Manager | |
| Business Manager | |
| Client Services Manager | |
| Code Enforcement & Housing Division Manager | |
| Emergency Management Coordinator | |
| Environmental Services Superintendent | |
| Facilities Manager | |
| Forensic Manager | |
| G. I. S. Manager | |
| Historic Properties Manager | |
| Network Engineer | |
| Parks Superintendent | |
| Payroll & Liabilities Manager | |
| Public Information Officer | |
| Senior Financial Analyst | |
| Street Maintenance Superintendent | |
| Traffic Signal Management Engineer | |
| Transit Operations Superintendent | |
| Treasurer | |
| Grade 218 | \$56,931 - \$89,464 |
| Accounting Manager | |
| Assistant City Traffic Engineer | |
| Assistant Human Resources Director | |
| Assistant Organizational Development & Training Director | |
| Assistant Transit Director | |
| Budget & Evaluation Manager | |
| Building Official | |
| Engineer II | |
| Internal Auditor | |
| IT Project Manager | |
| Network Services Manager | |
| Parks Division Manager | |
| Recreation Division Manager | |

Positions and Salary Grade Assignments

| | |
|---|-----------------------------|
| Grade 219 Assistant Airport Director City Clerk Construction Manager Planning & Zoning Division Manager Strategic Initiatives Manager | \$62,256 - \$97,831 |
| Grade 220 Assistant City Attorney Chief Technology Officer Stormwater Manager | \$68,353 - \$107,412 |
| Grade 221 City Engineer City Traffic Engineer Police Attorney | \$75,453 - \$118,569 |
| Grade 301 Firefighter | \$30,243 - \$52,428 |
| Grade 303 Fire Inspector (PS) Fire Lieutenant | \$37,281 - \$61,806 |
| Grade 305 Police Officer | \$34,489 - \$59,099 |
| Grade 307 Police Sergeant | \$44,341 - \$75,478 |
| Grade 401 Fire Captain | \$45,338 - \$78,606 |
| Grade 402 Fire Battalion Chief | \$56,656 - \$86,282 |
| Grade 403 Assistant Fire Chief | \$65,873 - \$107,000 |
| Grade 404 Deputy Fire Chief | \$77,425 - \$126,000 |
| Grade 405 Police Lieutenant | \$54,514 - \$89,984 |
| Grade 406 Police Captain | \$65,974 - \$107,936 |
| Grade 407 Assistant Police Chief | \$79,790 - \$129,479 |

Positions and Salary Grade Assignments

Executive Pay Band

\$90,000 – \$157,500

Airport Director
Chief Financial Officer
Chief Information Officer
Community Development Director
Corporate Communications Director
Development Services Director
Engineering & Infrastructure Director
Environmental Services Director
Fire Chief
Human Relations Director
Human Resource Development Director
Parks, Recreation & Maintenance Director
Police Chief
Special Projects Director
Transit Director

Fee Schedule

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| | |
|--|-------------|
| All Functions | J-24 |
| <i>Assessment Interest</i> | |
| <i>Default Civil Penalty for Code Violation</i> | |
| <i>Convenience Fee for Internet Payments</i> | |
| <i>Public Record Copies</i> | |
| Airport | J-24 |
| <i>Landing Fee (Signatory Airline)</i> | |
| <i>Landing Fee (Non-signatory Airline)</i> | |
| <i>Jet Bridge Use Fee (Signatory Airline)</i> | |
| <i>Jet Bridge Use Fee (Non-Signatory Airline)</i> | |
| <i>Commercial Ramp Use Fees</i> | |
| <i>Terminal Leases and Fees</i> | |
| <i>Fuel Flowage Fee</i> | |
| <i>Airline Uplift Charge</i> | |
| <i>Fuel Pricing</i> | |
| <i>Property Leases</i> | |
| <i>Rental Cars</i> | |
| <i>Terminal Leases and Fees</i> | |
| <i>Public Safety Airline Charge</i> | |
| <i>Advertising Space</i> | |
| <i>Exhibition Flight Permit</i> | |
| <i>Security Fees per Application</i> | |
| Corporate Communications | J-25 |
| <i>City Song and Music Video DVD's</i> | |
| Development Services | J-25 |
| <u>Privilege License, Plan Review, Permit and Inspection Fees:</u> | |
| <i>Privilege Licenses</i> | |
| <i>Building Plan Review</i> | |
| <i>Building Permits</i> | |
| <i>Electrical Permits</i> | |
| <i>Mechanical Permits</i> | |
| <i>Plumbing Permits</i> | |
| <i>Miscellaneous Inspections and Fees</i> | |
| <i>Homeowner Recovery Fee</i> | |
| <i>Watershed Protection Inspection Fee and Permit</i> | |
| <u>Code Enforcement Fees:</u> | |
| <i>Administrative Fee(Abatement Actions)</i> | |
| <i>Citations</i> | |
| <i>Daycare Inspections</i> | |
| <i>Graffiti Removal Fee</i> | |
| <i>Lot Cleaning</i> | |
| <i>Rental Action Management Program (RAMP)</i> | |
| <i>Taxicab Permits</i> | |
| <i>Yard Sale Permits</i> | |

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Planning & Zoning Permits and Fees:

- Administrative Adjustment Fee*
- Appeal Fee*
- Board of Adjustment Hearing Fee*
- Clear Cutting Permit*
- Development Agreement (UDO)*
- Payment in Lieu of Park Land*
- Payment in lieu of Sidewalk Construction*
- Payment in lieu of Tree Save Area*
- Rezoning Fees*
- Signage Plan Review*
- Site Plan Review*
- Special Event Signs Compliance Deposit*
- Special Use Permit*
- Specimen Tree Inspection*
- Subdivision Fee*
- Subdivision Waiver*
- Tax Grantback Application Fee*
- Temporary Use Permit*
- Vested Rights Certificate*
- Zoning Code Text Amendment*
- Zoning Permits*
- Zoning and Subdivision Ordinance Book Fee*
- Zoning Verification Letter*

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- Map Sales*
- Copy Sales*
- Development Plan Reviews/Infrastructure Permits*
- Driveway Permits*
- Infrastructure Inspection Fees*
- Drainage Excavation Permit*
- Utility Excavation Permit*
- Resurfacing Permit*
- Sidewalk Permit*
- House Moving Fee*
- Degradation Fee*
- Right of Way Registration Fee*
- Street Closing Fee*
- Street Right of Way Withdrawal*
- Street Paving Assessments*
- Petitioned Sidewalk Assessment*
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- Temporary Truck Route Permit*

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| <i>Backdoor Pickup Fee</i> | |
| <i>Bulky Item or Limb Debris Pickup</i> | |
| <i>Household Construction Debris Pickup</i> | |
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| <i>Solicitor Permit</i> | |
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| <i>Park Rental Fees</i> | |
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| <i>After-School Program</i> | |
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Fee Schedule

| Description | Current Fee | Established or Last Changed |
|--|---|-----------------------------|
| All Functions | | |
| <i>Assessment Interest</i> | | |
| Special assessments established by City Council resolution | 8% per annum | 2006 |
| All other assessments, including lot cleanings and demolitions | First month 2%, all subsequent months 3/4 % | 1993 or prior |
| <i>Default Civil Penalty for Code Violation</i> | | |
| Applies to any violation for which a penalty is not elsewhere specified. | \$100 per violation per day | 2007 |
| <i>Convenience Fee for Internet Payments</i> | | |
| | \$3.50 per payment | 2012 |
| <i>Public Record Copies</i> | | |
| 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 | | |
| <i>Landing Fee (Signatory Airline)</i> | | |
| | \$1.23 per 1,000 pounds | 2004 |
| <i>Landing Fee (Non-signatory Airline)</i> | | |
| | \$1.39 per 1,000 pounds | 2004 |
| <i>Jet Bridge Use Fee (Signatory Airline)</i> | | |
| | \$5.00 | 2012 |
| <i>Jet Bridge Use Fee (Non-signatory Airline)</i> | | |
| | \$25.00 | 2005 |
| <i>Commercial Ramp Use Fees</i> | | |
| <i>Air Stair Use</i> | \$25.00 | 2012 |
| <i>Remain Overnight Fee (Non-signatory airlines only)</i> | \$150.00 | 2005 |
| <i>Terminal Fee (Non-signatory airline only)</i> | \$75.00 | 2005 |
| <i>Terminal Leases and Fees</i> | | |
| 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 |
| <i>Fuel Flowage Fee</i> | | |
| | \$0.05 per gallon of non-airline fuel | 1997 |
| <i>Airline Uplift Charge</i> | | |
| | \$0.18 per gallon, \$18.00 minimum or \$18.00 no-fuel fee | 1997 |
| <i>Fuel Pricing</i> | | |
| | Will not exceed 106% of retail price at comparable airports with based tenants afforded a \$0.20 discount | 1997 |
| <i>Property Leases</i> | | |
| Tie-Down Fee | \$45.00 per month | 2003 |
| Old T-Hangar Rental | \$180.00 per month | 2003 |
| New T-Hangar Rental | \$210.00 per month | 2003 |
| Ground Lease | \$0.20 per sq. ft. per year | 2003 |
| Corporate Office Space | \$5.00 per sq. ft. per year plus utilities | 2004 |

Fee Schedule

| Description | Current Fee | Established or Last Changed |
|--|--|-----------------------------|
| Corporate Hangar Space | \$2.00 per sq. ft. per year plus utilities | 2004 |
| 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 |
| 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 |
| 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) | \$10.00 | 2008 |
| Long Term Parking (0-1 hour) | \$1.00 | 2002 |
| Long Term Parking (each additional hour) | \$1.00 | 2002 |
| Long Term Parking (maximum 24 hours) | \$8.00 | 2008 |
| Public Safety Airline Charge | Cost charged to airlines based on prorata share of emplanements 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 |
| Corporate Communications | | |
| City Song and Music Video DVDs | \$10.00 each | 2007 |
| Development Services | | |
| <u>Privilege License, Plan Review, Permit and Inspections Fees:</u> | | |
| Privilege Licenses | | |
| Brick/Cement Block Manufacturer | \$35.00 | 2002 or prior |
| Demolition Contractor | \$37.50 | 2002 or prior |
| Electrical Contractor | \$50.00 | Set by State |
| Fire Sprinkler Contractor | \$50.00 | 2002 or prior |
| General Contractor | \$10.00 | Set by State |
| Insulation Contractor | \$50.00 | 2002 or prior |
| Maintenance of Heat/AC | \$35.00 | 2011 |
| Mechanical Contractor | \$50.00 | Set by State |
| Moving Contractor | \$35.00 | 2011 |
| Plumbing Contractor | \$50.00 | Set by State |
| Refrigeration Contractor | \$35.00 | 2011 |
| Roofing Contractor | \$35.00 | 2011 |
| Sand and Gravel Dealer | \$35.00 | 2011 |
| Sanding/Refinishing of Floors | \$35.00 | 2011 |
| Sheet Metal Contractor | \$35.00 | 2011 |
| Sign Contractor | \$35.00 | 2002 or prior |
| Taxicab | \$35.00 | 2011 |
| Tile Setter/Dealer | \$35.00 | 2011 |
| Building Plan Review | | |
| Up to 5,000 sq ft | \$140.00 | 2010 |
| 5,001 to 10,000 sq ft | \$280.00 | 2010 |
| 10,001 to 15,000 sq ft | \$420.00 | 2010 |

Fee Schedule

| Description | Current Fee | Established or Last Changed |
|---|---|-----------------------------|
| 15,001 to 25,000 sq ft | \$560.00 | 2010 |
| 25,001 to 40,000 sq ft | \$840.00 | 2010 |
| Greater than 40,000 sq ft | \$980.00 | 2010 |
| Re-Review Fee (applies after first re-review) | 1/2 of original fee | 2010 |
| For Projects up to 5,000 sq ft only | | |
| Electrical Plan Review Only | \$70.00 | 2011 |
| Mechanical Plan Review Only | \$70.00 | 2011 |
| Plumbing Plan Review Only | \$70.00 | 2011 |
| Other Project Plan Reviews: | | |
| Cell Tower | \$70.00 | 2011 |
| Small & Minor Project | \$70.00 | 2011 |
| Pole Sign | \$25.00 | 2011 |
| Retaining wall (engineered) | \$70.00 | 2011 |
| Building Permits | | |
| Residential or Commercial New Construction or Additions | \$0.30 per sq. ft. | 2012 |
| Major Renovations or Upfits of Existing Structures | | |
| Extensive reconstruction involving 50% or more of existing square footage on one or more floors | 60% of building permit fee | 2012 |
| Minor Renovations or Upfits of Existing Structures | | |
| Small and medium reconstruction involving less than 50% of existing square footage on one or more floors | 40% of building permit fee | 2012 |
| Interior or Exterior Construction or Renovation Projects without Square Footage Basis (e.g. roofing, doors, fences, pools, cell towers, billboards, etc.) | | |
| Construction Cost : \$0.00-1,000.00 | \$21.75 | 2012 |
| Construction Cost : \$1,001-2,500 | \$43.50 | 2012 |
| Construction Cost : \$2,501-5,000 | \$54.25 | 2012 |
| Construction Cost : \$5,001-10,000 | \$65.25 | 2012 |
| Construction Cost : \$10,001-15,000 | \$81.50 | 2012 |
| Construction Cost : \$15,001-20,000 | \$97.75 | 2012 |
| Construction Cost : \$20,001-25,000 | \$130.25 | 2012 |
| Construction Cost : \$25,001-30,000 | \$130.25 | 2012 |
| Construction Cost : \$30,001-35,000 | \$146.50 | 2012 |
| Construction Cost : \$35,001-40,000 | \$163.00 | 2012 |
| Construction Cost : \$40,001-45,000 | \$179.25 | 2012 |
| Construction Cost : \$45,001-50,000 | \$195.50 | 2012 |
| Construction Cost : \$50,001-60,000 | \$210.00 | 2012 |
| Construction Cost : \$60,001-70,000 | \$224.50 | 2012 |
| Construction Cost : \$70,001-80,000 | \$239.00 | 2012 |
| Construction Cost : \$80,001-90,000 | \$253.50 | 2012 |
| Construction Cost : 90,001 - 100,000 | \$268.00 | 2012 |
| Construction Cost: 100,001 - 400,000 | \$341 for the first \$100,000 plus \$2.79 for each additional \$1,000 or fraction thereof | 2012 |
| Construction Cost: 400,001 - 900,000 | \$1,283 for the first \$400,000 plus \$2.79 for each additional \$1,000 or fraction thereof | 2012 |
| Construction Cost: 900,001 and above | \$2,767 for the first \$900,000 plus \$2.79 for each additional \$1,000 or fraction thereof | 2012 |
| Electrical Permits | | |
| Residential or Commercial New Construction or Additions | \$0.08 per sq. ft. | 2012 |
| Major Renovations or Upfits of Existing Structures | | |
| Extensive reconstruction involving 50% or more of existing square footage on one or more floors | 60% of fee for new construction of additions | 2012 |

Fee Schedule

| Description | Current Fee | Established or Last Changed |
|--|---|-----------------------------|
| Minor Renovations or Upfits of Existing Structures | | |
| Small and medium reconstruction involving less than 50% of existing square footage on one or more floors | 40% of fee for new construction of additions | 2012 |
| Permit associated with Alteration, Replacement, Modification, etc. | | |
| Residential thru 200A | \$21.00 | 2008 |
| Residential over 200A | \$26.25 | 2008 |
| Commercial thru 800A | \$52.50 | 2008 |
| Commercial over 800A | \$78.75 | 2008 |
| Separately Derived Systems | \$31.50 | 2008 |
| Mobile Home Services or Feeders | \$26.25 | 2008 |
| New or Replacement Pedestal | \$26.25 | 2008 |
| Outlet Installation | \$0.42 per outlet | 2008 |
| Temporary Pole | \$26.25 | 2008 |
| Furnace, Condensing Units, Air Handlers, Baseboard, Unit Heater, etc. | \$12.60 | 2008 |
| Appliances | \$8.40 | 2008 |
| Motor (1HP-5HP) | \$8.40 | 2008 |
| Motor (5HP-25HP) | \$10.50 | 2008 |
| Motor (25HP-50HP) | \$12.60 | 2008 |
| Motor (50 or more HP) | \$21.00 | 2008 |
| Commercial Motor Control Units thru 800A | \$42.00 | 2008 |
| Commercial Motor Control Units over 800A | \$63.00 | 2008 |
| Electric Sign Connection | \$26.25 | 2008 |
| Electric Sign (circuit only) | \$6.30 | 2008 |
| Fire Alarm System (low voltage) | \$31.50 | 2008 |
| Other Low Voltage Systems | \$31.50 | 2008 |
| Gasoline/LP Dispenser | \$12.60 | 2008 |
| Inspection for Power Reconnection (When disconnected in excess of 6 months) | \$21.00 | 2008 |
| Outside Commercial Pole Lights | \$4.20 each | 2008 |
| Swimming Pool Bonding and Grounding | \$21.00 | 2008 |
| Swimming Pool Equipment (motors, heaters, covers) | \$8.40 | 2008 |
| Minimum Fee | \$21.00 | 2008 |
| Mechanical Permits | | |
| Residential or Commercial New Construction or Additions | \$0.08 per sq. ft. | 2012 |
| Major Renovations or Upfits of Existing Structures | | |
| Extensive reconstruction involving 50% or more of existing square footage on one or more floors | 60% of fee for new construction of additions | 2012 |
| Minor Renovations or Upfits of Existing Structures | | |
| Small and medium reconstruction involving less than 50% of existing square footage on one or more floors | 40% of fee for new construction of additions | 2012 |
| Permit associated with Alteration, Replacement, Modification, etc. | | |
| Residential Heat or AC | \$47.25 for the first unit, \$26.25 for each additional unit plus total BTU listing multiplied by .0001 | 2008 |
| Commercial Heat or AC | \$52.50 for the first unit, \$36.75 for each additional unit plus total BTU listing multiplied by .0002 | 2008 |
| Commercial Hood/Canopy over Cooking Equipment | \$52.50 | 2008 |
| Floor Furnaces, Unit Heaters, etc. | \$26.25 | 2008 |
| Commercial Refrigeration | \$52.50 for the first unit, \$36.75 for each additional unit plus total BTU listing multiplied by .0002 | 2008 |

Fee Schedule

| Description | Current Fee | Established or Last Changed |
|--|--|-----------------------------|
| Gas Piping | \$21.00 | 2008 |
| Each Additional Unit | \$5.25 | 2008 |
| Each LP Tank and Piping | \$21.00 | 2008 |
| Duct Extensions and Alterations | \$21.00 | 2008 |
| Commercial Exhaust and Duct System | \$5.25 | 2008 |
| Minimum Fee | \$21.00 | 2008 |
| <i>Plumbing Permits</i> | | |
| Residential or Commercial New Construction or Additions | \$0.06 per sq. ft. | 2012 |
| Major Renovations or Upfits of Existing Structures | | |
| Extensive reconstruction involving 50% or more of existing square footage on one or more floors | 60% of fee for new construction of additions | 2012 |
| Minor Renovations or Upfits of Existing Structures | | |
| Small and medium reconstruction involving less than 50% of existing square footage on one or more floors | 40% of fee for new construction of additions | 2012 |
| Permit associated with Alteration, Replacement, Modification, etc. | | |
| Trapped Fixtures, Water Heaters, etc. | \$6.30 | 2008 |
| Sewer Connection | \$21.00 each building sewer or sewer tap | 2008 |
| Water Piping | \$21.00 each water service line, irrigation, and fire sprinkler main | 2008 |
| Minimum Fee | \$21.00 | 2008 |
| <i>Miscellaneous Inspections and Fees</i> | | |
| Demolition Permit | Same fee structure as Building Permits | 2008 |
| Asbestos Removal | Same fee structure as Building Permits | 2008 |
| Sign Placement | Same fee structure as Building Permits with minimum fee of \$50.00 | 2013 |
| Insulation Permit | | |
| Residential & Commercial | \$0.03 per sq ft | 2011 |
| Flood Plain and Zoning Inspections | \$26.25 | 2008 |
| Mobile Home Placements | \$52.50 | 2008 |
| Processing Fee for Permit Fee Refunds | \$21.00 | 2008 |
| Extra Inspections for Each Applicable Permit | \$100 or original permit fee, whichever is lower, for the first extra inspection, \$200 for subsequent extra inspections | 2012 |
| Contractor Change on Permitted Project | \$25.00 | 2012 |
| Certificate of Compliance / Occupancy Inspection for Existing Building | \$100.00 | 2011 |
| Work Without a Required Permit | 4 times all applicable permit fees | 2011 |

Fee Schedule

| Description | Current Fee | Established or Last Changed |
|--|---|-----------------------------|
| <i>Homeowner Recovery Fee</i> | \$10.00 | 2003 |
| <i>Watershed Protection Inspection Fee and Permit</i> | | |
| Inspection Fee for Required Improvement | \$20.00 per inspection | 1996 |
| Low Density Development Permit | \$20.00 per project | 1996 |
| High Density Development Permits CD, AR, SF15, SF10, SF6, MR5, MH | \$130 (less than 5 acres), \$260 (5 to 50 acres), \$300 (50 to 100 acres), \$400 (more than 100 acres) | 2012 |
| O&I, NC, LC, CC, MU, BP, DT, LI, HI, PD | \$260 (less than 5 acres), \$260 (5 to 50 acres), \$300 (50 to 100 acres), \$400 (more than 100 acres) | 2012 |
| <u>Code Enforcement Fees:</u> | | |
| <i>Administrative Fee (Abatement Actions)</i> | \$100.00 | 2008 |
| <i>Citations</i> | | |
| Abandoned Vehicle Violation | \$250.00 per day | 2002 or prior |
| Advertising Violation | \$500.00 per day | 2002 or prior |
| Animal and Fowl Violation | \$100, \$200, or \$300 per day | 2002 or prior |
| Landscape Standard Violation | \$50.00 per day | 2002 or prior |
| 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 | \$50.00 per day | 2002 or prior |
| Taxicab Violation | \$250.00 per day | 2002 or prior |
| Trailer/Mobile Home Violation | \$50.00 per day | 2002 or prior |
| Water Supply Violation | \$500.00 per day | 2002 or prior |
| Zoning Violation | \$100.00 per day | 2002 or prior |
| <i>Daycare Inspections</i> | \$105.00 | 2008 |
| <i>Graffiti Removal Fee</i> | \$100.00 | 2012 |
| <i>Lot Cleaning</i> | Based on contract | 2002 |
| <i>Rental Action Management Program (RAMP)</i> | | |
| Registration Fee | \$1,000 | 2012 |
| 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 |
| <i>Taxicab Permits</i> | | |
| Taxi Driver Permit Application Fee | \$10.00 | |
| Taxi Driver Permit (new, renewal or expired) | \$15.00 | 2002 |
| Lost Drivers Permit | \$15.00 | 2002 |
| Change of Company | \$15.00 | 2002 |
| Change of Address | \$5.00 | 2002 |
| Change of Vehicle | \$5.00 | 2002 |
| Franchise Application | \$25.00 | 2002 |
| Annual Franchise Fee | \$15.00 per vehicle | 2002 |
| Quarterly Inspection | \$50.00 per vehicle | 2002 |
| Sign Fee (advertising other than taxicab business) | \$10.00 per sign | 2002 |
| <i>Yard Sale Permits</i> | \$10.00 | 2006 |

Fee Schedule

| Description | Current Fee | Established or Last Changed |
|---|--|-----------------------------|
| <u>Planning & Zoning Permits and Fees:</u> | | |
| <i>Administrative Adjustment Fee</i> | \$26.25 | 2011 |
| <i>Appeal Fee</i> | \$500.00 | 2011 |
| <i>Board of Adjustment Hearing Fee</i> | \$500.00 | 2007 |
| <i>Clear Cutting Permit</i> | | |
| Without Site or Subdivision Plan Review | \$26.25 for first three acres plus \$10 for each additional acre or part thereof | 2011 |
| With Site or Subdivision Plan Review | No additional fee | 2011 |
| <i>Development Agreement (UDO)</i> | \$2,500.00 | 2011 |
| <i>Payment in Lieu of Park Land</i> | | |
| Formerly Open Space Fee. Land value factor calculated in accordance with UDO section 30-9.D. | \$11,426 per acre | 2013 |
| <i>Payment in lieu of Sidewalk Construction</i> | | |
| | \$29.54 per linear foot for 4' wide sidewalk* | 2013 |
| *Price per foot to be adjusted each Jan 1st based on Construction Cost Index. (2013 adjustment 2.32%) | \$34.27 per linear foot for 5' wide sidewalk* | 2013 |
| | \$38.98 per linear foot for 6' wide sidewalk* | 2013 |
| <i>Payment in Lieu of Tree Save Area</i> | | |
| Land value factor calculated in accordance with UDO section 30-9.D. | \$11,426 per acre | 2013 |
| <i>Rezoning Fees</i> | | |
| Conditional Zoning | \$700.00 plus site plan review fee | 2008 |
| Planned Development | \$700.00 plus site plan review fee | 2010 |
| <i>Signage Plan Review</i> | \$500.00 | 2012 |
| <i>Site Plan Review</i> | | |
| Non-Residential | \$500.00 plus \$20.00 per 1,000 sq ft of building | 2010 |
| Residential | \$500.00 plus \$20.00 per unit or lot | 2010 |
| Revisions or rereviews beyond first review | 1/2 of original fee | 2010 |
| <i>Special Event Signs Compliance Deposit</i> | | |
| Returned if all signs are properly placed and removed within two days of close of event | \$10 per approved sign | 2011 |
| <i>Special Use Permit</i> | | |
| Residential, Professional, Commercial and Industrial | \$700.00 plus site plan review fee | 2010 |
| Cell Tower | \$2,500.00 | 2011 |
| <i>Specimen Tree Inspection</i> | \$50 per acre | 2012 |
| <i>Subdivision Fee</i> | | |
| Subdivision Reviews | \$400.00 plus \$20.00 per lot | 2010 |
| Revisions or rereviews 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 |
| <i>Subdivision Waiver</i> | \$700.00 | 2011 |

Fee Schedule

| Description | Current Fee | Established or Last Changed |
|---|---|--------------------------------|
| <i>Tax Grantback Application Fee</i> | \$250.00 | 2010 |
| <i>Temporary Use Permit</i> | \$25.00 | 2012 |
| <i>Vested Rights Certificate</i> | \$100.00 | 2011 |
| No additional fee if requested with site plan or subdivision approval | | |
| <i>Zoning Code Text Amendment</i> | \$500.00 | 2012 |
| <i>Zoning Permits</i> | | |
| Pushcarts (Downtown Core Only) | \$26.25 per year | 2011 |
| Outdoor Dining and Merchandising (Downtown Core Only) | \$26.25 per year | 2011 |
| Sidewalk Entertainment (Downtown Core Only) | \$26.25 per year | 2011 |
| Delivery Services (Downtown Core Only) | \$26.25 per year | 2011 |
| <i>Zoning and Subdivision Ordinance Book Fee</i> | Cost of reproduction | 2010 |
| <i>Zoning Verification Letter</i> | \$26.25 | 2011 |
| Engineering & Infrastructure | | |
| <i>Map Sales</i> | | |
| 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 |
| <i>Copy Sales</i> | | |
| 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 |
| <i>Development Plan Reviews/Infrastructure Permits</i> | | |
| Commercial Developments, one acre or less | \$200.00 | 2010 |
| Commercial Developments, between one and ten acres | \$350.00 | 2010 |
| Commercial Developments, in excess of ten acres | \$650.00 | 2010 |
| Residential Subdivisions, 50 lots or less | \$350.00 | 2010 |
| Residential Subdivisions, 51 to 100 lots | \$500.00 | 2010 |
| Residential Subdivisions, in excess of 100 lots | \$650.00 | 2010 |
| Resubmittal Fee, commercial or residential, per submittal | \$150.00 | 2010 |
| <i>Driveway Permits</i> | | |
| 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 |

Fee Schedule

| Description | Current Fee | Established or Last Changed |
|---|--|-----------------------------|
| Infrastructure Inspection Fees | | |
| Roadway Inspection Fee | \$0.50 per linear ft. | 2010 |
| Storm Drainage Pipe Inspection | \$0.30 per linear ft. | 2010 |
| Drainage Excavation Permit | \$100.00 | 2008 |
| Utility Excavation Permit | \$100.00 | 2013 |
| Resurfacing Permit | \$30.00 | |
| Sidewalk Permit | \$30.00 | |
| House Moving Fee | \$1,500 Bond, \$25 administrative fee, \$25 per hour police escort fee and \$37 per hour signal technician fee | 1987 |
| Degradation Fee | \$12 per sq. yd. of encroachment | 2013 |
| 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 |
| Street Paving Assessments | | |
| To improve a soil street to a strip paved street | \$10.00 per front foot | 2007 |
| To install concrete curb and gutter on a strip paved street | \$15.00 per front foot | 2007 |
| To pave and install concrete curb and gutter on a soil street | \$25.00 per front foot | 2007 |
| Petitioned Sidewalk Assessment | \$10.00 per front foot | |
| 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 | \$75.00 | 2011 |
| Environmental Services | | |
| Residential Solid Waste Fee | | |
| Single-family homes and residential units in multi-family properties of 7 units or less | \$38.00 per year | 2009 |
| Administrative Fee (Abatement Actions) | \$100.00 | 2008 |
| Backdoor Pickup Fee | | |
| Handicap Backdoor Pickup | Free | 2002 or prior |
| Bulky Item or Limb Debris Pickup | | |
| Full truckload pickups (approx. 20 cubic yards) | \$357.00 per truckload | 2007 |
| Less than full truck load pickups | No Charge | 2012 |
| Household Construction Debris Pickup | | |
| Generated by Contractor | Not offered | |
| Resulting from homeowner renovations | \$50.00 | 2011 |
| Loose Leaf Pickup | | |
| 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 |

Fee Schedule

| Description | Current Fee | Established or Last Changed |
|--|---|-----------------------------|
| Set-Out Pickup | | |
| For curbside pick up of mixed refuse or furniture, usually resulting from vacating a residence | \$100.00 | 2011 |
| Rollout Carts | | |
| Cart Purchase | Variable based upon actual City purchase price | 2007 |
| Optional Recycling Cart Exchange- Small for Large | \$20.00 | 2013 |
| Delivery Fee | \$11.50 | 2013 |
| Solid Waste Fines | | |
| Failure to remove container from curb | First violation, written warning; second and subsequent violations, \$100.00 | |
| Finance | | |
| Privilege Licenses | | |
| Standard Rate | \$50 plus \$0.10 per \$1,000 of gross receipts over \$500,000 and equal to or less than \$1,000,000, and \$0.20 per \$1,000 of gross receipts over \$1,000,000 and equal to or less than \$5,000,000, and \$0.30 per \$1,000 of gross receipts over \$5,000,000 | 2000 |
| Nonstandard Rates: | | |
| Amusement (Rides, courses, etc.) | \$25.00 | Set by State |
| Amusement (Circuses, etc.) | \$25.00 per day | Set by State |
| Amusement (Movie Theatres) | \$200.00 per screen | Set by State |
| Amusement (Outdoor Movie Theatres) | \$100.00 per screen | Set by State |
| Automobile Dealers | \$25.00 | Set by State |
| Automobile Accessories (Wholesale) | \$37.50 | Set by State |
| Bankrupt or Fire Sales | \$100 for the week, \$10 each succeeding day | prior to 2000 |
| Barber/Beauty Shops | \$2.50 each operator | Set by State |
| 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 |
| Bicycle Sales, Supplies or Accessories | \$25.00 | Set by State |
| Billiard and Pool Tables | \$25.00 per location | Set by State |
| Boarding House | \$25.00 minimum, \$1 per room | prior to 2000 |
| Bowling Alley | \$10.00 each alley | Set by State |
| Branch or Chain Stores | \$50.00 | Set by State |
| Campgrounds and Trailer Parks | \$12.50 | Set by State |
| Catering Trucks (Includes pushcarts not in downtown core) | \$50.00 per truck | 2000 |
| Collecting Agencies | \$50.00 | Set by State |
| Dancing Schools (Less than 3 instructors) | \$10.00 | 2000 |
| Dancing Schools (More than 3 instructors) | \$50.00 | 2000 |
| Delivery Services via Scooter, Bicycle, Skate or Skateboard (Downtown Core Only) | \$25.00 | 2007 |
| Dry Cleaners | \$50.00 | Set by State |
| Electric Power Companies | \$2,000.00 | 2000 |
| Electronic Video Games | \$5.00 per machine | Set by State |

Fee Schedule

| Description | Current Fee | Established or Last Changed |
|--|---|-----------------------------|
| Elevators and Automatic Sprinkler Systems | \$100.00 | Set by State |
| Employment Agencies | \$100.00 | Set by State |
| Escort or Dating Service | \$100.00 | Prior to 2000 |
| Firearms Dealers (Guns) | \$50.00 | Set by State |
| Firearms Dealers (Bowie Knives, daggers, etc.) | \$200.00 | Set by State |
| Fortune Tellers, Palmists, etc. | \$1,000.00 | Prior to 2000 |
| Frozen Meat Trucks | \$25.00 | Set by State |
| Funeral Homes | \$50.00 | Set by State |
| Gas Manufacturer and Distributors | \$1,000.00 | 2000 |
| Gasoline, Oil, etc (Wholesale for Domestic Use) | \$50.00 | Set by State |
| Hotels, Motels, etc. | \$25.00 minimum, \$1.00 per room | Set by State |
| Ice Cream (Manufacturing or Wholesale) | \$12.50 minimum per freezer | Set by State |
| Ice Cream (Retail or Distributor) | \$2.50 | Set by State |
| Laundries | \$50.00 | Set by State |
| Laundries (Persons soliciting business to be performed outside of city) | \$12.50 | Set by State |
| Linen Supply Companies | \$50.00 | Set by State |
| Loan Agencies or Brokers | \$100.00 | Set by State |
| Manufacturers (Bagging, burlap, etc.) | \$25.00 | Prior to 2000 |
| Manufacturers (Candy) | \$25.00 | Prior to 2000 |
| Manufacturers (Medicine) | \$50.00 | Prior to 2000 |
| Manufacturers (Mattresses with 5 or less employees) | \$25.00 | Prior to 2000 |
| Manufacturers (Mattresses with 5 or more employees) | \$50.00 | Prior to 2000 |
| Manufacturers (Welding Machines) | \$25.00 | Prior to 2000 |
| Manufacturers (Window Shades) | \$25.00 | Prior to 2000 |
| Manufacturers (Miscellaneous, 5 or less employees) | \$25.00 | Prior to 2000 |
| Manufacturers (Miscellaneous, 5 or more employees) | \$50.00 | Prior to 2000 |
| Miscellaneous | \$150.00 (1-5 employees), \$300.00 (6-10 employees), \$450.00 (11-15 employees), \$600.00 (16-20 employees), \$750.00 (21-25 employees), \$900.00 (26-30 employees), \$1050.00 (31-35 employees), \$1200.00 (36 or more employees) | 2000 |
| Mobile Home Sales | \$25.00 | Set by State |
| Motor Vehicle License Tax (See additional motor vehicle license tax with Transit fees) | \$5.00 | Set by State |
| Motor Vehicle License Penalty for Failure to Pay Tax | \$15.00 | |
| Motorcycle Dealers | \$12.50 | Set by State |
| Music Machines | \$5.00 per machine | Set by State |
| Packing Houses | \$100.00 | Set by State |
| Pawnbrokers | \$275.00 | Set by State |
| Outdoor Seasonal Sales | \$100.00 per 30 consecutive day period | 2008 |
| Peddlers (Farm products) | \$25.00 | Set by State |
| Peddlers on Foot | \$10.00 | Set by State |
| Peddler with Vehicle | \$25.00 | Set by State |
| Piano and Organ Sale, Repair, Maintenance | \$5.00 | Set by State |
| Precious Metal Dealer | \$25.00, plus \$10.00 regulatory fee | prior to 2000 |
| Pushcarts - Downtown Core (See Catering Trucks for Pushcarts outside of downtown core) | \$150.00 | 2005 |
| Radio and TV Retail, Repair, Accessories | \$5.00 | Set by State |
| Regulatory Fee (Precious Metal Dealer) | \$10.00 | prior to 2000 |
| Restaurants (Seating for fewer than 5) | \$25.00 | Set by State |
| Restaurants (Seating for 5 or more) | \$42.50 | Set by State |
| Security Dealers/Brokers | \$50.00 | Set by State |
| Service Station | \$12.50 | Set by State |

Fee Schedule

| Description | Current Fee | Established or Last Changed |
|--|---|-----------------------------|
| Special Events License | \$10.00 per vendor | prior to 2001 |
| Specialty Market Operator | \$200.00 | Set by State |
| Specialty Market Vendor | \$10.00 per 30 consecutive day period | 2008 |
| Sundries | \$4.00 | Set by State |
| Tattooing | \$1,000.00 | prior to 2000 |
| Telegraph Companies | \$50.00 | Set by State |
| Tobacco Warehouses | \$50.00 | Set by State |
| Topless/Adult Live Entertainment | \$100.00 | prior to 2000 |
| Trailer Dealer | \$25.00 | Set by State |
| Undertaker/Coffin Retailer | \$50.00 | Set by State |
| Visual Shows | \$25.00 per machine | 1984 |
| Video Stores | \$25.00 | Set by State |
| Duplicate Copy (Lost or Stolen License) | \$5.00 | N/A |
| Replacement License due to Change of Location | \$5.00 | N/A |
| <i>Solicitor Permit</i> | | |
| Application Fee | \$25.00 | 2004 |
| Three-Month Renewal | \$5.00 | 2004 |
| <i>Regulatory License</i> | | |
| Adult Bookstore, Adult Motion Picture Theater, Adult Motel or Hotel | \$250.00 initial application, \$100.00 annual renewal | N/A |
| Fire & Emergency Management | | |
| <i>False Alarms</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 first offense, \$1,000 for each subsequent offense in the period of a year | 1995 |
| Code Violation | \$100.00 for the first 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 |
| <i>Fire Inspection Fees</i> | | |
| <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 |

Fee Schedule

| Description | Current Fee | Established or Last Changed |
|---|---------------------------------|-----------------------------|
| 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 Cares (Not in residential home) | Up to 2,500 sq. ft. \$75 | 2008 |
| Public and Private Schools (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, Hotels, Dorms | 1-10 units \$75 | 2008 |
| | 11-20 units \$100 | 2008 |
| | 21-40 units \$125 | 2008 |
| | 41-100 units \$150 | 2008 |
| | 101-200 units \$200 | 2008 |
| | 201-300 units \$250 | 2008 |
| | 301-400 units \$300 | 2008 |
| | 401-500 units \$350 | 2008 |
| | Over 500 units \$400 | 2008 |
| <u>3-Year Inspection Fee:</u> | | |
| Business, Mercantile, Storage, Church/Synagogue, Miscellaneous (Group U) | 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 |

Fee Schedule

| Description | Current Fee | Established or Last Changed |
|--|---|--------------------------------|
| <u>Permits:</u> | | |
| Permits and Final Inspections | | |
| Fire Sprinkler System, up to 14 sprinkler heads | \$75 plus tap connection fee | 2012 |
| Each additional sprinkler head | \$1.05 | 2012 |
| Tap Connection | \$21 | 2012 |
| 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 |
| <u>Additional Inspections:</u> | | |
| Reinspection Fee | \$50 per visit | 2004 |
| 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 and 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 |
| <i>Training Facility Fees</i> | | |
| 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 | \$ 200.00 per burn | 2011 |
| 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 |
| <i>Hazardous Material Protection Fee</i> | | |
| Haz-Mat Unit Response | \$555.00 per hour | 2010 |
| Haz-Mat Battalion Commander 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 Commander Response | \$60.00 per hour | 2010 |
| Material, Equipment, and Long Distance | Replacement Cost | 1992 |
| Recalled Personnel | Time and half of the hourly salary of recalled personnel | 1992 |

Fee Schedule

| Description | Current Fee | Established or Last Changed |
|--|---|-----------------------------|
| 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 | | |
| <i>Parking Fines</i> | | |
| Amtrak Lot Violation | \$10.00 | 2007 |
| Backed to Curb Violation | \$10.00 | 2007 |
| City Hall Lot 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 |
| <i>Immobilization Fee</i> | | |
| Fee per wheel lock removal, in addition to outstanding parking tickets and penalties | \$50.00 | 2009 |
| <i>Leased Parking Spaces</i> | | |
| Franklin Common Parking Lot | \$50.00 per month | 2007 |
| All Other Lots | \$50.00 per month | 2011 |
| Late Payment Penalty | \$10 penalty for lease payments received after the 5th of the month | 2013 |
| <i>Hourly Paid Parking</i> | | |
| Franklin Common Parking Lot | \$1.00 per hour, or \$5.00 per day | 2013 |
| All Other Lots (where applicable) | \$0.50 per hour, or \$4.00 per day | 2009 |
| On Street (where applicable) | \$0.75 per hour | 2009 |
| <i>Contractor Parking Permit</i> | | |
| | \$10.00 per day, or \$30.00 per week | 2013 |
| <i>Annual Contractor Parking Permit</i> | | |
| | \$1,000.00 per year | 2010 |
| <i>Residential Parking Permit</i> | | |
| | \$100.00 per year | 2010 |

Fee Schedule

| Description | Current Fee | Established or Last Changed |
|--|---|-----------------------------|
| Parks, Recreation & Maintenance | | |
| <i>Special Event Permits</i> | | |
| 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 |
| <i>Recreation Center Rentals</i> | | |
| Program Room Rental (nonprofit organizations) | \$200 deposit & \$65.00 for 1 to 4 hours, plus \$25.00 each additional hour up to 8 hours maximum | 2007 |
| Multipurpose Room Rental (nonprofit organizations) | \$200 deposit & \$130.00 for 1 to 4 hours, plus \$25.00 each additional hour up to 8 hour maximum | 2007 |
| Gym Rental (nonprofit organizations) | \$200 deposit & \$200.00 up to 4 hours, \$50.00 each additional hour; if event requires floor covering \$300 up to 4 hours, \$50 each additional hour | 1999 |
| Kitchen Rental (non-profit organizations) | \$200 deposit & \$50.00 up to 4 hrs plus \$25.00 each additional hr up to 8 hrs maximum | 1999 or prior |
| After-Hour Fee (non-profit organizations) | \$25.00 additional per hour for rentals after center closings | 2007 |
| Sunday or Legal Holiday use (nonprofit organizations) | \$100.00 for 1 to 4 hours maximum plus deposit and rental fee | 2007 |
| Program Room Rental (for profit organizations) | \$200 deposit & \$130 per hour for 1 to 4 hours, plus \$50 each additional hour up to 8 hours maximum | 2007 |
| Multipurpose Room Rental (for profit organizations) | \$200 deposit & \$260.00 for 1 to 4 hours, plus \$50.00 each additional hour up to 8 hour maximum | 2007 |
| Gym Rental (for profit organizations) | \$200 deposit & \$400.00 up to 4 hours, \$100.00 each additional hour. If event requires floor covering \$600 up to 4 hours, \$100 each additional hour | 2007 |

Fee Schedule

| Description | Current Fee | Established or Last Changed |
|--|---|-----------------------------|
| Kitchen Rental (for profit organizations) | \$200 deposit & \$100.00 up to 4 hrs plus \$50.00 each additional hr up to 8 hrs maximum | 2007 |
| After-Hour Fee (for profit organizations) | \$50.00 additional per hour for rentals after center closings | 2010 |
| Sunday or Legal Holiday use (for profit organizations) | \$200.00 for 1 to 4 hours maximum plus deposit and rental fee | 2007 |
| 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 | \$250.00 deposit plus \$175.00 per day or \$250.00 deposit plus \$35.00 up to four hours, \$50.00 over four hours | 1999 |
| Basketball Court (Outdoor) | \$100 deposit plus \$35.00 (up to four hours); \$50.00 (over four hours) | 2010 |
| Cross Creek Park Rental | \$100.00 (1-4 hours), \$25.00 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 |
| 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 (eg. 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 | \$500.00 per day plus \$250.00 deposit | 2007 |
| Martin Luther King Park | \$40.00 (1-4 hours), \$70.00 over four hours | 1999 |
| Mazarick Building | \$65.00 (1-4 hours), 25.00 each additional hour plus \$200.00 deposit | 2011 |
| North Carolina Veterans Park Visitors' Center and Outdoor Garden | \$725.00 (1-4 hours), \$100.00 each additional hour plus \$700.00 deposit | 2011 |

Fee Schedule

| Description | Current Fee | Established or Last Changed |
|---|--|-----------------------------|
| 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 (eg. 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 | \$500.00 per day plus \$250 deposit | 2007 |
| Shelter - Small | \$40.00 (1-4 hours), \$70.00 over four hours | 2008 |
| Shelter - Large | \$60.00 (1-4 hours), \$110.00 over four hours | 2008 |
| Tokay Park Complex | \$500.00 per day plus \$250.00 deposit | 2010 |
| Boating | \$2.00 per hour, \$5.00 per half day, \$10.00 per day | 1998 |
| Camping Fees (organized groups) | \$1.00 per person per night, \$25.00 minimum | 1995 or prior |
| Family Campsite | \$10.00 per night | 1995 or prior |
| Mobile Stage - Large (nonprofit organizations) | \$500.00 per calendar day, plus \$500.00 deposit | 2008 |
| Mobile Stage - Small (nonprofit organizations) | \$400.00 per calendar day, plus \$500.00 deposit | 2008 |
| Mobile Bleachers (nonprofit organizations) | \$400.00 per calendar day, plus \$500.00 deposit | 2007 |
| Mobile Stage - Large (for profit organizations) | \$1,000.00 per calendar day, plus \$500.00 deposit | 2008 |
| Mobile Stage - Small (for profit organizations) | \$800.00 per calendar day, plus \$500.00 deposit | 2008 |
| Mobile Bleachers (for profit organizations) | \$800.00 per calendar day, plus \$500.00 deposit | 2007 |
| Mini-Bus Rental for Partnering Agencies | 100% recovery of direct costs | |
| Athletic Programs | | |
| Adult Open Play Athletics | \$2.00 | 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 Athletics not otherwise listed | \$20.00 | 1999 |
| Youth Cheerleading | \$20.00 | 2009 |
| Youth Football | \$25.00 | 1999 |
| Late Registration for Youth Sports Programs | \$5.00 | 2001 |
| Swimming Pool Fees | | |
| Swimming Lessons | \$30.00 | 2009 |
| Pool Entry Fee | \$2.00 for adults, \$1.00 for children | 1995 or prior |
| Pool Rental | \$200.00 deposit, \$175.00 rental fee for first two hours, \$50.00 for each additional hour; plus current rate of pay for lifeguards | 2011 |

Fee Schedule

| Description | Current Fee | Established or Last Changed |
|---|--|-----------------------------|
| Tennis Fees | | |
| Tennis Lessons | Variable | 1995 or prior |
| Courts | \$150 refundable deposit; rental fee of \$35 (up to four hours); \$50 (over four hours); \$175 additional charge for use of lights | 2010 |
| Senior Programs / Leisure Activities | | |
| Leisure Activities | Variable | 1995 or prior |
| After-School Program | | |
| Program Fee | \$70.00 per month | 2008 |
| Early/Late Fee | \$5.00 per 5 minute period | 2008 |
| Summer Camp/Playground | | |
| Summer Day Camp | \$50.00 per week | 2009 |
| Summer Playground | \$20.00 per week | 2009 |
| Late Pickup Fee | \$5.00 per 5 minute period | 2009 |
| 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 | \$400.00 | 2004 |
| At-Need Cemetery Fee (Adult) | \$475.00 | 2004 |
| At-Need Cemetery Fee (Infant) | \$350.00 | 2004 |
| At-Need Cemetery Fee (Pauper) | \$250.00 | 2002 or prior |
| Monument Administration/Interment Fees | | |
| Monument Administration/Interment Fees | \$25.00 | 2002 or prior |
| After Hours Cemetery Fee | \$75.00 | 2002 or prior |
| Police | | |
| Code Violations | | |
| Noise Violation - Barking Dog | \$200 for the 1st violation, \$250 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 |

Fee Schedule

| Description | Current Fee | Established or Last Changed |
|---|--|--------------------------------|
| <i>IDB Photo Reports</i> | \$0.35 for 4" x 6", \$5.00 for 8" x 10", \$5.00 for Contact Sheet | 2008 |
| <i>Photographic CD</i> | \$35.00 per CD | 2008 |
| <i>Wrecker Fees</i> | | |
| Annual Wrecker Inspection Fee | \$100 per truck | 2008 |
| Wrecker Rotation Fee | \$15.00 per tow | 2008 |
| <i>Officer Fees</i> | Variable | 2002 |
| <i>Range Fee</i> | \$200.00 per day | 2010 |
| Stormwater | | |
| <i>Stormwater Fee (Quality & Improvements)</i> | | |
| Single Family | \$3.00 per month per ERU | 2009 |
| Non-Single Family | \$3.00 per month per 2,266 square feet of impervious surface | 2009 |
| <i>Best Management Practice Inspection Fee</i> | \$150.00 | 2011 |
| <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 |
| <i>Illicit Connection and Improper Disposal Civil Penalties</i> | | |
| 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 |
| <i>Other Violations of Stormwater Control Ordinance</i> | Up to \$5,000/day | 2011 |

Fee Schedule

| Description | Current Fee | Established or Last Changed |
|---|----------------------------|-----------------------------|
| Transit | | |
| <i>Motor Vehicle License Tax for Transit</i> | \$5.00 per year | 2008 |
| <i>Bus</i> | | |
| 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 |
| Rolling 8 Day Pass | \$17.00 | 2013 |
| Discount Rolling 8 Day Pass (Elderly and Disabled) | \$8.00 | 2013 |
| 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 |
| ADA Demand Response Fare | \$2.00 | 2013 |
| ADA 20 Ride Pass | \$35.00 | 2013 |
| ADA 10 Ride pass | \$17.50 | 2013 |
| <i>Bulk Pass Sale Discounts</i> | | |
| 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 |
| <i>Third-Party Fare Agreements</i> | | |
| 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 |
| <i>Advertising Space</i> | | |
| <i>Interior Banner</i> | | |
| 1 to 4 vehicles | \$30 per vehicle per month | 2013 |
| 5 to 9 vehicles | \$25 per vehicle per month | 2013 |
| 10 or more vehicles | \$20 per vehicle per month | 2013 |
| Discount for non-profit customers | 25% | 2013 |
| Public Service Announcements | \$20 per vehicle per month | 2013 |

Allocate: To set apart portions of budgeted expenditures that are specifically designated to organizations for special activities or purposes (i.e., 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 a 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 Budget Overview section of this document, "Available Fund Balance at June 30, 2012" is the undesignated fund balance plus reserves for encumbrances, donations, and County parks and recreation, plus designations for subsequent year expenditures, special purpose and Capital Funding Plan. Revenue and expenditure projections for fiscal years 2012-13 and 2013-14 are considered along with the available fund balance at June 30, 2012, to project fund balance at June 30, 2014. Projected future reserves and designations for County parks and recreation, and known fund balance designations for items such as the adopted Capital Improvement Plan, Capital Funding Plan, and senior recreation are deducted to determine available fund balance at June 30, 2014.

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.

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.

Glossary

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 and 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 capital 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.

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.

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.

Information Technology 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.

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.

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.

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.

Pension Trust Fund: A fund established to account for a public employment retirement system. For example, the Law Enforcement Officers Special Separation Allowance Fund.

Glossary

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.

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

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