



2012-2013 Annual Budget

Adopted



City of
Fayetteville
North Carolina



City of Fayetteville North Carolina

2012-2013 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

Interim City Manager:

Kristoff T. Bauer

Chief Financial Officer:

Lisa T. Smith

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May 7, 2012

Dear Mayor Chavonne and Members of the Fayetteville City Council:

In accordance with the statutes of the State of North Carolina, I herein submit the proposed budget for fiscal year beginning July 1, 2012 through June 30, 2013, for the City of Fayetteville.

“You can’t grow and become a great City if you are leaving entire segments of the community behind.” - *Antonio Villaraigosa, Los Angeles Mayor, speaking of the investments in South Central LA after the race riots prompted by the beating of Rodney King 20 years ago.*

This balanced budget was developed with a focus on maintaining quality core services and includes \$187,867,186 in total expenditures across all funds, \$90,567,378 for personnel costs, and \$21,547,827 for capital investments.

FY 2012 has been a year of challenges and significant transitions. The enclosed budget addresses those challenges and prepares the organization to meet the needs of its citizens. The proposed budget also

reflects the delicate balance of meeting those needs in a cost-efficient manner, ensuring the public trust. This budget message will attempt to identify key policy decisions for guiding the City toward the desired future reflected in the priorities established by Council in the strategic planning process.

Investment in Service

Fayetteville is unique in its operational focus. Most municipal budgets for a community this large would include significant revenues and expenditures related to the sale of commodities, e.g. water; accounted for in enterprise funds. The City segregates commodity-related budget and accounting with the Public Works Commission (PWC), resulting in the City of Fayetteville’s budgetary focus reflecting solely municipal *service* delivery. Consequently, a full 57% of the City of Fayetteville’s General Fund budgeted expenditures are direct personnel costs.

“Coming together is a beginning.
Keeping together is progress.
Working together is success.”
- *Henry Ford*

Public safety has been a significant priority in recent budgets. In April 2009, 24 firefighters were authorized, supported by a federal SAFER grant. That grant has diminished to \$243,852 for this, the last year, of the grant program. These positions manned a new fire station, Station 19, which opened this year on March 29. In July 2009, 17 police officers were added, supported by a federal COPS grant. That program was scheduled to expire June 30, 2012, but staff was able to gain authorization to extend the grant for a portion of FY 2013, making \$676,784 available to support police personnel costs for this final year.

Budget Message

Improvement in **public transit** has been a priority for several years. In FY 2009, the Council acted to authorize a \$5 additional motor vehicle license tax to support additional investment in the City's FAST services. This additional revenue and focused General Fund support has allowed the City to leverage federal and state transportation dollars to make significant capital investment and consistent progress in implementing the adopted service improvement plan. Service quality and ridership has improved dramatically.

The budget process this year included a senior management team evaluation of \$5,017,577 in requests for new investment across all areas, as the organization considered future opportunities and responses to the changing environment. Budgets are about choices. Unfortunately, many valid, relevant, and potentially important requests remain unfunded. This proposed budget focuses on the requests that are critical to implement key programs, respond to community concerns, and leverage new revenues.

“Choices are the hinges of destiny.”
- *Pythagoras*

Recommended Personnel Investments in FY 2013:

- **RAMP:** One code enforcement officer, one office assistant, one police officer, and two crime analysts. We are eliminating a budgeted paralegal position for a net result of two additional positions.
- **Police:** One records management system manager, as recommended by the NOBLE report to improve the quality and effectiveness of data reporting, and one grant funded drug treatment coordinator position.
- **Development Services:** Two dispatchers and one plans examiner to respond to concerns about the level of service and backlog of inspections, while improving accountability and efficiency. This cost is partially supported by a proposed increase in inspection fees, estimated to generate an additional \$39,675.
- **Engineering and Infrastructure:** One transportation planner focused on coordination with FAMPO and long range transportation planning. This position is supported by an annual grant of \$50,000.
- **Information Technology:** One asset specialist to improve inventory management and compliance with licensing agreements, one project manager to support implementation of the Information Technology Plan, and one web developer which is simply converting a contract employee to regular full-time in order to maintain the current level of service.
- **Finance:** One accounting clerk for assessment collections. The City has a backlog of uncollected assessments and it is believed that this position will pay for itself.
- **Fire:** One emergency management administrator, in response to lessons learned during the April 2011 tornado about our need to have consistent and persistent focus on our ability to respond to emergencies effectively.
- **Parks and Recreation:** One office assistant – 50% of this position will be supported by funding from the Parks & Recreation District and responds to growing recreation activity.

- **Solid Waste:** Reduction of 10 collector positions currently filled with temporary staff as a result of service efficiency gained through investments in automated trucks.

Shoring the Foundation

Employee Compensation: The City has increasingly struggled to attract and retain qualified employees, which is a critical aspect of providing excellent service to citizens. In 2006, the Council acted in recognition of this challenge to adopt a pay step program for police personnel. This commitment to increased compensation for police personnel has effectively reduced turnover and supported attainment of full manning. In FY 2012, the Council authorized a Classification & Compensation study for the rest of the organization. While the study made some telling findings it was incomplete in key areas necessary to develop a set of effective implementation options.

“The employer generally gets the employees he deserves.”
- Walter Gilbey

The recommended budget includes \$2.04 million in funding for pay changes, effective in mid-August, including: the 4-5% police step plan, and, in light of the study’s findings, which showed our non-police personnel wages lagging behind our peer organizations, a merit increase for general employees based upon performance with an average compensation increase of 2.5% of salary range mid-point. This compares with the 4% total pay increase authorized in the PWC proposed budget¹. The proposed budget also includes a \$700,000 reserve to fund Jan. 1, 2013 implementation of additional compensation changes, based upon a more comprehensive set of implementation options and future Council policy direction.

Key Findings: (non-police personnel)

- Wages 20% Below PWC
- Wages 10% Below Cumberland County
- Over 13% turnover in FY11
- The City’s contribution toward cost of family healthcare coverage is the lowest among compared employers and 11% below average

Capital Improvement and Information Technology Plans and Capital Outlay

The Capital Improvement Plan (CIP) continues investments in infrastructure and maintenance of City facilities, provides resources to begin addressing office and operational space needs, and begins funding redevelopment of the Murchison Road area. This CIP budget invests \$15,262,288 to maintain the City’s infrastructure and address operational needs.

The Information Technology Plan (ITP) is designed to enhance the City’s technology assets in support of key operations. This budget provides \$1,149,629 to support the ITP and continues our commitment to use technology to become more efficient and ultimately save taxpayer dollars. Significant projects include enhancement of disaster recovery capabilities, planned computer replacements, and upgrades and expansions of the City’s wireless network and

¹ The proposed PWC budget includes funding for a 2% pay increase consistent with PWC’s standard practice of implementing pay changes on employee’s anniversary month so that only half of the annual cost is budgeted in the first year.

Budget Message

document storage and retrieval systems. Future significant planned expenditures in this area include \$6.16 million for the 800 mghz public safety radio system and \$4.95 million for the Enterprise Resource Program (ERP) beginning in June 2013. Only one of the three positions requested in the ITP to support the ERP project has been funded. This should be contrasted with the over \$17 million, not including new permanent supplemental staff, spent or planned to be spent by PWC on the same kind of project.

The enclosed budget also provides adequate funding to provide operations with effective transportation and equipment support through fleet replacement in the amount of \$4,540,500. New vehicle purchases for code enforcement personnel, who currently drive personal vehicles, are also budgeted. The first-year cost of \$220,875, including \$200,000 for capital, is offset by a reduction in mileage reimbursement of \$46,000 and will support improved operational accountability, visibility, and efficiency.

Unknowns Present a Unique Challenge

Most of the City's municipal revenues have experienced anticipated natural growth, but not all changes are positive. The recommended budget has been prepared in the face of uncertainty, which is addressed through the conservative allocation of uncertain resources.

The City has received approximately \$1.4 million in privilege license revenues for video sweepstakes businesses in FY 2012. This revenue was derived from a relatively small number of businesses, some of which closed during the fiscal year. Not only is it unclear how many of these businesses will continue and, therefore, how much revenue may be collected, there has been some indication that the State may take over the regulation of these businesses and any potential revenue generated therefrom. As such, no funding from this source has been included in the proposed budget. Any revenue received will accrue to fund balance and be available for appropriation in future budgets.

Similarly, the annexation of the Gates Four area is projected to have a net positive revenue impact of \$736,681 for the General Fund in FY 2013. The court order that resulted in this annexation has been appealed and some representatives of the State Legislature have indicated an intention to take legislative action, reversing the effect of the court order. Because of the uncertainty, the excess resources have been allocated to one-time uses, reducing the projected use of fund balance in the General Fund.

“The only constant is change, continuing change, inevitable change; that is the dominant factor in society today. No sensible decision can be made any longer without taking into account not only the world as it is, but the world as it will be.”

- *Isaac Asimov*

Across all funds, the proposed budget includes \$798,087 in expenditures to support services to Gates Four. Several adjustments to population-based revenues, impacted by this annexation, are also included along with the revised distributions to Cumberland County and other jurisdictions, based on existing revenue sharing agreements. Some of these expenditures are contingent, but a portion of the service costs will be difficult to recover or mitigate should the annexation be overturned.

There has been continued discussion of the potential for the State to reduce or divert existing local revenues. Changes in the federal earmarking process have made this source of funds practically disappear and the federal formula grant programs that support City operations like the CDBG program continue to erode. FY 2013 allocations for CDBG and HOME total \$1,986,518, down \$227,511 from FY 2012 funding levels. In addition, competitive grants continue to be difficult to qualify for and expensive to administer.

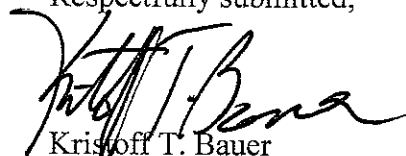
Vision for the Future

This budget includes necessary resources to continue to provide the current level of service. It also includes resources to respond to specific Council initiatives, e.g. RAMP. The proposed budget includes investment in a few areas where service has degraded due to increased demand and/or operational challenges, e.g. building inspections. It does so while appropriating \$1.5 million less in General Fund balance. Most of this positive change, however, will be reversed if the Gates Four annexation is reversed.

Further, some key initiatives discussed by Council, including improvements in public safety through additional manning and facility investment, becoming more competitive with wages outside the police department, providing the resources necessary to modernize operational support systems, and neighborhood revitalization are not materially supported in this budget. Making progress on any one of these initiatives will require difficult choices over time. Addressing more than one or all will require a significant paradigm change or changes.

I would like to thank the entire Senior Management Team for their continued service to our community and assistance in the development of this recommended budget. In particular, I 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, I would like to thank the City Council for providing clear expectations throughout the budget development process.

Respectfully submitted,



Kristoff T. Bauer
Interim City Manager

Adjustments to Recommended Budget

The Fiscal Year 2012-2013 Recommended Budget was presented to City Council on May 14, 2012 and the budget document, along with the PWC's recommended budget, was made available for public inspection at the office of the City Clerk and on the city website. Budget work sessions were conducted on May 16, 23 and 30, 2012, 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 May 29, 2012, as required by the Local Government Budget and Fiscal Control Act.

The budget ordinance that follows reflects the fiscal year 2012-2013 annual budget for the City of Fayetteville as adopted by City Council on June 11, 2012. The adopted annual budget, excluding the Public Works Commission, totals \$187,798,461.

On May 30, 2012, the NC General Assembly enacted a bill which repealed the City's annexation of the Gates Four area effective July 1, 2012. As a result, the recommended budgets for the General Fund, Emergency Telephone System Fund, Recycling Fund, Stormwater Fund and Transit Fund required modification to eliminate revenues and expenditures associated with the Gates Four area.

Additional changes incorporated in the adopted budget at City Council direction included: funding seven police officer and three public safety dispatcher positions and associated equipment and operating expenses; funding for the planned Parks and Recreation bond referendum; funding to begin the Legend Avenue relocation project; funding to continue an energy efficiency engineer position for nine additional months; and, a reduction of funding for Phase V annexation projects.

General Fund Adjustments:

Expenditures

Police Officers and Dispatchers	\$ 882,555
Bond Referendum	100,000
Legend Avenue Relocation	125,000
Energy Efficiency Engineer	39,451
Gates Four	(654,309)
Phase V Annexation Projects	<u>(526,000)</u>
Total Expenditure Changes	(\$ 33,303)

Revenues

Fund Balance Appropriation	\$1,211,125
Gates Four Revenues	<u>(\$1,244,428)</u>
Total Revenue Changes	(\$ 33,303)

2012-13 Budget Ordinance (2013-1)

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, 2012, and ending June 30, 2013, to meet the appropriations listed in Section 2.

Schedule A: General Fund

Ad Valorem Taxes	\$ 61,275,399
Other Taxes	2,351,895
Intergovernmental Revenues	56,826,027
Functional Revenues	7,103,703
Other Revenues	1,787,257
Investment Earnings	316,000
Interfund Transfers	11,433,931
Fund Balance Appropriation	3,877,411
Total Estimated General Fund Revenues	144,971,623

Schedule B: Parking Fund

Functional Revenues	322,000
Other Revenues	35,870
Investment Earnings	1,100
Fund Balance Appropriation	56,159
Total Estimated Parking Fund Revenues	415,129

Schedule C: Central Business Tax District Fund

Ad Valorem Taxes	130,657
Investment Earnings	100
Fund Balance Appropriation	45,262
Total Estimated Central Business Tax District Revenues	176,019

Schedule D: Lake Valley Drive Municipal Service District Fund

Ad Valorem Taxes	65,292
Total Estimated Lake Valley Drive Municipal Service District Revenues	65,292

Schedule E: Stormwater Management Funds

Stormwater Fees	5,200,611
Investment Earnings	32,700
Fund Balance Appropriation	3,743,088
Total Estimated Stormwater Management Revenues	8,976,399

Schedule F: Emergency Telephone System Fund

Intergovernmental Revenues	775,752
Investment Earnings	1,000
Total Estimated Emergency Telephone System Fund Revenues	776,752

2012-13 Budget Ordinance (2013-1)

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

Schedule G: Transit Fund

Other Taxes	\$	638,475
Fees - Bus Fares		968,064
Other Fees & Revenues		127,505
Intergovernmental Revenues		2,176,399
Interfund Transfers		2,513,293
Total Estimated Transit Fund Revenues		6,423,736

Schedule H: Airport Fund

Airport Fund Revenues		4,322,568
Intergovernmental Revenues		133,687
Investment Earnings		19,500
Net Assets Appropriation		470,603
Total Estimated Airport Fund Revenues		4,946,358

Schedule I: Recycling Fund

Recycling Fees		2,299,100
Intergovernmental Revenues		301,500
Other Revenues		95,600
Investment Earnings		4,600
Total Estimated Recycling Fund Revenues		2,700,800

Schedule J: Law Enforcement Officers' Special Separation Allowance Fund

Interfund Charges		706,000
Investment Earnings		20,100
Total Estimated Law Enforcement Officers' Special Separation Allowance Fund Revenues		726,100

Schedule K: City of Fayetteville Finance Corporation

Lease Revenues		816,750
Total Estimated City of Fayetteville Finance Corporation Revenues		816,750

Schedule L: Public Works Commission

Electric Fund		
Operating and Other Revenues		238,790,800
Customer Contributions		2,005,000
Interfund Transfers		20,900
Budgetary Appropriations		7,275,000
Total Estimated Electric Fund Revenues		248,091,700
Water and Wastewater Fund		
Operating and Other Revenues		77,542,500
Customer Contributions		3,741,000
Interfund Transfers		759,000
Budgetary Appropriations		5,296,725
Total Estimated Water and Wastewater Fund Revenues		87,339,225
Total Estimated Public Works Commission Revenues		335,430,925

Grand Total	\$	506,425,883
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2012-13 Budget Ordinance (2013-1)

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, 2012, and ending June 30, 2013, according to the following schedules:

Schedule A: General Fund

City Attorney's Office	\$ 1,008,373
City Manager's Office	890,272
Community Development	1,419,402
Development Services	4,287,898
Engineering & Infrastructure	11,147,966
Environmental Services	7,915,583
Finance	2,564,823
Fire & Emergency Management	24,558,152
Human Relations	249,642
Human Resources Development	1,151,314
Information Technology	4,202,706
Management Services	800,210
Mayor & Council	552,729
Other Appropriations	24,238,546
Parks, Recreation & Maintenance	16,722,755
Police	43,261,252
Total Estimated General Fund Expenditures	144,971,623

Schedule B: Parking Fund

Total Estimated Parking Fund Expenditures **415,129**

Schedule C: Central Business Tax District Fund

Total Estimated Central Business Tax District Fund Expenditures **176,019**

Schedule D: Lake Valley Drive Municipal Service District Fund

Total Estimated Lake Valley Drive MSD Fund Expenditures **65,292**

Schedule E: Stormwater Management Funds

Total Estimated Stormwater Management Funds Expenditures **8,976,399**

Schedule F: Emergency Telephone System Fund

Total Estimated Emergency Telephone System Fund Expenditures **776,752**

Schedule G: Transit Fund

Total Estimated Transit Fund Expenditures **6,423,736**

Schedule H: Airport Fund

Total Estimated Airport Fund Expenditures **4,946,358**

2012-13 Budget Ordinance (2013-1)

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

Schedule I: Recycling Fund

Total Estimated Recycling Fund Expenditures \$ **2,700,800**

Schedule J: Law Enforcement Officers' Special Separation Allowance Fund

Total Estimated Law Enforcement Officers' Special Separation Allowance Fund Expenditures **726,100**

Schedule K: City of Fayetteville Finance Corporation

Total Estimated City of Fayetteville Finance Corporation Expenditures **816,750**

Schedule L: Public Works Commission

Electric Fund	
Operating Expenditures	196,499,755
Operating Capital	30,881,700
Transfers	
General Fund	10,961,400
Budgetary Appropriations	9,748,845
Total Estimated Electric Fund Expenditures	248,091,700
Water and Wastewater Fund	
Operating Expenditures	62,717,525
Operating Capital	21,122,100
Budgetary Appropriations	3,499,600
Total Estimated Water and Wastewater Fund Expenditures	87,339,225
Total Estimated Public Works Commission Expenditures	335,430,925
Grand Total	\$ 506,425,883

2012-13 Budget Ordinance (2013-1)

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, 2012, and ending June 30, 2013, 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	\$ 16,803,503
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Section 4. The following amounts are hereby appropriated for the operation of the Risk Management Fund and its activities for the fiscal year beginning July 1, 2012, and ending June 30, 2013, according to the following schedule.

Schedule A: Internal Service Fund - Risk Management

Total Estimated Risk Management Fund Expenditures	\$ 16,803,503
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2012-13 Budget Ordinance (2013-1)

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, 2012, and ending June 30, 2013, 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 \$ 7,745,700

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, 2012, and ending June 30, 2013, according to the following schedule.

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

Total Estimated Public Works Commission Fleet Maintenance Fund Expenditures \$ 7,745,700

2012-13 Budget Ordinance (2013-1)

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, 2012, 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 \$13,415,084,728, and estimated collection rates of 99.13% for real and personal property and 81.53% 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 \$131,692,317, and estimated collection rates 97.83% for real and personal property and 95.12% 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 \$18,925,118, 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 curbside residential recycling:

\$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, 2012.

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, 2012, are hereby reappropriated, subject to availability of departmental funds, to this budget.

2012-13 Budget Ordinance (2013-1)

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

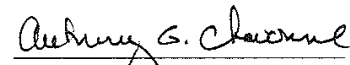
Section 12. Funds included in the General Fund departmental budgets for the vehicle replacement program are authorized to be redistributed among the benefiting departments and functions.

Section 13. Compensation of each council member and the mayor is increased by 2.5%.

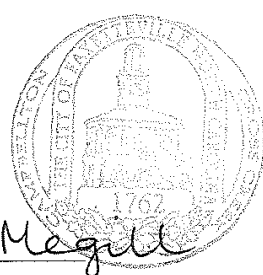
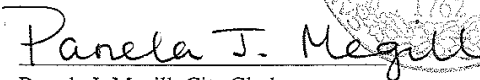
Section 14. Funds included in General Fund - Other Appropriations to implement pay plan updates and to fund pay equity adjustments are authorized to be redistributed to the benefiting departments and functions.

ADOPTED THIS 11th DAY OF JUNE, 2012

CITY OF FAYETTEVILLE


Anthony G. Chavonne, Mayor

ATTEST:



Pamela J. Megill, City Clerk

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

This Reader's Guide has been provided to inform the reader where particular information may be found. The City of Fayetteville's 2012-2013 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 2012-2013 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 2012-2013 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.

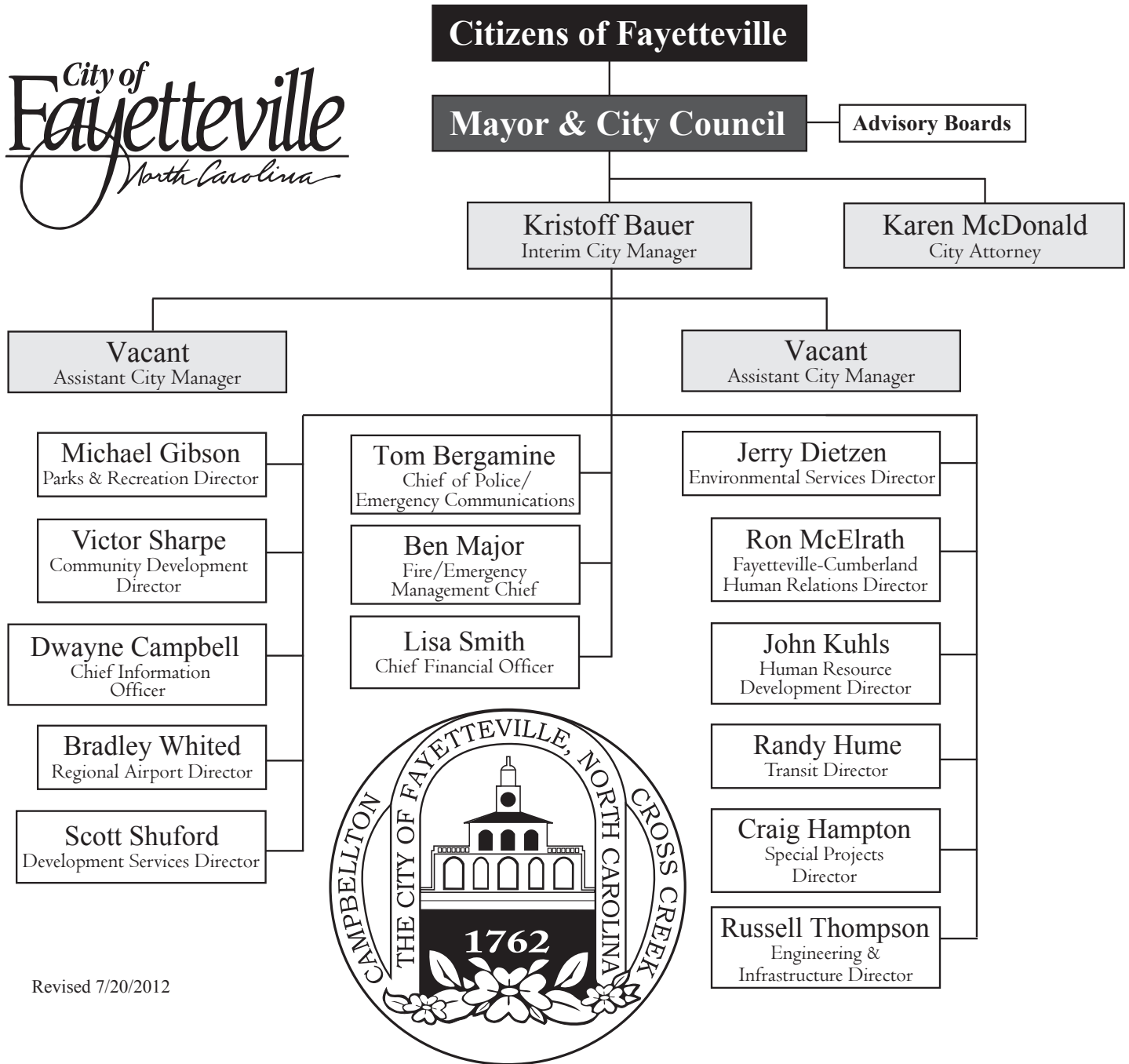
- **Fiscal Information**

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 7/20/2012

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 paid professional 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 was approved for downtown revitalization and the North Carolina Veterans Park and Franklin Street Parking Deck have been constructed. These changes are a part of Mayor Chavonne's strong focus on preparing Fayetteville for an economic transformation associated with local Base Realignment and Closure (BRAC) changes that started in 2010.

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 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 serves on the Cumberland County Air Quality Stakeholders Committee.

Bates serves on the North Carolina League of Municipalities Board of Directors. Mr. Bates also serves 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 anticipates graduating from the University of Phoenix, Fayetteville campus, in May 2012 with a bachelor's degree in business management.

He also serves 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
- Junior League of Fayetteville

Profiles of the Mayor and Council

- 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)
- Member of the Cumberland County Parks and Recreation Advisory Board (1991 to 1995)

Profiles of the Mayor and Council

- 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. He has a television broadcast entitled "Building Bridges Ministries" that can be seen every other Friday evening at 7 p.m. on Time Warner Cable channel 7.

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 is 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 serves on the Partnership for Children Planning and Evaluation Committee. She is 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 one-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, a defense contractor headquartered in Fayetteville. 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 22 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

Boards, Committees and Commissions

conducting public awareness and 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.

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 purchases the majority of its annual energy requirements from Progress Energy Carolinas, Inc. (PEC), and less than 1 percent from the Southeastern Power Administration (SEPA). Under the current 9-year power supply and marketing agreement with PEC, PWC purchases a minimum load of approximately 301 MW from PEC at a fixed capacity price and an annually determined energy price. PWC has the option in meeting its remaining demand through open market purchases or generating power at the PWC Butler-Warner Generation Plant (BWGP). PWC also has the option to sell its excess capacity/energy on the open market through its marketing agent, PEC.

In June of 2009, PWC and PEC entered into a new 20 year power supply agreement and a 5-year BWGP power sales agreement to be effective July 1, 2012. PEC will provide PWC's full power supply requirements with certain permitted exceptions to include PWC's ability to continue utilizing its SEPA allocation. Under the power sales agreement, PWC will provide capacity and energy from BWGP to PEC. PEC will provide the fuel used for generation and will pay PWC for capacity, variable operations and maintenance and start costs. PWC has the right to

terminate the agreements by giving notice on or before June 30, 2015.

The Butler-Warner Generation Plant consists of eight gas turbine generators, six of which were converted in 1988 to a combined cycle steam mode. In 1993, a Thermal Energy Storage System was added to the plant. The plant's generating capacity is approximately 285 MW.

The electric system is interconnected with PEC at three locations. SEPA power is received under a wheeling agreement through PEC'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 12kV lines and 815 miles of underground cable to deliver power to approximately 79,400 customers. The highest peak demand of the PWC was 476.6 MW, occurring in August 2007. The total energy requirement for fiscal year 2011 was over 2,100,000 MW hours.

The PWC operates two water treatment plants with a combined daily treatment capacity of 57.5 million gallons. The system's average daily usage is approximately 27 million gallons, with a peak of 42 million gallons occurring in 1999. The utility serves approximately 91,800 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 79,500 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

Boards, Committees and Commissions

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.

The commission has a separate budget and operates independently as an enterprise fund. Overall, the operation of the PWC is separate from the daily activities of the City. While the PWC must comply with the provisions of the North Carolina Local Government Budget and Fiscal Control Act, it maintains autonomous budget preparation systems. Although the utility appears operationally separate from the City, 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, therefore, 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 2027

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

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

Our City is a partnership of citizens with
a diverse culture and rich heritage.
This creates a sustainable community.

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 our 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 2012-13, Major
Projects 2012-13 and
Actions on the Horizon.”*



GOALS 2017

-  Greater Tax Base Diversity -
Strong Local Economy

-  More Efficient City Government -
Cost-Effective Service Delivery

-  Greater Community Unity -
Pride in Fayetteville


-  Growing City, Livable Neighborhoods -
A Great Place to Live

-  More Attractive City -
Clean and Beautiful

-  Revitalized Downtown -
A Community Focal Point

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

- R**esponsibility
- E**thics
- S**tewardship
- P**rofessionalism
- E**ntrepreneurial Spirit
- C**ommitment
- T**eamwork

to safeguard and enhance the
public trust in City Government.

City Goals: Targets For Action

POLICY AGENDA 2012-2013

TOP PRIORITY

 Bragg Boulevard Corridor Development Plan

 Comprehensive Classification and Compensation Plan

 City Manager: Selection

 Park Bond Referendum

 FAST Improvements

 Police Substations

HIGH PRIORITY

 City-PWC Service Consolidation

 Sales Tax Distribution

 Alternative Revenue Sources

 City-Owned Properties, Buildings and Facilities and Potential Disposal

 PWC Service to Non-City Residents

 "Old Days Inn" Site Development


 Commercial Recycling

MANAGEMENT AGENDA 2012-2013


TOP PRIORITY

 Murchison Road Corridor Development

 Prince Charles Hotel

 Police Staffing (PERF Recommendations)


 Growth Plan for Municipal Influence Area (MIA)


 Rental Action Management Plan (RAMP): Implementation

 Community Wellness Plan: Reclaiming Neighborhoods

HIGH PRIORITY

 Communications Plan

 City Customer Service Feedback Mechanism

 City Buildings and Facilities Maintenance Plan

 Speed Limits: Review

City of Fayetteville
North Carolina

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 2013 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 2011 Actual	FY 2012 Budget	FY 2013 Recommended	FY 2013 Adopted
General Fund				
Ad Valorem Taxes	58,854,805	60,041,292	62,280,363	61,275,399
Other Taxes	2,839,424	2,614,135	2,359,633	2,351,895
Intergovernmental	53,447,619	52,652,327	57,048,005	56,826,027
Functional Revenues	6,066,628	6,548,737	7,113,451	7,103,703
Other Revenues	2,355,402	2,287,684	1,787,257	1,787,257
Investment Income	411,644	362,784	316,000	316,000
Other Financing Sources	12,339,363	10,289,961	11,433,931	11,433,931
Fund Balance	0	4,212,108	2,666,286	3,877,411
TOTAL	\$136,314,885	\$139,009,028	\$145,004,926	\$144,971,623
Parking Fund				
Functional Revenues	319,567	297,800	322,000	322,000
Other Revenues	0	14,496	35,870	35,870
Investment Income	1,115	1,400	1,100	1,100
Fund Balance	0	68,170	56,159	56,159
TOTAL	\$320,682	\$381,866	\$415,129	\$415,129
Lake Valley Drive MSD Fund				
Ad Valorem Taxes	0	4,500	65,292	65,292
Investment Income	369	0	0	0
Fund Balance	500,000	0	0	0
TOTAL	\$500,369	\$4,500	\$65,292	\$65,292
Central Business Tax District Fund				
Ad Valorem Taxes	132,632	133,582	130,657	130,657
Investment Income	502	550	100	100
Fund Balance	0	29,976	45,262	45,262
TOTAL	\$133,134	\$164,108	\$176,019	\$176,019
Stormwater Fund				
Stormwater Fees	5,189,498	5,200,768	5,223,859	5,200,611
Intergovernmental	0	0	0	0
Other Revenues	31,500	0	0	0
Investment Income	57,723	57,000	32,700	32,700
Interfund Transfers	0	830,789	0	0
Fund Balance	0	278,486	3,727,589	3,743,088
TOTAL	\$5,278,721	\$6,367,043	\$8,984,148	\$8,976,399

Revenue Overview

	FY 2011 Actual	FY 2012 Budget	FY 2013 Recommended	FY 2013 Adopted
Emergency Telephone System Fund				
Intergovernmental	1,060,306	637,221	775,752	775,752
Investment Income	3,062	3,275	1,000	1,000
Interfund Transfers	972	0	0	0
Fund Balance	0	71,632	0	0
TOTAL	\$1,064,340	\$712,128	\$776,752	\$776,752
Risk Management Funds				
Interfund Charges	12,197,582	13,407,591	13,139,898	13,139,898
Other Revenues				
Employee Contributions	2,715,053	3,142,882	2,809,900	2,809,900
Refunds and Sundry	375,357	108,947	122,500	122,500
Investment Income	87,039	126,500	86,100	86,100
Interfund Transfers	439,641	500,183	487,303	487,303
Fund Balance	0	288,098	157,802	157,802
TOTAL	\$15,814,672	\$17,574,201	\$16,803,503	\$16,803,503
Transit Fund				
Other Taxes	645,605	623,750	646,213	638,475
Federal Operating Grant	1,004,786	1,230,282	1,479,686	1,479,686
State Operating Grant	587,762	552,496	696,713	696,713
Bus Fares	785,391	785,424	968,064	968,064
Contract Transportation	92,975	93,000	92,160	92,160
Other Revenues	13,088	31,981	35,345	35,345
Interfund Transfers	2,677,864	2,947,923	2,505,555	2,513,293
TOTAL	\$5,807,471	\$6,264,856	\$6,423,736	\$6,423,736
Airport Fund				
Intergovernmental Revenues	144,153	146,583	133,687	133,687
Property Leases	2,259,545	2,258,771	2,341,099	2,341,099
Franchise Fees	1,282,089	1,315,954	1,301,933	1,301,933
Landing Fees	370,363	384,578	354,611	354,611
Training Facility Fees	31,750	37,550	22,000	22,000
Other Revenues	225,443	190,306	218,628	218,628
Public Safety Reimbursements	84,297	84,298	84,297	84,297
Investment Income	24,355	32,400	19,500	19,500
Interfund Transfers	30,075	0	0	0
Fund Balance	0	0	470,603	470,603
TOTAL	\$4,452,070	\$4,450,440	\$4,946,358	\$4,946,358

Revenue Overview

	FY 2011 Actual	FY 2012 Budget	FY 2013 Recommended	FY 2013 Adopted
Recycling Fund				
Recycling Fees	2,274,461	2,268,727	2,323,523	2,299,100
Intergovernmental	298,005	298,180	304,750	301,500
Other Revenues	120,325	105,900	95,600	95,600
Investment Income	6,634	8,000	4,600	4,600
Interfund Transfers	0	0	0	0
TOTAL	\$2,699,425	\$2,680,807	\$2,728,473	\$2,700,800
LEOSSA Fund				
Interfund Charges	704,620	706,000	706,000	706,000
Investment Income	13,418	20,100	20,100	20,100
Fund Balance	0	0	0	0
TOTAL	\$718,038	\$726,100	\$726,100	\$726,100
Warranty Vehicle Lease Fund				
Interfund Charges	0	0	0	0
Investment Income	0	0	0	0
Other Revenues	0	0	0	0
Fund Balance	0	0	0	0
TOTAL	\$0	\$0	\$0	\$0
City of Fayetteville Finance Corporation				
Property Leases	1,449,979	1,414,250	816,750	816,750
Investment Income	31	0	0	0
TOTAL	\$1,450,010	\$1,414,250	\$816,750	\$816,750
GRAND TOTAL	\$174,553,817	\$179,749,327	\$187,867,186	\$187,798,461

Expenditure Overview

	FY 2011	FY 2012	FY 2013	FY 2013
	Actual	Budget	Recommended	Adopted
General Fund				
City Attorney	992,618	981,028	1,008,373	1,008,373
City Manager	878,040	863,179	890,272	890,272
Community Development	1,367,820	1,390,366	1,419,402	1,419,402
Development Services	3,522,904	3,814,234	4,290,398	4,287,898
Engineering & Infrastructure	10,160,861	12,404,537	11,022,966	11,147,966
Environmental Services	10,191,628	8,373,860	8,093,074	7,915,583
Finance	2,413,391	2,484,466	2,564,823	2,564,823
Fire	22,860,099	23,718,627	24,846,979	24,558,152
Human Relations	228,524	242,044	249,642	249,642
Human Resource Development	1,125,206	1,244,544	1,151,314	1,151,314
Information Technology	3,110,069	3,003,080	4,202,706	4,202,706
Management Services	603,323	702,171	800,210	800,210
Mayor and Council	472,131	804,888	552,729	552,729
Other Appropriations				
Agencies	376,500	307,375	312,875	312,875
Annexation Reimbursements	7,306,075	6,813,185	8,026,962	7,905,848
Classification and Compensation Reserve Funding	0	0	700,000	700,000
Debt Service for CIP Projects	5,200,067	6,378,983	6,203,842	6,203,842
Lease Payment to COFFC	1,449,979	1,414,250	816,750	816,750
Transfers to Other Funds	5,686,621	4,540,825	7,450,496	6,799,977
Other	1,331,090	1,361,614	1,399,254	1,499,254
Parks, Recreation & Maintenance	14,450,395	16,818,678	16,623,162	16,722,755
Police	41,080,295	41,347,094	42,378,697	43,261,252
TOTAL	\$134,807,636	\$139,009,028	\$145,004,926	\$144,971,623
Parking Fund				
Parking Management	317,447	381,866	415,129	415,129
TOTAL	\$317,447	\$381,866	\$415,129	\$415,129
Lake Valley Drive MSD Fund				
Lake Valley Dr.	500,000	4,500	65,292	65,292
TOTAL	\$500,000	\$4,500	\$65,292	\$65,292
Central Business Tax District Fund				
Central Business District	150,120	164,108	176,019	176,019
TOTAL	\$150,120	\$164,108	\$176,019	\$176,019
Stormwater Fund				
Stormwater Utility	5,377,366	6,367,043	8,984,148	8,976,399
TOTAL	\$5,377,366	\$6,367,043	\$8,984,148	\$8,976,399

Expenditure Overview

	FY 2011 Actual	FY 2012 Budget	FY 2013 Recommended	FY 2013 Adopted
Emergency Telephone System Fund				
Emergency Communications	1,231,383	712,128	776,752	776,752
TOTAL	\$1,231,383	\$712,128	\$776,752	\$776,752
Risk Management Funds				
Medical, Dental, & Life	10,410,091	14,097,956	13,300,703	13,300,703
Worker's Compensation	1,835,674	1,722,293	1,827,220	1,827,220
Property & Liability	1,316,151	1,753,952	1,675,580	1,675,580
TOTAL	\$13,561,916	\$17,574,201	\$16,803,503	\$16,803,503
Transit Fund				
Transit Operations	5,774,774	6,264,856	6,423,736	6,423,736
TOTAL	\$5,774,774	\$6,264,856	\$6,423,736	\$6,423,736
Airport Fund				
Operations	3,570,711	3,917,824	4,439,442	4,439,442
Fire/Training	500,905	532,616	506,916	506,916
TOTAL	\$4,071,616	\$4,450,440	\$4,946,358	\$4,946,358
Recycling Fund				
Operations	2,353,690	2,680,807	2,728,473	2,700,800
TOTAL	\$2,353,690	\$2,680,807	\$2,728,473	\$2,700,800
LEOSSA Fund				
Police Benefits	513,705	726,100	726,100	726,100
TOTAL	\$513,705	\$726,100	\$726,100	\$726,100
Warranty Vehicle Lease Fund				
Warranty Vehicles	1,296,347	0	0	0
TOTAL	\$1,296,347	\$0	\$0	\$0
City of Fayetteville Finance Corporation				
Finance Corporation	1,450,010	1,414,250	816,750	816,750
TOTAL	\$1,450,010	\$1,414,250	\$816,750	\$816,750
GRAND TOTAL	\$171,406,010	\$179,749,327	\$187,867,186	\$187,798,461

General Fund

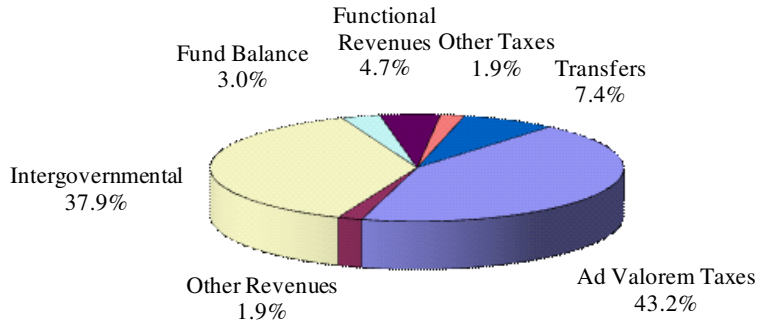
Revenues	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimated	FY2013 Recommended	FY2013 Adopted
Ad Valorem Taxes					
Current Year Taxes	57,406,499	58,733,292	58,501,043	60,862,363	59,857,399
Prior Years Taxes	1,085,988	993,000	1,077,000	1,115,000	1,115,000
Penalties & Interest	362,318	315,000	297,000	303,000	303,000
	\$58,854,805	\$60,041,292	\$59,875,043	\$62,280,363	\$61,275,399
Other Taxes					
Vehicle License Tax	624,591	630,750	625,500	640,213	632,475
Privilege License Tax	1,226,057	1,102,385	2,476,920	1,108,420	1,108,420
Franchise Fees	426,687	400,000	407,000	67,000	67,000
Vehicle Gross Receipts	562,089	481,000	544,000	544,000	544,000
	\$2,839,424	\$2,614,135	\$4,053,420	\$2,359,633	\$2,351,895
Intergovernmental Revenues					
Federal	900,749	584,634	2,973,065	444,973	444,973
State					
Sales Taxes	31,633,373	31,798,043	33,290,790	34,567,852	34,325,625
Utility Taxes	10,178,684	9,807,674	9,759,959	11,244,490	11,191,154
Other	6,398,828	6,133,713	6,558,474	6,622,060	6,585,452
Local	4,335,985	4,328,263	3,878,293	4,168,630	4,278,823
	\$53,447,619	\$52,652,327	\$56,460,581	\$57,048,005	\$56,826,027
Functional Revenues					
Permits and Fees	2,824,584	2,967,105	2,830,310	2,975,923	2,966,175
Property Leases	279,970	588,929	788,011	861,878	861,878
Engineering/Planning Svcs	525,201	418,133	460,139	456,400	456,400
Public Safety Services	1,047,405	1,073,370	1,084,471	1,123,471	1,123,471
Environmental Services	59,200	154,075	153,100	145,800	145,800
Parks & Recreation Fees	1,249,691	1,265,951	1,350,285	1,352,150	1,352,150
Other Fees and Services	80,577	81,174	113,019	197,829	197,829
	\$6,066,628	\$6,548,737	\$6,779,335	\$7,113,451	\$7,103,703
Other Revenues					
Refunds & Sundry	678,411	697,156	674,801	120,150	120,150
Indirect Cost Allocation	1,152,696	1,160,528	1,166,578	1,196,170	1,196,170
Special Use Assessments	211,959	185,000	105,000	220,937	220,937
Sale of Assets & Materials	312,336	245,000	250,000	250,000	250,000
	\$2,355,402	\$2,287,684	\$2,196,379	\$1,787,257	\$1,787,257
Investment Income	\$411,644	\$362,784	\$304,100	\$316,000	\$316,000
Other Financing Sources					
Interfund Transfers	12,339,363	10,289,961	10,273,663	11,433,931	11,433,931
Proceeds from Bonds	0	0	0	0	0
Proceeds from Loans	0	0	0	0	0
Capital Leases	0	0	0	0	0
	12,339,363	10,289,961	10,273,663	11,433,931	11,433,931
Fund Balance	\$0	\$4,212,108	\$0	\$2,666,286	\$3,877,411
TOTAL	\$136,314,885	\$139,009,028	\$139,942,521	\$145,004,926	\$144,971,623

General Fund

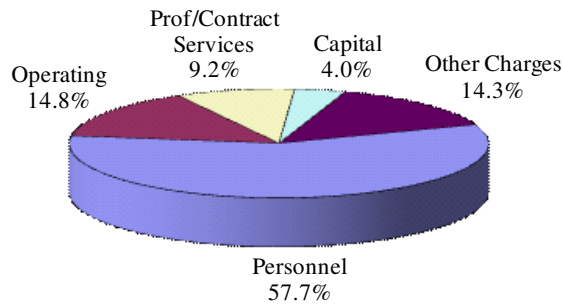
Expenditures	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimated	FY2013 Recommended	FY2013 Adopted
City Attorney	992,618	981,028	1,006,133	1,008,373	1,008,373
City Manager	878,040	863,179	1,134,200	890,272	890,272
Community Development	1,367,820	1,390,366	1,477,824	1,419,402	1,419,402
Development Services	3,522,904	3,814,234	3,972,741	4,290,398	4,287,898
Engineering & Infrastructure	10,160,861	12,404,537	12,631,374	11,022,966	11,147,966
Environmental Services	10,191,628	8,373,860	9,390,674	8,093,074	7,915,583
Finance	2,413,391	2,484,466	2,432,702	2,564,823	2,564,823
Fire	22,860,099	23,718,627	23,726,596	24,846,979	24,558,152
Human Relations	228,524	242,044	274,972	249,642	249,642
Human Resource Development	1,125,206	1,244,544	1,315,909	1,151,314	1,151,314
Information Technology	3,110,069	3,003,080	3,162,355	4,202,706	4,202,706
Management Services	603,323	702,171	816,281	800,210	800,210
Mayor and Council	472,131	804,888	754,312	552,729	552,729
Other Appropriations					
Agencies	376,500	307,375	307,375	312,875	312,875
Annexation Reimbursements	7,306,075	6,813,185	7,626,117	8,026,962	7,905,848
Compensation Funding Reserve	0	0	0	700,000	700,000
Debt Service for CIP Projects	5,200,067	6,378,983	6,197,052	6,203,842	6,203,842
Lease Payment to COFFC	1,449,979	1,414,250	1,413,750	816,750	816,750
Transfers to Other Funds	5,686,621	4,540,825	4,880,339	7,450,496	6,799,977
Other	1,331,090	1,361,614	1,411,303	1,399,254	1,499,254
Parks, Recreation & Maintenance	14,450,395	16,818,678	17,310,589	16,623,162	16,722,755
Police	41,080,295	41,347,094	42,573,787	42,378,697	43,261,252
TOTAL	\$134,807,636	\$139,009,028	\$143,816,385	\$145,004,926	\$144,971,623

General Fund

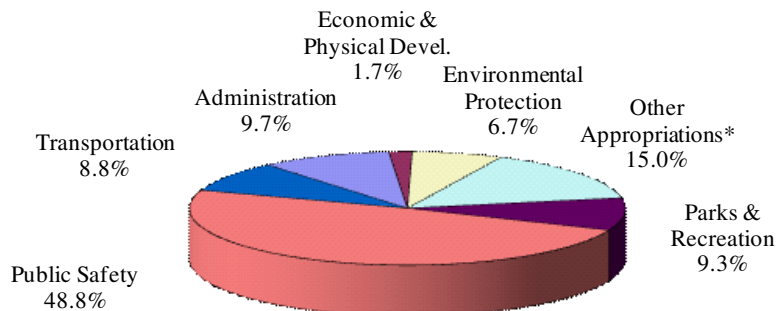
FY2012 Revenues



FY2012 Expenditures by Object



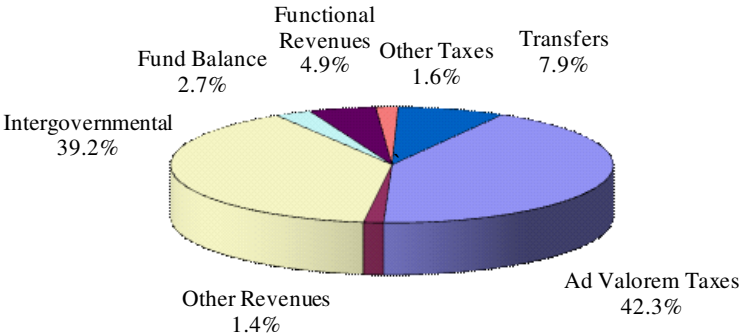
FY2012 Expenditures by Function



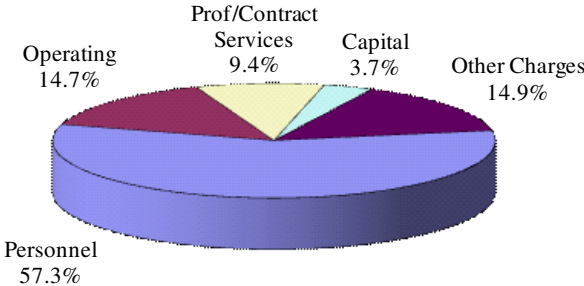
* Other Appropriations includes:

Agency Payments	\$307,375
Annexation Reimbursements	\$6,813,185
Debt Service for CIP Projects	\$6,378,983
Lease Payments to COFFC	\$1,414,250
Transfers to Other Funds	\$4,540,825
Other Expenditures	\$1,361,614

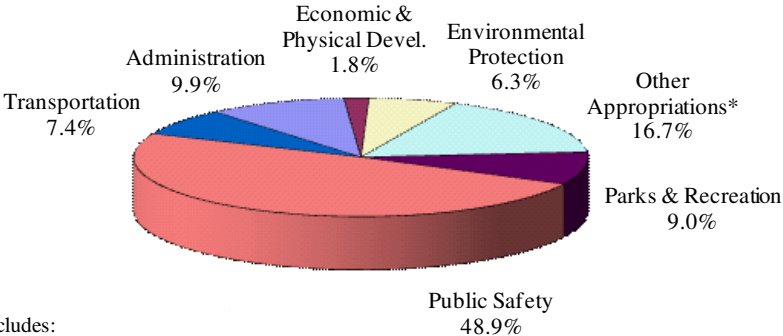
FY2013 Revenues



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

Parking Fund

Revenues

	FY 2011	FY 2012	FY 2012	FY 2013	FY 2013
	Actual	Budget	Estimated	Recommended	Adopted
Functional Revenues	319,567	297,800	299,357	322,000	322,000
Other Revenues	0	14,496	12,143	35,870	35,870
Investment Income	1,115	1,400	1,100	1,100	1,100
Other Financing Sources					
Fund Balance	0	68,170	0	56,159	56,159
TOTAL	\$ 320,682	\$ 381,866	\$ 312,600	\$ 415,129	\$ 415,129

Expenditures

	FY 2011	FY 2012	FY 2012	FY 2013	FY 2013
	Actual	Budget	Estimated	Recommended	Adopted
Personnel	0	0	0	0	0
Operating	97,311	134,233	132,887	184,061	184,061
Contract Services	220,136	247,633	249,409	231,068	231,068
Capital Outlay	0	0	0	0	0
Other Charges	0	0	0	0	0
TOTAL	\$ 317,447	\$ 381,866	\$ 382,296	\$ 415,129	\$ 415,129

Notes:

Lake Valley Drive MSD Fund

Revenues

	FY 2011	FY 2012	FY 2012	FY 2013	FY 2013
	Actual	Budget	Estimated	Recommended	Adopted
Ad Valorem Taxes	0	4,500	4,620	65,292	65,292
Investment Income	369	0	0	0	0
Other Financing Sources					
Interfund Transfers	500,000	0	0	0	0
TOTAL	\$ 500,369	\$ 4,500	\$ 4,620	\$ 65,292	\$ 65,292

Expenditures

	FY 2011	FY 2012	FY 2012	FY 2013	FY 2013
	Actual	Budget	Estimated	Recommended	Adopted
Personnel	0	0	0	0	0
Operating	0	0	0	0	0
Contract Services	500,000	0	0	0	0
Capital Outlay	0	0	0	0	0
Other Charges	0	4,500	600	65,292	65,292
TOTAL	\$ 500,000	\$ 4,500	\$ 600	\$ 65,292	\$ 65,292

Notes:

Central Business Tax District Fund

Revenues

	FY 2011	FY 2012	FY 2012	FY 2013	FY 2013
	Actual	Budget	Estimated	Recommended	Adopted
Ad Valorem Taxes	132,632	133,582	132,173	130,657	130,657
Investment Income	502	550	225	100	100
Other Financing Sources					
Fund Balance	0	29,976	0	45,262	45,262
TOTAL	\$ 133,134	\$ 164,108	\$ 132,398	\$ 176,019	\$ 176,019

Expenditures

	FY 2011	FY 2012	FY 2012	FY 2013	FY 2013
	Actual	Budget	Estimated	Recommended	Adopted
Personnel	0	0	0	0	0
Operating	43,063	29,045	55,001	42,985	42,985
Contract Services	26,433	26,485	26,477	26,521	26,521
Capital Outlay	0	0	6,474	0	0
Other Charges	80,624	108,578	103,340	106,513	106,513
TOTAL	\$ 150,120	\$ 164,108	\$ 191,292	\$ 176,019	\$ 176,019

Notes:

Stormwater Fund

Revenues

	FY 2011	FY 2012	FY 2012	FY 2013	FY 2013
	Actual	Budget	Estimated	Recommended	Adopted
Stormwater Fees	5,189,498	5,200,768	5,184,207	5,223,859	5,200,611
Intergovernmental	0	0	0	0	0
Other Revenues	31,500	0	0	0	0
Investment Income	57,723	57,000	43,800	32,700	32,700
Other Financing Sources					
Interfund Transfer	0	830,789	0	0	0
Fund Balance	0	278,486	0	3,727,589	3,743,088
TOTAL	\$ 5,278,721	\$ 6,367,043	\$ 5,228,007	\$ 8,984,148	\$ 8,976,399

Expenditures

	FY 2011	FY 2012	FY 2012	FY 2013	FY 2013
	Actual	Budget	Estimated	Recommended	Adopted
Personnel	1,366,068	1,511,543	1,407,022	1,521,682	1,521,682
Operating	428,192	597,377	558,704	565,655	565,655
Contract Services	249,367	327,930	451,733	306,940	306,940
Capital Outlay	0	338,000	321,969	20,000	20,000
Other Charges	3,333,739	3,592,193	1,906,215	6,569,871	6,562,122
TOTAL	\$ 5,377,366	\$ 6,367,043	\$ 4,645,643	\$ 8,984,148	\$ 8,976,399

Notes:

Emergency Telephone System Fund

Revenues

	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimated	FY 2013 Recommended	FY 2013 Adopted
Intergovernmental	1,060,306	637,221	637,221	775,752	775,752
Investment Income	3,062	3,275	1,000	1,000	1,000
Other Financing Sources					
Interfund Transfer	972	0	0	0	0
Fund Balance	0	71,632	0	0	0
TOTAL	\$1,064,340	\$ 712,128	\$ 638,221	\$ 776,752	\$ 776,752

Expenditures

	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimated	FY 2013 Recommended	FY 2013 Adopted
Personnel	0	0	0	0	0
Operating	516,928	552,296	818,104	501,138	501,138
Contract Services	141,752	148,840	143,024	146,984	145,884
Capital Outlay	562,521	0	17,401	0	0
Other Charges	10,182	10,992	7,487	128,630	129,730
TOTAL	\$1,231,383	\$ 712,128	\$ 986,016	\$ 776,752	\$ 776,752

Notes:

Risk Management Fund

Revenues

	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimated	FY 2013 Recommended	FY 2013 Adopted
Interfund Charges	12,197,582	13,407,591	12,569,528	13,139,898	13,139,898
Other Revenues					
Employee Contributions	2,715,053	3,142,882	2,817,000	2,809,900	2,809,900
Refunds and Sundry	375,357	108,947	179,943	122,500	122,500
Investment Income	87,039	126,500	84,550	86,100	86,100
Other Financing Sources					
Interfund Transfer	439,641	500,183	500,183	487,303	487,303
Fund Balance	0	288,098	0	157,802	157,802
TOTAL	\$ 15,814,672	\$ 17,574,201	\$ 16,151,204	\$ 16,803,503	\$ 16,803,503

Expenditures

	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimated	FY 2013 Recommended	FY 2013 Adopted
Personnel	326,468	336,711	275,486	323,705	323,705
Operating	13,018,220	16,301,722	14,958,178	15,656,351	15,656,351
Contract Services	217,205	435,585	243,620	337,400	337,400
Capital Outlay	0	0	0	0	0
Other Charges	23	500,183	0	486,047	486,047
TOTAL	\$ 13,561,916	\$ 17,574,201	\$ 15,477,284	\$ 16,803,503	\$ 16,803,503

Notes:

Transit Fund

Revenues

	FY 2011	FY 2012	FY 2012	FY 2013	FY 2013
	Actual	Budget	Estimated	Recommended	Adopted
Other Taxes	645,605	623,750	630,400	646,213	638,475
Federal Operating Grant	1,004,786	1,230,282	1,158,550	1,479,686	1,479,686
State Operating Grant	587,762	552,496	674,998	696,713	696,713
Fares					
Buses	785,391	785,424	957,000	968,064	968,064
Contract Transportation	92,975	93,000	92,160	92,160	92,160
Other Revenues	13,088	31,981	22,334	35,345	35,345
Other Financing Sources					
Interfund Transfers	2,677,864	2,947,923	2,649,520	2,505,555	2,513,293
TOTAL	\$ 5,807,471	\$ 6,264,856	\$ 6,184,962	\$ 6,423,736	\$ 6,423,736

Expenditures

	FY 2011	FY 2012	FY 2012	FY 2013	FY 2013
	Actual	Budget	Estimated	Recommended	Adopted
Personnel	3,678,757	4,140,748	4,032,580	4,196,273	4,196,273
Operating	1,229,383	1,619,053	1,577,751	1,650,351	1,650,351
Contract Services	345,056	17,381	53,179	38,465	38,465
Capital Outlay	0	0	0	0	0
Other Charges	521,578	487,674	521,452	538,647	538,647
TOTAL	\$ 5,774,774	\$ 6,264,856	\$ 6,184,962	\$ 6,423,736	\$ 6,423,736

Notes:

Airport Fund

Revenues

	FY 2011	FY 2012	FY 2012	FY 2013	FY 2013
	Actual	Budget	Estimated	Recommended	Adopted
Intergovernmental	144,153	146,583	142,502	133,687	133,687
Property Leases	2,259,545	2,258,771	2,336,572	2,341,099	2,341,099
Franchise Fees	1,282,089	1,315,954	1,300,733	1,301,933	1,301,933
Landing Fees	370,363	384,578	362,727	354,611	354,611
Training Facility Fees	31,750	37,550	22,000	22,000	22,000
Other Revenues	225,443	190,306	274,923	218,628	218,628
Public Safety Reimb.	84,297	84,298	81,511	84,297	84,297
Investment Income	24,355	32,400	20,500	19,500	19,500
Other Financing Sources					
Interfund Transfers	30,075	0	0	0	0
Fund Balance	0	0	0	470,603	470,603
TOTAL	\$ 4,452,070	\$ 4,450,440	\$ 4,541,468	\$ 4,946,358	\$ 4,946,358

Expenditures

	FY 2011	FY 2012	FY 2012	FY 2013	FY 2013
	Actual	Budget	Estimated	Recommended	Adopted
Personnel	1,216,946	1,355,848	1,271,467	1,350,297	1,350,297
Operating	985,794	1,271,131	1,290,929	1,229,965	1,229,965
Contract Services	128,188	156,455	199,114	150,510	150,510
Capital Outlay	192,388	114,000	335,120	263,000	263,000
Other Charges	1,548,300	1,553,006	1,873,651	1,952,586	1,952,586
TOTAL	\$ 4,071,616	\$ 4,450,440	\$ 4,970,281	\$ 4,946,358	\$ 4,946,358

Notes:

Recycling Fund

Revenues

	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimated	FY 2013 Recommended	FY 2013 Adopted
Recycling Fees	2,274,461	2,268,727	2,282,600	2,323,523	2,299,100
Intergovernmental	298,005	298,180	299,525	304,750	301,500
Other Revenues	120,325	105,900	132,694	95,600	95,600
Investment Income	6,634	8,000	6,400	4,600	4,600
Other Financing Sources					
Interfund Transfers	0	0	0	0	0
TOTAL	\$ 2,699,425	\$ 2,680,807	\$ 2,721,219	\$ 2,728,473	\$ 2,700,800

Expenditures

	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimated	FY 2013 Recommended	FY 2013 Adopted
Personnel	0	32,193	23,737	32,957	32,957
Operating	21,057	73,542	154,443	100,916	100,416
Contract Services	1,859,551	1,944,659	1,980,654	2,084,883	2,062,998
Capital Outlay	0	0	37,480	0	0
Other Charges	473,082	630,413	475,953	509,717	504,429
TOTAL	\$ 2,353,690	\$ 2,680,807	\$ 2,672,267	\$ 2,728,473	\$ 2,700,800

Notes:

LEOSSA Fund

Revenues

	FY 2011	FY 2012	FY 2012	FY 2013	FY 2013
	Actual	Budget	Estimated	Recommended	Adopted
Interfund Charges	704,620	706,000	698,842	706,000	706,000
Investment Income	13,418	20,100	14,500	20,100	20,100
Fund Balance	0	0	0	0	0
TOTAL	\$ 718,038	\$ 726,100	\$ 713,342	\$ 726,100	\$ 726,100

Expenditures

	FY 2011	FY 2012	FY 2012	FY 2013	FY 2013
	Actual	Budget	Estimated	Recommended	Adopted
Personnel	513,705	529,722	546,287	565,626	565,626
Operating	0	0	0	0	0
Contract Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Other Charges	0	196,378	0	160,474	160,474
TOTAL	\$ 513,705	\$ 726,100	\$ 546,287	\$ 726,100	\$ 726,100

Notes:

Warranty Vehicle Lease Fund

Revenues

	FY 2011	FY 2012	FY 2012	FY 2013	FY 2013
	Actual	Budget	Estimated	Recommended	Adopted
Interfund Charges	0	0	0	0	0
Investment Income	0	0	0	0	0
Other Revenues	0	0	0	0	0
Other Financing Sources					
Fund Balance	0	0	0	0	0
TOTAL	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

Expenditures

	FY 2011	FY 2012	FY 2012	FY 2013	FY 2013
	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	1,296,347	0	0	0	0
TOTAL	\$ 1,296,347	\$ 0	\$ 0	\$ 0	\$ 0

Notes:

City of Fayetteville Finance Corporation

Revenues

	FY 2011	FY 2012	FY 2012	FY 2013	FY 2013
	Actual	Budget	Estimated	Recommended	Adopted
Property Leases	1,449,979	1,414,250	1,413,750	816,750	816,750
Investment Income	31	0	0	0	0
TOTAL	\$1,450,010	\$1,414,250	\$1,413,750	\$ 816,750	\$ 816,750

Expenditures

	FY 2011	FY 2012	FY 2012	FY 2013	FY 2013
	Actual	Budget	Estimated	Recommended	Adopted
Personnel	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	1,450,010	1,414,250	1,413,750	816,750	816,750
TOTAL	\$1,450,010	\$1,414,250	\$1,413,750	\$ 816,750	\$ 816,750

Notes:

Fund Balance Projections

	General Fund	Parking Fund	CBTD Fund	Lake Valley Dr. MSD
Available Fund Balance at June 30, 2011	\$35,188,462	\$226,147	\$104,503	\$314
FY12 Estimated Revenues and Other Sources	139,942,521	312,600	132,398	4,620
FY12 Estimated Expenditures and Other Uses	143,713,783	382,296	191,292	600
Less: Fund Balance Use Recommended for FY14 to FY17 Capital Improvement Plan	3,003,035	0	0	0
Less: Miscellaneous Designations (i.e., senior recreation)	994,000	0	0	0
Less: Fund Balance Restricted for County Recreation at 6/30/12	3,131,286	0	0	0
Less: Designation for Capital Funding Plan at 6/30/12	4,132,515	0	0	0
Projected Available Fund Balance at June 30, 2012	\$20,156,364	\$156,451	\$45,609	\$4,334
FY13 Estimated Revenues and Other Sources	141,094,212	358,970	130,757	65,292
FY13 Estimated Expenditures and Other Uses	144,152,241	415,129	176,019	55,890
Less: Increase in Fund Balance Restricted for County Recreation at 6/30/13	585,620	0	0	0
Less: Increase in Designation for Capital Funding Plan at 6/30/13	233,762	0	0	0
Projected Available Fund Balance at June 30, 2013	\$16,278,953	\$100,292	\$347	\$13,736

Fund Balance Projections

	Stormwater Fund	Emergency Telephone System Fund	Risk Fund	Transit Fund
Available Fund Balance at June 30, 2011	\$7,126,482	\$418,040	\$13,644,556	\$328,635
FY 12 Estimated Revenues and Other Sources	5,228,007	638,221	16,151,204	6,184,962
FY 12 Estimated Expenditures and Other Uses	4,645,643	986,016	15,477,284	6,184,962
Projected Available Fund Balance at June 30, 2012	\$7,708,846	\$70,245	\$14,318,476	\$328,635
FY 13 Estimated Revenues and Other Sources	5,233,311	776,752	16,645,701	6,423,736
FY 13 Estimated Expenditures and Other Uses	8,970,089	655,027	16,317,456	6,423,736
Projected Available Fund Balance at June 30, 2013	\$3,972,068	\$191,970	\$14,646,721	\$328,635
	Airport Fund	Recycling Fund	LEOSSA Fund	Finance Corporation
Available Fund Balance at June 30, 2011	\$4,106,089	\$805,215	\$2,400,723	\$0
FY 12 Estimated Revenues and Other Sources	4,541,468	2,721,219	713,342	1,413,750
FY 12 Estimated Expenditures and Other Uses	4,970,281	2,672,267	546,287	1,413,750
Projected Available Fund Balance at June 30, 2012	\$3,677,276	\$854,167	\$2,567,778	\$0
FY 13 Estimated Revenues and Other Sources	4,475,755	2,700,800	726,100	816,750
FY 13 Estimated Expenditures and Other Uses	4,946,358	2,638,181	565,626	816,750
Projected Available Fund Balance at June 30, 2013	\$3,206,673	\$916,786	\$2,728,252	\$0

Capital Funding Plan

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.
- In addition, a \$25,000 transfer from the Central Business Tax District and ad valorem taxes generated by expected increases in property values for the Central Business Tax District and the Hope VI project area are also dedicated to this plan for the Franklin Street Parking Deck and the City's contributions to the Hope VI project.
- Plan resources for fiscal year 2013 also include \$120,621 from a 45% Federal interest rebate.

Outstanding Debt Instruments

- **General obligation 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 \$11,876,406 of general obligation bonds outstanding over three series of bonds as of June 30, 2012. They bear interest at rates varying from 3.7 to 5.0 percent. The City's underlying general obligation 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, 2012, the City of Fayetteville is projected to have \$4,120,000 in outstanding revenue bonds on one issue through the City of Fayetteville Finance Corporation. They bear interest rates of 5.0 to 5.25 percent. These bonds have been issued for the construction of facilities and for the defeasance of revenue bonds used to finance facility construction and improvements. Lease proceeds for use of the assets from the general fund are used to retire these revenue bonds.
- **Capital lease agreements** are installment purchases collateralized by the property that is financed. The City currently manages

Capital Funding Plan

five capital leases issued for recreation centers, fire stations, public safety equipment and a parking deck through the capital funding plan. Outstanding obligations on June 30, 2012 will total \$15,583,710, with five 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, 2012, \$2,146,708 is outstanding.

- **Planned capital lease** financings during fiscal year 2013 include: \$6,160,890 for upgrades of the 800 MHz radio system and \$4,950,000 for a replacement Enterprise Resource Planning system, both in June, 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 2013 budget includes a \$385,200 transfer to PWC to fund a portion of this debt service.
- Other expenditures for capital improvements in fiscal year 2013 include \$200,000 for land purchases for the redevelopment of the Murchison Road corridor.

SUMMARY OF OUTSTANDING DEBT ISSUES SERVICED THROUGH THE CAPITAL FUNDING PLAN

Description	Debt Type	Purpose	Amount Outstanding @ 06/30/12	FY2013 Principal & Interest
<i>General Obligation Bonds</i>				
2002 Refunding Bonds	General Obligation	Refunded Series 1991 and a portion of Series 1994 Public Improvement Bonds	1,260,000	399,525
2005 Public Improvement Bonds	General Obligation	Street, Sidewalk and Drainage Improvements, Fire Station and Park Land Acquisition	5,475,000	642,600
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	5,141,406	1,436,305
			11,876,406	2,478,430
<i>Revenue Bonds</i>				
2005 Refunding and Municipal Building Bonds	Revenue - COPs	Westover Recreation Center, Festival Park and Refunded Police Administrative Building	4,120,000	813,250
			4,120,000	813,250
<i>Other Financings</i>				
Capital Lease - Construction	Lease Agreement	Cliffdale and Myers Recreation Centers, Douglas Byrd Ballfield Improvements, and School Road Fire Station	753,002	406,480
Capital Lease - Construction	Lease Agreement	E.E. Miller Recreation Center and Buhmann Drive Fire Station	3,175,900	431,900
Capital Lease - Construction	Lease Agreement	Franklin Street Parking Deck	5,355,000	664,714
Capital Lease - Construction	Lease Agreement	Fire Station 19	2,498,480	227,540 *
Capital Lease - Equipment	Lease Agreement	800 MHz Radios and CAD/RMS System	3,801,328	1,507,475
Interfund Loan		Hope VI Infrastructure	2,146,708	487,303
			17,730,418	3,725,412
			\$33,726,824	\$7,017,092

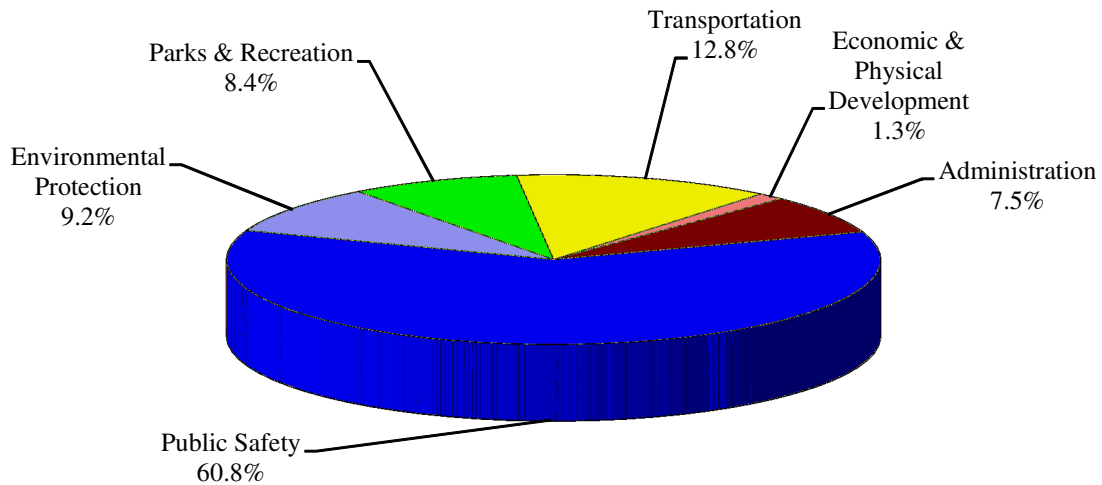
* Estimated at 2.0% variable rate for fiscal year 2013

Authorized Strength by Department

DEPARTMENT	Adopted 2009-10	Adopted 2010-11	Adopted 2011-12	Recommended 2012-13	Adopted 2012-13
Airport	16	17	17	17	17
City Attorney	9	9	6	6	6
City Manager	6	6	6	6	6
Community Development	10	10	10	10	10
Development Services	46	43	44	47	47
Engineering & Infrastructure	123	120	123	124	124
Environmental Services	108	105	101	91	91
Finance	19	19	19	20	20
Fire & Emergency Mgmt.	326	330	330	331	331
Human Relations	4	3	3	3	3
Human Resource Development	14	14	14	14	14
Information Technology	20	20	20	23	23
Management Services	11	10	10	10	10
Mayor and Council	1	1	1	1	1
Parks, Recreation & Maintenance	179	161	161	162	162
Police	548	537	539	543	553
Risk Management	6	5	4	4	4
Transit	70	84	92	92	92
TOTAL	1516	1494	1500	1504	1514

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

FY13 Adopted Positions by Function



Department Summaries

General Fund

City Attorney	D-2
City Manager	D-4
Community Development	D-6
Development Services	D-8
Engineering & Infrastructure	D-10
Environmental Services	D-12
Finance	D-14
Fire & Emergency Management	D-16
Human Relations	D-18
Human Resources Development	D-20
Information Technology	D-22
Management Services	D-24
Mayor and Council	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
 - Assessment Roll Preparations
 - Ordinance, Resolution, and Legislative Drafting
 - Review and Approve Contracts
-

Notes:

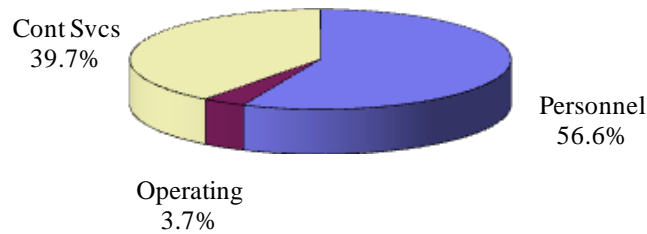
Budget Summary

	2010-11 Actual	2011-12 Orig Budget	2012-13 Recommended	2012-13 Adopted	% Change
Expenditures					
Personnel	506,415	544,587	570,755	570,755	4.81%
Operating	36,749	36,117	37,344	37,344	3.40%
Contract Services	449,022	400,024	400,024	400,024	0.00%
Capital Outlay	0	0	0	0	0.00%
Other Charges	432	300	250	250	-16.67%
Total	\$ 992,618	\$ 981,028	\$ 1,008,373	\$ 1,008,373	2.79%
Revenues					
General Fund	992,618	981,028	1,008,373	1,008,373	2.79%
Total	\$ 992,618	\$ 981,028	\$ 1,008,373	\$ 1,008,373	2.79%
Personnel					
Full-time	9	6	6	6	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Personnel includes \$16,633 for employee pay adjustments
- Contract services includes \$400,000 for contract legal services

Budget by Expenditure Category



City Manager

Mission 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

- Assist in the preparation of the City's Strategic Plan and implementation
 - Annually prepare a balanced budget reflecting the goals and objectives of City Council
 - Actively seek ways to maintain and enhance City service levels while containing the associated costs for delivering those services
 - Initiate and develop special projects designed to enhance the quality of life in the community
 - Provide daily oversight of the administration and operations of all City Departments
 - Attend various local, state and national conferences for the purpose of keeping abreast of current trends and "best practices" in local government
 - Actively participate in various local, state, regional and national associations that benefit the City
 - Assist in building consensus on community items with other local, state, regional and national groups as applicable
-

Services and Programs

- Provide administrative and support services to the City Council
 - Provide services to the Citizenry
 - Provide internal management of and leadership for the City departments
 - Enhance intergovernmental relationships
 - Perform the long-range planning of resources for the City's infrastructure
 - Develop organizational resources
 - Manage special projects of major community impact
 - Manage City growth and service expansion
-

Notes:

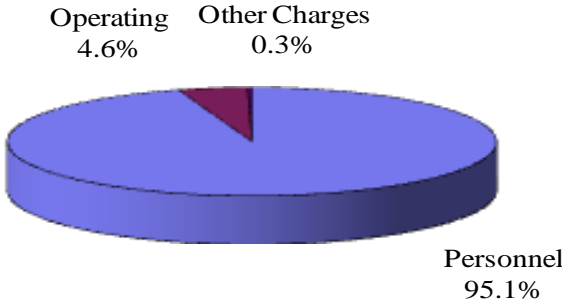
Budget Summary

	2010-11 Actual	2011-12 Orig Budget	2012-13 Recommended	2012-13 Adopted	% Change
Expenditures					
Personnel	831,455	825,185	846,862	846,862	2.63%
Operating	44,469	35,444	40,860	40,860	15.28%
Contract Services	0	50	50	50	0.00%
Capital Outlay	0	0	0	0	0.00%
Other Charges	2,116	2,500	2,500	2,500	0.00%
Total	\$ 878,040	\$ 863,179	\$ 890,272	\$ 890,272	3.14%
Revenues					
General Fund	878,040	863,179	890,272	890,272	3.14%
Total	\$ 878,040	\$ 863,179	\$ 890,272	\$ 890,272	3.14%
Personnel					
Full-time	6	6	6	6	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Personnel includes \$14,955 for employee pay adjustments
- Other Charges includes \$1,250 each for employee appreciation and 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
-

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

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
-

- Downtown Development
 - Homeless Assistance Program
 - Downtown Loan Pool
 - Business Assistance Program
 - Mortgage and Downpayment Assistance Programs
 - Acquisition/Demolition Program
-

Community Development

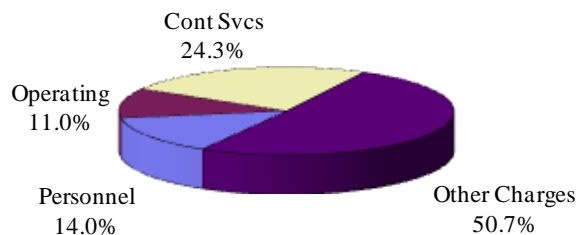
Budget Summary

	2010-11 Actual	2011-12 Orig Budget	2012-13 Recommended	2012-13 Adopted	% Change
Expenditures					
Personnel	142,695	178,164	199,221	199,221	11.82%
Operating	329,093	99,807	156,725	156,725	57.03%
Contract Services	747,921	345,542	343,925	343,925	-0.47%
Capital Outlay	0	0	0	0	0.00%
Other Charges	148,111	766,853	719,531	719,531	-6.17%
Total	\$ 1,367,820	\$ 1,390,366	\$ 1,419,402	\$ 1,419,402	2.09%
Revenues					
Functional Revenues	47,458	347,308	581,927	581,927	67.55%
General Fund	1,320,362	1,043,058	837,475	837,475	-19.71%
Total	\$ 1,367,820	\$ 1,390,366	\$ 1,419,402	\$ 1,419,402	2.09%
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 \$4,309 for employee pay adjustments
- Contract Services includes \$62,000 for three property tax grant-back incentive agreements, \$100,000 for the Goodyear Incentive, and \$118,083 for permit reimbursements for the Hope VI Project
- Festival Park Plaza operating expenditures (\$206,008), debt service (\$451,044) and capital funding (\$100,000) are included in this budget.
- Other Charges also includes \$200,000 for the Murchison Rd. redevelopment plan, and an off-setting \$31,513 cost redistribution to the Central Business Tax District for the Downtown Manager position
- Revenues include \$581,927 in projected rent payments for the Festival Plaza Office Building

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 and other departments to achieve a greater positive impact on our neighborhoods, including participation in the Renaissance Plan update
 - Manage the 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
 - Pursue best practices and tools for permitting practices and procedures
 - Elevate the effectiveness and efficiency of plan review processes 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
 - Manage the development of a new sub-area plan for the Bragg Boulevard corridor
 - Develop implementation tools such as a market study, overlay standards and a rezoning plan for portions of the Ramsey Street corridor consistent with the adopted sub-area plan
 - Collaborate with FSU in drafting development standards along the lower Murchison Road corridor area, possibly through the Renaissance Plan update process
-

Services and Programs

- North Carolina State Construction Code Compliance for Accessibility, Building, Electrical, Energy Conservation, Fuel Gas, Mechanical, Plumbing, & Residential
 - Privilege Licenses for Contractors
 - Taxicabs
 - RAMP Program
 - City Ordinance Compliance for Zoning and Property Maintenance
 - Development / coordination of long range plans for the pattern and character of the physical development of the community
 - Coordination of Subdivision and Site Plan review
 - Technical/staff support to the Planning Commission, Zoning Commission, Board of Adjustment, Board of Appeals on Dwellings and Buildings, Taxicab Review Board, Residential Rental Property Review Board, Joint Appearance Commission, Historic Resources Commission and the Technical Review Committee
-

Development Services

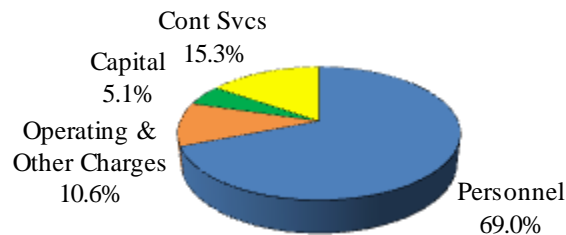
Budget Summary

	2010-11 Actual	2011-12 Orig Budget	2012-13 Recommended	2012-13 Adopted	% Change
Expenditures					
Personnel	2,627,738	2,828,105	2,958,354	2,958,354	4.61%
Operating	283,484	390,441	379,521	378,021	-3.18%
Contract Services	598,115	589,488	655,050	654,050	10.95%
Capital Outlay	12,636	0	220,000	220,000	100.00%
Other Charges	931	6,200	77,473	77,473	1149.56%
Total	\$ 3,522,904	\$ 3,814,234	\$ 4,290,398	\$ 4,287,898	12.42%
Revenues					
Functional Revenues	2,763,284	2,712,680	2,819,623	2,819,623	3.94%
Other Revenues	157,446	141,000	180,468	180,468	27.99%
General Fund	602,174	960,554	1,290,307	1,287,807	34.07%
Total	\$ 3,522,904	\$ 3,814,234	\$ 4,290,398	\$ 4,287,898	12.42%
Personnel					
Full-time	43	44	47	47	
Part-time	0	1	1	1	
Temporary	0	0	0	0	

Budget Highlights

- Personnel includes \$52,236 for employee pay adjustments
- Personnel also reflects the continuation of a Code Enforcement Administrator and a part-time Office Assistant II for the new RAMP program, and the addition of two Office Assistant II's and a Plans Examiner
- Contract Services includes \$140,000 for the Metropolitan Planning Organization, \$350,000 for contracted lot cleanings and demolitions, \$100,000 for planning consulting services, and \$59,850 for Tax Office implementation of the Unified Development Ordinance property updates
- 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

To provide quality and timely maintenance to the City's existing infrastructure while developing and implementing plans to construct additional infrastructure that improves the quality of life for all citizens.

Goals and Objectives

- Maintain employee retention and continue staff development
 - Continue to utilize technology to enhance the Department's capabilities
 - Complete the design for Phase II of the Cape Fear River Trail and begin construction
 - Effectively manage the construction of the projects identified in FY13-FY17 CIP
 - Design and implement a plan to effectively manage utility cuts
 - Review departmental procedures to identify measures that can be implemented to increase overall efficiency in the services that we are responsible for providing
 - Continue efforts on establishing uniformity for street lights throughout the City
 - Complete the GIS based pavement evaluation survey
-

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 Work Orders



Engineering & Infrastructure

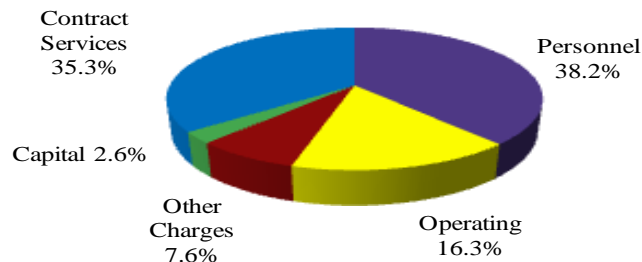
Budget Summary

	2010-11 Actual	2011-12 Orig Budget	2012-13 Recommended	2012-13 Adopted	% Change
Expenditures					
Personnel	3,768,322	4,136,958	4,212,715	4,212,715	1.83%
Operating	1,666,856	1,833,327	1,801,550	1,801,550	-1.73%
Contract Services	518,394	700,949	836,307	836,307	19.31%
Capital Outlay	365,760	444,500	279,900	279,900	-37.03%
Other Charges	3,841,529	5,288,803	3,892,494	4,017,494	-24.04%
Total	\$ 10,160,861	\$ 12,404,537	\$ 11,022,966	\$ 11,147,966	-10.13%
Revenues					
Functional Revenues	545,278	656,948	632,200	632,200	-3.77%
PWC Transfers	109,699	65,000	0	0	-100.00%
Other Revenues	109,402	95,970	183,469	183,469	91.17%
General Fund	9,396,482	11,586,619	10,207,297	10,207,297	-11.90%
Total	\$ 10,160,861	\$ 12,404,537	\$ 11,022,966	\$ 11,147,966	-10.13%
Personnel					
Full-time	80	83	84	84	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Personnel includes \$78,709 for employee pay adjustments
- Personnel reflects the addition of a Transportation Planner
- Three authorized positions are frozen and unfunded
- Contract Services includes \$180,000 for Disposal of street sweepings at the landfill, \$125,000 for traffic signal repairs and upgrades, \$305,000 for street and sidewalk repairs, \$101,000 for pavement marking and traffic calming devices, and \$50,000 for materials testing and bridge inspections
- Operating includes \$180,041 for streetlight utility costs and approximately \$514,000 for supplies and materials for street maintenance, signals, signs and street marking activities
- Other Charges includes a \$50,911 transfer to the General Government Fund for parking lot maintenance, and transfers to the Transportation Fund for street resurfacing (\$3,500,000), sidewalks (\$158,000), Legend Avenue relocation (\$125,000) and Langdon Road widening (\$100,000)

Budget by Expenditure Category



Environmental Services

Mission Statement

To provide quality, efficient collection of municipal waste and recyclables with exceptional service, and to work with our citizens as we transition to a more sustainable community.

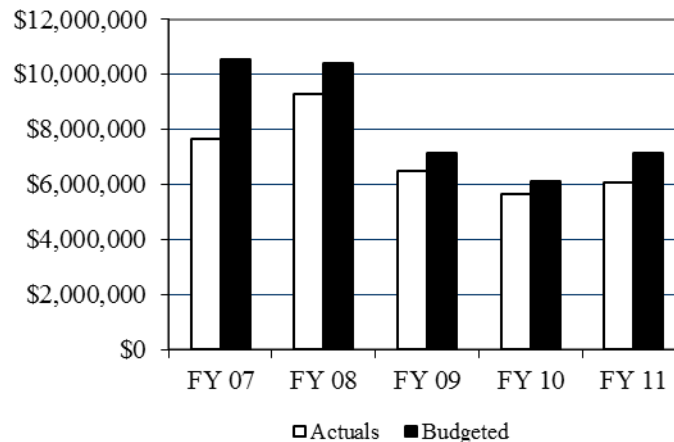
Goals and Objectives

- Improve the efficiency of solid waste and yard debris collection processes
 - Reduce equipment down time
 - Improve the image of the Environmental Services Department
 - Improve employee morale
 - Provide customer service that is responsive to our citizens' needs and requests
 - Solicit customer feedback and measure our successes
 - Improve employee safety and training
 - Improve public awareness of Environmental Services and procedures
-

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
 - Fuel depot management
 - Recycling drop-off sites
 - Customer call center
 - Cart maintenance and delivery
 - Sustainability plan implementation
 - Energy efficiency project implementation
 - Scrap metal collection
 - Sustainability and recycling education
-

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



Environmental Services

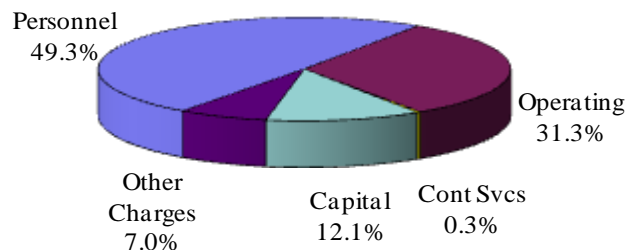
Budget Summary

	2010-11 Actual	2011-12 Orig Budget	2012-13 Recommended	2012-13 Adopted	% Change
Expenditures					
Personnel	4,195,612	4,099,691	3,862,021	3,901,472	-4.83%
Operating	2,115,576	2,316,265	2,478,911	2,474,411	6.83%
Contract Services	2,758,360	40,317	189,208	23,928	-40.65%
Capital Outlay	714,701	1,494,230	961,000	961,000	-35.69%
Other Charges	407,379	423,357	601,934	554,772	31.04%
Total	\$ 10,191,628	\$ 8,373,860	\$ 8,093,074	\$ 7,915,583	-5.47%
Revenues					
Intergovernmental	140,923	134,662	151,329	151,329	12.38%
Functional	95,484	179,771	137,466	137,466	-23.53%
General Fund	9,955,221	8,059,427	7,804,279	7,626,788	-5.37%
Total	\$ 10,191,628	\$ 8,373,860	\$ 8,093,074	\$ 7,915,583	-5.47%
Personnel					
Full-time	105	100	90	90	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Personnel includes \$77,788 for employee pay adjustments and reflects the elimination of ten collector positions due to the transition to automated collector trucks.
- The Energy Efficiency and Sustainability Engineer position will be continued through June 30, 2013, following the expiration of the EECBG ARRA Grant on September 27, 2012
- Operating includes \$1,326,381 for vehicle maintenance, and \$711,274 for fuel
- Other Charges includes \$1,588,900 for fuel inventory, offset by \$1,674,900 for fuel charges to user departments, \$498,712 for debt service for vehicle and equipment financing, \$15,960 cost redistribution to the EECBG ARRA Grant

Budget by Expenditure Category



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 Enterprise Resource Planning System 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 2013-2014 annual budget and update of the five-year capital improvement and information technology plans
 - Complete implementation of the integrated cashiering system and develop City web payment program
-

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)
-

Notes:

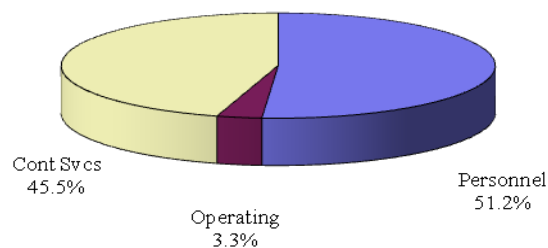
Budget Summary

	2010-11 Actual	2011-12 Orig Budget	2012-13 Recommended	2012-13 Adopted	% Change
Expenditures					
Personnel	1,221,445	1,247,864	1,313,258	1,313,258	5.24%
Operating	88,467	97,177	85,540	85,540	-11.98%
Contract Services	1,103,479	1,139,425	1,166,025	1,166,025	2.33%
Capital Outlay	0	0	0	0	0.00%
Other Charges	0	0	0	0	0.00%
Total	\$ 2,413,391	\$ 2,484,466	\$ 2,564,823	\$ 2,564,823	3.23%
Revenues					
General Fund	2,413,391	2,484,466	2,564,823	2,564,823	3.23%
Total	\$ 2,413,391	\$ 2,484,466	\$ 2,564,823	\$ 2,564,823	3.23%
Personnel					
Full-time	19	19	20	20	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Personnel includes \$22,527 for employee pay adjustments
- Personnel also reflects the addition of an Accounting Clerk for assessment collections
- Contract Services includes \$693,540 for tax collection services, which includes the impact of the Gates Four annexation, \$297,300 for PWC purchasing management, and \$63,000 for the annual audit
- Operating includes \$17,340 for maintenance of software systems and equipment, \$23,000 for postage, 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

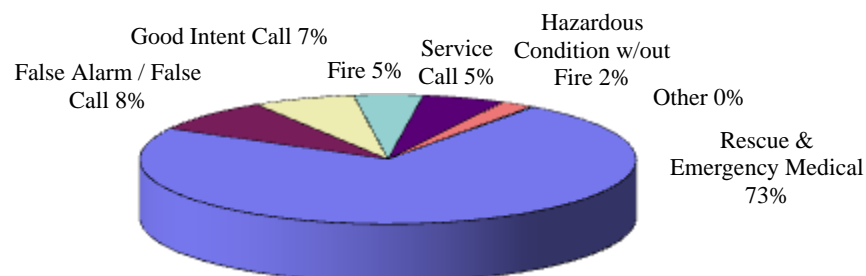
- Provide the safest work environment possible for all employees through proactive actions.
 - Ensure the department is constantly prepared to meet future operational needs.
 - Market our services through the operating philosophy that the fire station is the focal point of any neighborhood and the hub of all City services.
 - Ensure the effective communication of goals and objectives throughout the organization.
 - 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.
 - Establish an effective recruiting and retention plan that ensures we maintain a highly qualified and diverse workforce.
 - 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
 - Operation Save A Life Program (Smoke Detectors)
 - Disaster Response
 - Urban Search & Rescue
 - Aircraft Fire and Rescue Protection
 - Rescue Services
 - Regional Airport/Aircraft Firefighter Training Facility
 - F.I.R.E.S. Program
 - Buckle-up Program
-

2011 Incidental Statistics

25,272 Total Responses



Fire and Emergency Management

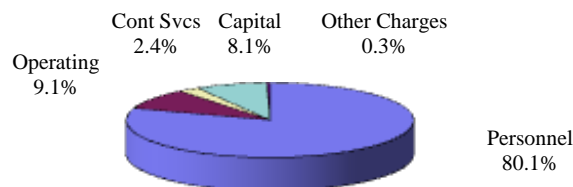
Budget Summary

	2010-11 Actual	2011-12 Orig Budget	2012-13 Recommended	2012-13 Adopted	% Change
Expenditures					
Personnel	18,868,359	19,484,403	19,678,697	19,678,697	1.00%
Operating	2,022,622	2,163,130	2,230,703	2,230,703	3.12%
Contract Services	536,214	559,536	867,166	578,339	3.36%
Capital Outlay	1,251,057	1,398,000	1,988,044	1,988,044	42.21%
Other Charges	181,847	113,558	82,369	82,369	-27.47%
Total	\$ 22,860,099	\$ 23,718,627	\$ 24,846,979	\$ 24,558,152	3.54%
Revenues					
Functional Revenues	444,347	410,929	474,871	474,871	15.56%
Intergovernmental	990,857	735,881	632,543	632,543	-14.04%
Other Revenues	1,500	5,000	5,000	5,000	0.00%
General Fund	21,423,395	22,566,817	23,734,565	23,445,738	3.89%
Total	\$ 22,860,099	\$ 23,718,627	\$ 24,846,979	\$ 24,558,152	3.54%
Personnel					
Full-time	324	324	325	325	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Personnel includes \$444,806 for employee pay adjustments and reflects the addition of an Emergency Management Administrator
- Operating includes expenditures to operate 16 fire stations and \$951,371 for vehicle maintenance and fuel
- Contract Services includes \$496,575 for payments to volunteer fire departments for contracted fire protection
- Other Charges includes \$78,780 for debt service, an indirect cost allocation of \$73,589 for HazMat operations, offset by a \$75,000 allocation of HazMat costs to the Stormwater Fund
- Intergovernmental revenues include state and county funding for HazMat operations and fire district taxes from the farm program properties and West Area fire district, as well as \$243,852 for the SAFER Grant

Budget by Expenditure Category



Human Relations

Mission Statement

To protect civil rights, promote equal opportunity and positive community relations in Cumberland County, the City of Fayetteville and within the city's workforce. Also, to provide efficient and effective staff support to the Fayetteville-Cumberland Human Relations Commission.

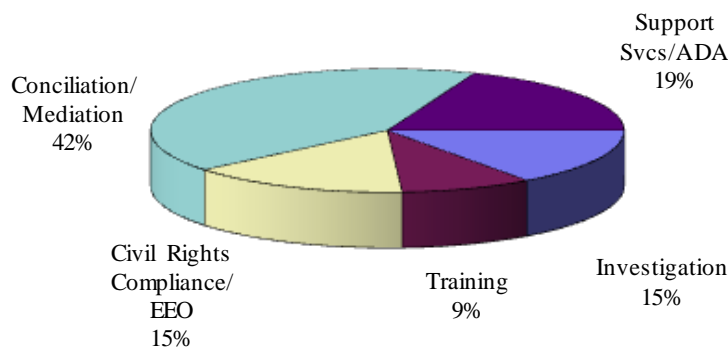
Goals and Objectives

- 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
- 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
- Serve as Civil Rights Compliance Officer for F.A.S.T. as required by the Federal Transportation Administration
- 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
- Manage ADA Self Evaluation required process
- Conduct serious incident investigations
- Provide coordination of the Hunger Stand Down Project and Annual Recognition Banquet
- Provide staff support to Greater Fayetteville United

Calendar Year 2011 Resolution Type



Human Relations

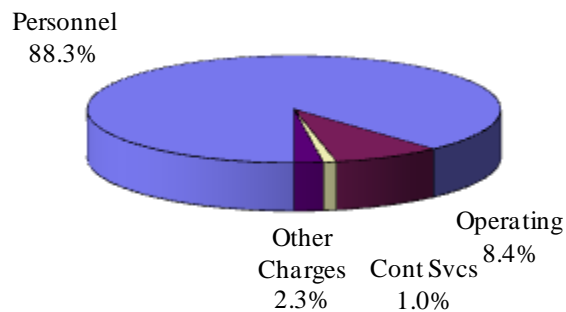
Budget Summary

	2010-11 Actual	2011-12 Orig Budget	2012-13 Recommended	2012-13 Adopted	% Change
Expenditures					
Personnel	212,927	215,219	220,342	220,342	2.38%
Operating	12,318	21,250	21,075	21,075	-0.82%
Contract Services	348	575	2,575	2,575	347.83%
Capital Outlay	0	0	0	0	0.00%
Other Charges	2,931	5,000	5,650	5,650	13.00%
Total	\$ 228,524	\$ 242,044	\$ 249,642	\$ 249,642	3.14%
Revenues					
Other Revenues	4,665	11,600	13,150	13,150	13.36%
General Fund	223,859	230,444	236,492	236,492	2.62%
Total	\$ 228,524	\$ 242,044	\$ 249,642	\$ 249,642	3.14%
Personnel					
Full-time	3	3	3	3	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Personnel includes \$5,050 for employee pay adjustments
- Operating includes \$8,150 for the annual scholarship banquet, held in conjunction with the Cumberland Community Foundation
- Other Charges consists of \$5,000 budgeted for anticipated donations (not to be expended unless donations are received)
- 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.

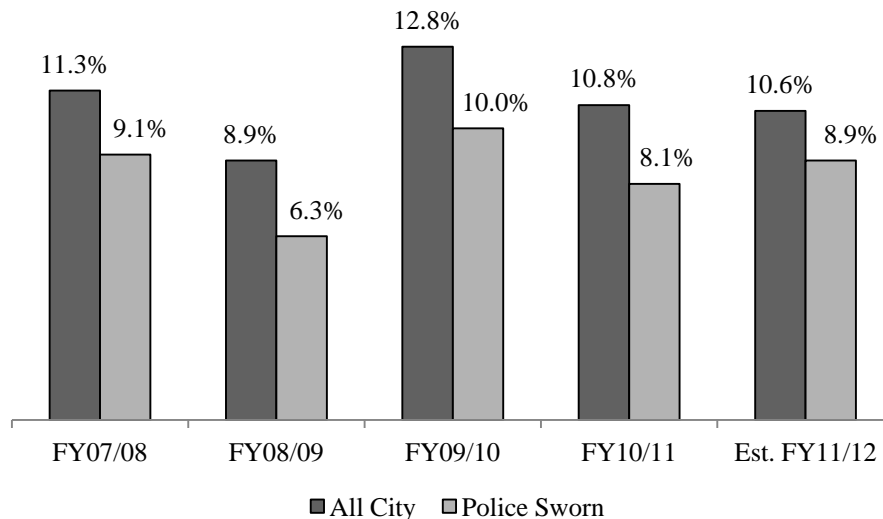
Goals and Objectives

- Develop recruitment strategies to attract quality employees
 - Develop selection strategies to select quality employees
 - Support Ethics Commission and Personnel Review Board processes
 - Seek creative ways to limit increasing healthcare costs
 - Develop strategies to reward and retain talent
 - Lead the recruitment and selection efforts for key management personnel
 - Develop strategies to effectively manage major employee relations issues
 - Update city personnel policies
 - Leverage technology where appropriate for efficient HR business process (e.g. open enrollment for annual benefit elections and paperless records)
 - Implement the comprehensive pay study outcomes
-

Services and Programs

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

Gross Turnover Percentage



Human Resource Development

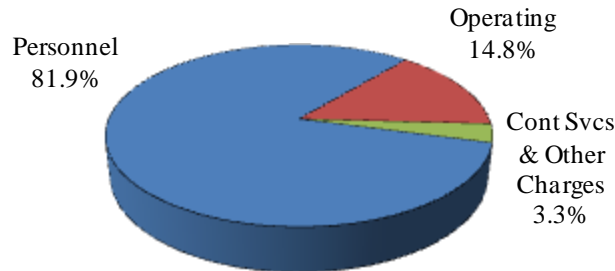
Budget Summary

	2010-11 Actual	2011-12 Orig Budget	2012-13 Recommended	2012-13 Adopted	% Change
Expenditures					
Personnel	875,086	924,710	942,684	942,684	1.94%
Operating	143,825	189,895	170,077	170,077	-10.44%
Contract Services	56,087	129,089	37,553	37,553	-70.91%
Capital Outlay	50,000	0	0	0	0.00%
Other Charges	208	850	1,000	1,000	17.65%
Total	\$ 1,125,206	\$ 1,244,544	\$ 1,151,314	\$ 1,151,314	-7.49%
Revenues					
General Fund	1,125,206	1,244,544	1,151,314	1,151,314	-7.49%
Total	\$ 1,125,206	\$ 1,244,544	\$ 1,151,314	\$ 1,151,314	-7.49%
Personnel					
Full-time	14	14	14	14	
Part-time	1	1	1	1	
Temporary	0	0	0	0	

Budget Highlights

- Personnel includes \$22,716 for employee pay adjustments
- Operating includes \$89,823 for city-wide internal development and training and \$25,900 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

- Increase collaboration among and between City departments regarding business and technology needs through creation of the IT Governance committee
 - Introduce “Process & Change Management” philosophy to organization
 - Continue to focus on customer service strategy
 - Implement self-service philosophy beginning with password management process
 - Increase infrastructure redundancy
 - Enhance disaster recovery and business continuity planning
 - Standardize technology across all departments (HW, SW, Polices/Procedures)
 - Increase the use of mapping solutions for external & internal GIS users
 - Continue to enhance services for citizens through web-based applications
 - Provide leadership, expertise and resources in the development and deployment of innovative technologies
 - Improve citizen and employee access to information and services
-

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

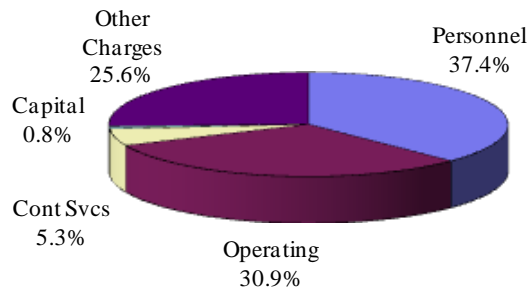
Budget Summary

	2010-11 Actual	2011-12 Orig Budget	2012-13 Recommended	2012-13 Adopted	% Change
Expenditures					
Personnel	1,246,299	1,297,416	1,571,853	1,571,853	21.15%
Operating	1,171,733	1,145,459	1,299,348	1,299,348	13.43%
Contract Services	175,392	191,575	221,170	221,170	15.45%
Capital Outlay	233,134	57,630	34,121	34,121	-40.79%
Other Charges	283,511	311,000	1,076,214	1,076,214	246.05%
Total	\$ 3,110,069	\$ 3,003,080	\$ 4,202,706	\$ 4,202,706	39.95%
Revenues					
General Fund	3,110,069	3,003,080	4,202,706	4,202,706	39.95%
Total	\$ 3,110,069	\$ 3,003,080	\$ 4,202,706	\$ 4,202,706	39.95%
Personnel					
Full-time	20	20	23	23	
Part-time	0	0	0	0	
Temporary	4	4	4	4	

Budget Highlights

- Personnel includes \$29,995 for employee pay adjustments and reflects the addition of Project Manager, Web Developer and Asset Specialist positions
- Operating includes \$119,114 for departmental small equipment, \$889,599 for hardware and software maintenance and licensing, \$131,524 for central telephone services and repairs, and \$13,500 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 \$1,076,114 for various Information Technology Plan projects as listed in the General Fund capital listing

Budget by Expenditure Category



Management Services

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. To identify and implement organizational advances, which support efficient and effective City services, and to coordinate the strategic planning activities of the City, which enhance the quality of life for the citizens of Fayetteville.

Goals and Objectives

- Provide appropriate, effective and consistent internal and external communication to inform the public about City policies and programs
- Provide interactive and informative Citizens' Academy program
- Coordinate the Boards and Commissions appointment process
- Administer City Council agendas and accurately transcribe, archive and preserve minutes of City Council
- Manage City-wide records retention and maintain Municipal Code of Ordinances
- 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 for City functions and conduct service and organizational studies to identify new efficiencies and cost savings
- Administer the City-wide policy document library and provide support for policy development
- Facilitate the City's annual strategic planning process and legislative affairs activities

Services and Programs

- Communication and marketing of City services, programs, and initiatives
- Community and employee newsletters
- Media releases and media inquiries
- Broadcast City Council meetings
- City Kaleidoscope TV Program
- Creative services and graphic design
- Printing and copying services
- City postal operations
- Boards and Commissions support
- City Council meeting agenda and minute preparation
- Special projects and management reports
- Strategic plan coordination and reporting
- Legislative affairs support and coordination
- Citizens survey development
- Organizational studies and research
- Administration of City-wide policy document library
- City-wide record management

Management Services

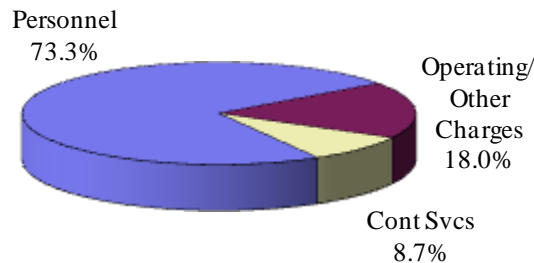
Budget Summary

	2010-11 Actual	2011-12 Orig Budget	2012-13 Recommended	2012-13 Adopted	% Change
Expenditures					
Personnel	502,828	558,804	586,674	586,674	4.99%
Operating	121,434	118,191	178,403	178,403	50.94%
Contract Services	57,696	67,176	69,733	69,733	3.81%
Capital Outlay	0	0	0	0	0.00%
Other Charges	(78,635)	(42,000)	(34,600)	(34,600)	-17.62%
Total	\$ 603,323	\$ 702,171	\$ 800,210	\$ 800,210	13.96%
Revenues					
General Fund	603,323	702,171	800,210	800,210	13.96%
Total	\$ 603,323	\$ 702,171	\$ 800,210	\$ 800,210	13.96%
Personnel					
Full-time	10	10	10	10	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Personnel includes \$13,195 for employee pay adjustments
- Operating includes \$64,496 for advertising expenditures for the Parks and Recreation Bond public education campaign
- Contract Services includes \$25,800 for the Kaleidoscope program and \$27,864 for strategic plan consulting
- Other Charges includes \$125,900 for postage and printing inventories, less \$161,000 for service charges to other departments

Budget by Expenditure Category



Mayor and Council

Vision Statement

The City of Fayetteville is a ***GREAT PLACE TO LIVE*** with a choice of ***DESIRABLE NEIGHBORHOODS, LEISURE OPPORTUNITIES FOR ALL***, and ***BEAUTY BY DESIGN***. Our City has a ***VIBRANT DOWNTOWN*** and ***VIBRANT MAJOR CORRIDORS***, the ***CAPE FEAR RIVER*** to ***ENJOY***, and a ***STRONG LOCAL ECONOMY***. Our City is a ***PARTNERSHIP*** of ***CITIZENS*** with a ***DIVERSE CULTURE*** and ***RICH HERITAGE***. This creates a ***SUSTAINABLE COMMUNITY***.

Goals and Objectives

- Greater Tax Base Diversity – Strong Local Economy
- More Efficient City Government – Cost-Effective Service Delivery
- Growing City, Livable Neighborhoods – A Great Place To Live
- More Attractive City – Clean and Beautiful
- Greater Community Unity – Pride In Fayetteville
- Revitalized Downtown – A Community Focal Point

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
- Build consensus on community items with other local, state, regional and national groups as applicable

Notes:

Mayor and Council

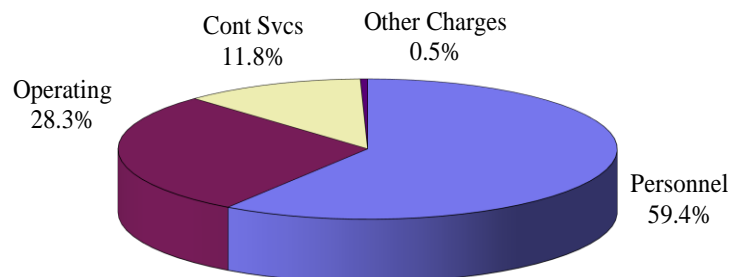
Budget Summary

	2010-11 Actual	2011-12 Orig Budget	2012-13 Recommended	2012-13 Adopted	% Change
Expenditures					
Personnel	276,926	321,973	328,466	328,466	2.02%
Operating	118,146	151,640	156,663	156,663	3.31%
Contract Services	74,521	328,675	65,000	65,000	-80.22%
Capital Outlay	0	0	0	0	0.00%
Other Charges	2,538	2,600	2,600	2,600	0.00%
Total	\$ 472,131	\$ 804,888	\$ 552,729	\$ 552,729	-31.33%
Revenues					
General Fund	472,131	804,888	552,729	552,729	-31.33%
Total	\$ 472,131	\$ 804,888	\$ 552,729	\$ 552,729	-31.33%
Personnel					
Full-time	1	1	1	1	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Personnel includes \$6,162 for employee and council pay adjustments
- Operating includes \$42,888 for travel and training, and \$93,700 for organizational memberships and dues
- Contract Services includes \$50,000 for the legislative affairs agreement through the Chamber of Commerce, \$7,500 for closed captioning, \$2,500 for sign language 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

	2010-11 Actual	2011-12 Orig Budget	2012-13 Recommended	2012-13 Adopted	% Change
Expenditures					
Personnel	32,536	35,348	733,848	733,848	1976.07%
Operating	2,527,236	2,511,516	2,010,156	2,010,156	-19.96%
Contract Services	7,431,270	6,949,185	8,096,462	8,075,348	16.51%
Capital Outlay	0	0	0	0	0.00%
Other Charges	11,359,290	11,320,183	14,069,713	13,419,194	24.29%
Total	\$ 21,350,332	\$ 20,816,232	\$ 24,910,179	\$ 24,238,546	19.67%
Revenues					
Other Revenues	555,556	800,289	120,612	120,612	-84.93%
Interfund Transfer	0	27,216	25,000	25,000	-8.14%
General Fund	20,794,776	19,988,727	24,764,567	24,092,934	23.89%
Total	\$ 21,350,332	\$ 20,816,232	\$ 24,910,179	\$ 24,238,546	19.67%
Personnel					
Full-time	0	0	0	0	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Personnel includes \$500,000 to be used to implement updates of the pay plan, \$200,000 for pay equity adjustments, costs for retiree benefits for certain former employees and unemployment benefit costs
- Operating includes \$1,180,682 for insurance and claim settlements for the General Fund, and \$816,750 for rent to be paid to the City of Fayetteville Finance Corporation for facility debt service
- Contract Services includes \$6,580,653 for payments under the sales tax agreement, \$295,075 for payments to Spring Lake from revenues resulting from the Fort Bragg annexation, \$1,030,120 to Fort Bragg to fund a water infrastructure project, and \$100,000 to fund the Parks and Recreation bond referendum
- 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: \$6,203,842 for debt service and \$233,762 for future capital; transfers totaling \$3,141,097 to the Transit Funds; transfers totaling \$3,308,351 to PWC for water and sewer projects, the Black and Decker agreement, shared electric gross receipts tax proceeds, and reimbursement for assessment cap impact; and a \$116,767 transfer for the Texfi project
- Other Revenues and Transfers include an interest subsidy from the IRS (\$120,612) and a transfer from the CBTD (\$25,000) 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 to educate the public about the Parks and Recreation Bond Proposal
 - Construct Phase II A of the Cape Fear River Trail
 - Construct Blount Creek Trail
 - Continue to coordinate with Fayetteville Beautiful to improve City appearance
 - Upgrade department's software program to increase customer service by offering on-line registration
 - Replace/refurbish outdated and non-compliant playground equipment
 - Program and solicit sponsorship for Festival Park
 - Continue to maintain Fayetteville Community Gardens
 - Improve employee training
 - Continue to implement the Parks and Recreation Master Plan
 - Continue to renovate and improve various 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

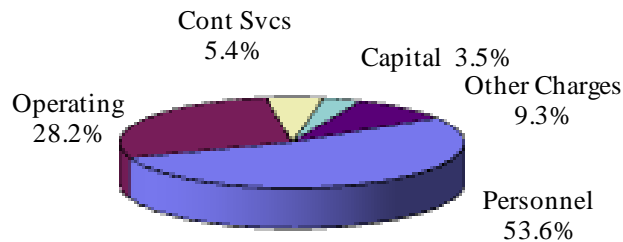
Budget Summary

	2010-11 Actual	2011-12 Orig Budget	2012-13 Recommended	2012-13 Adopted	% Change
Expenditures					
Personnel	8,475,877	8,770,288	8,970,304	8,967,704	2.25%
Operating	4,371,744	4,624,684	4,727,766	4,719,766	2.06%
Contract Services	739,663	1,098,135	902,780	902,780	-17.79%
Capital Outlay	484,792	818,500	586,500	586,500	-28.34%
Other Charges	378,319	1,507,071	1,435,812	1,546,005	2.58%
Total	\$ 14,450,395	\$ 16,818,678	\$ 16,623,162	\$ 16,722,755	-0.57%
Revenues					
Intergovernmental	3,651,480	3,708,536	3,588,122	3,698,315	-0.28%
Functional	1,135,176	1,123,010	1,274,770	1,274,770	13.51%
Other	45,320	33,679	56,429	56,429	67.55%
General Fund	9,618,419	11,953,453	11,703,841	11,693,241	-2.18%
Total	\$ 14,450,395	\$ 16,818,678	\$ 16,623,162	\$ 16,722,755	-0.57%
Personnel					
Full-time	161	161	162	162	
Part-time	0	0	0	0	
Temporary	193	193	193	193	

Budget Highlights

- Personnel includes \$179,068 for employee pay adjustments and reflects the addition of an Office Assistant II position
- Budget includes \$3,436,072 for operation of the District Parks & Recreation program, including JP Riddle Stadium plus \$585,620 for the projected excess of district revenues over expenditures
- Other Charges includes transfers to capital project funds of \$780,000 for building maintenance projects and \$90,960 for playground improvements
- Intergovernmental revenues include proceeds of the county's recreation tax and funding for the maintenance of JP Riddle Stadium
- Functional revenues include participant fees and rental fees for parks and recreation centers

Budget by Expenditure Category



Police

Mission Statement

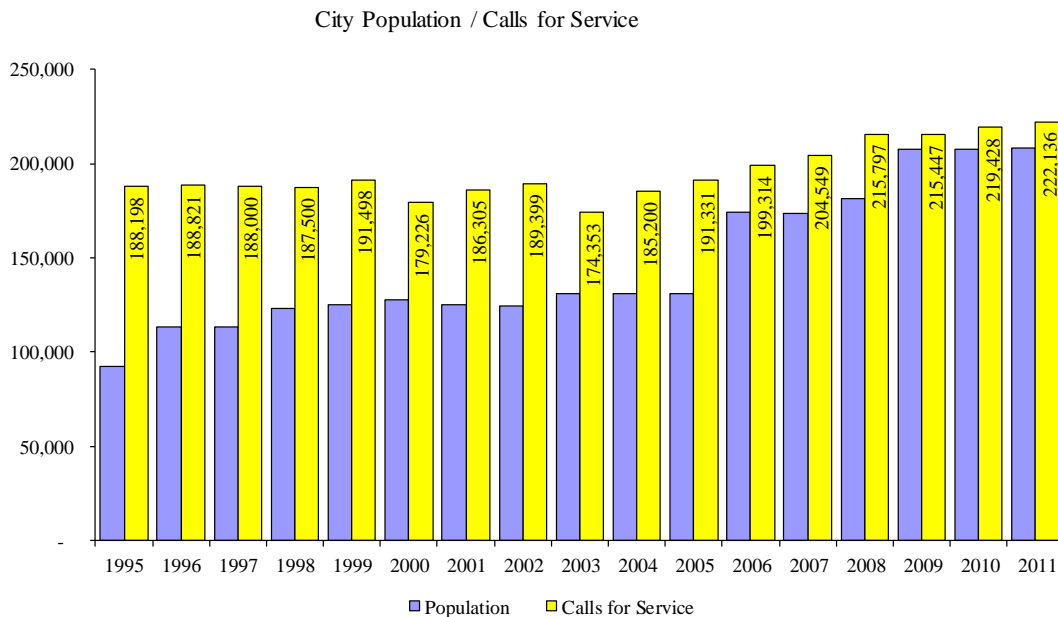
To lead the community problem solving efforts that improves the quality of life for all citizens of Fayetteville. To work assertively with the community to address the underlying conditions that lead to crime and disorder.

Goals and Objectives

- Utilize intelligence led policing strategies
- Continue community education, involvement and crime prevention programs
- Pursue additional opportunities for community partnerships
- Increase operational efficiency through the use of technology
- Enhance succession leadership and career development training

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



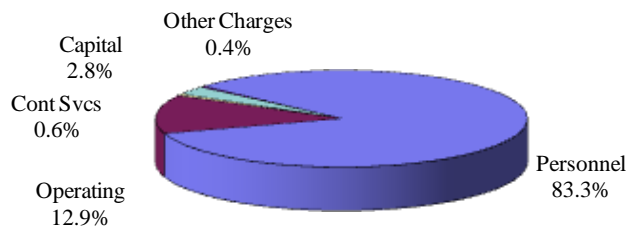
Budget Summary

	2010-11 Actual	2011-12 Orig Budget	2012-13 Recommended	2012-13 Adopted	% Change
Expenditures					
Personnel	33,576,421	34,764,690	35,580,784	36,043,648	3.68%
Operating	4,863,143	4,902,574	5,446,750	5,586,441	13.95%
Contract Services	215,009	211,712	260,045	260,045	22.83%
Capital Outlay	2,222,444	1,286,500	933,345	1,213,345	-5.69%
Other Charges	203,278	181,618	157,773	157,773	-13.13%
Total	\$ 41,080,295	\$ 41,347,094	\$ 42,378,697	\$ 43,261,252	4.63%
Revenues					
Functional Revenues	699,343	728,135	745,644	745,644	2.40%
Intergovernmental	411,972	378,248	392,162	392,162	3.68%
Other Revenues	678	15,000	10,000	10,000	-33.33%
Interfund Transfer	0	0	0	0	0.00%
General Fund	39,968,302	40,225,711	41,230,891	42,113,446	4.69%
Total	\$ 41,080,295	\$ 41,347,094	\$ 42,378,697	\$ 43,261,252	4.63%
Personnel					
Full-time	517	520	523	533	
Part-time	10	9	9	9	
Temporary	0	0	0	0	

Budget Highlights

- Personnel includes \$931,031 for employee pay adjustments and reflects the addition of two Crime Analysts and a Police Officer for the RAMP program, seven Police Officers for gang enforcement, three Public Safety Dispatchers and an RMS Database Manager; and the elimination of a Paralegal position budgeted for the PROP program
- Four full-time and two part-time support positions are frozen to fund temporary services
- 17 police officer positions remain with the Federal/State Assistance fund due to an extension of the COPS Hiring Grant. These personnel costs will transition to the General Fund during fiscal year 2013
- Other Charges includes \$100,000 for confidential/evidence funds and \$50,000 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 2008, extends from Cool Spring Street to Bragg Boulevard, Russell Street and Rowan Street.

Budget Summary

	2010-11 Actuals	2011-12 Orig Budget	2012-13 Recommended	2012-13 Adopted	% Change
Expenditures					
Personnel	0	0	0	0	0.00%
Operating	43,063	29,045	42,985	42,985	47.99%
Contract Services	26,433	26,485	26,521	26,521	0.14%
Capital Outlay	0	0	0	0	100.00%
Other Charges	80,624	108,578	106,513	106,513	-1.90%
Total	\$ 150,120	\$ 164,108	\$ 176,019	\$ 176,019	7.26%
Revenues					
Ad Valorem Taxes	132,632	133,582	130,657	130,657	-2.19%
Investment Income	502	550	100	100	0.00%
Fund Balances	0	29,976	45,262	45,262	50.99%
Total	\$ 133,134	\$ 164,108	\$ 176,019	\$ 176,019	7.26%
Personnel					
Full-time	0	0	0	0	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Operating expenditures include \$11,000 for advertising and promotional materials, \$10,000 for holiday decorations, \$15,000 for downtown cameras, and \$4,000 for flags.
- Contract Services includes \$25,000 for a portion of the parking contract and \$1,521 for tax collection services
- Other Charges consists of a \$31,513 cost allocation for the Downtown Development Manager, a \$25,000 transfer to the General Fund for financing costs associated with the Franklin Street Parking Deck and a transfer of \$50,000 to the Transportation Fund for the sidewalk paver brick repair project
- 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

	2010-11 Actual	2011-12 Orig Budget	2012-13 Recommended	2012-13 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	1,450,010	1,414,250	816,750	816,750	-42.25%
Total	\$ 1,450,010	\$ 1,414,250	\$ 816,750	\$ 816,750	-42.25%
Revenues					
Property Use/Rent	1,449,979	1,414,250	816,750	816,750	-42.25%
Investment Income	31	0	0	0	0.00%
Total	\$ 1,450,010	\$ 1,414,250	\$ 816,750	\$ 816,750	-42.25%
Personnel					
Full-time	0	0	0	0	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- For fiscal year 2013, Other Charges includes \$213,250 of bond interest and \$600,000 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

	2010-11 Actual	2011-12 Orig Budget	2012-13 Recommended	2012-13 Adopted	% Change
Expenditures					
Personnel	0	0	0	0	0.00%
Operating	516,928	552,296	501,138	501,138	-9.26%
Contract Services	141,752	148,840	146,984	145,884	-1.99%
Capital Outlay	562,521	0	0	0	0.00%
Other Charges	10,182	10,992	128,630	129,730	1080.22%
Total	\$ 1,231,383	\$ 712,128	\$ 776,752	\$ 776,752	9.07%
Revenues					
Intergovernmental	1,060,306	637,221	775,752	775,752	21.74%
Investment Income	3,062	3,275	1,000	1,000	-69.47%
Interfund Transfer	972	0	0	0	0.00%
Fund Balance	0	71,632	0	0	-100.00%
Total	\$ 1,064,340	\$ 712,128	\$ 776,752	\$ 776,752	9.07%
Personnel					
Full-time	0	0	0	0	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Operating includes \$194,446 for maintenance services and \$267,108 for telephone service
- Contract Services includes \$145,884 for street naming services under an interlocal agreement with Cumberland County
- Other Charges include a \$8,005 redistribution of eligible expenditures for the E911 Coordinator position from the General Fund and an appropriation of \$121,725 of excess revenues for future eligible expenditures

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

	2010-11 Actuals	2011-12 Orig Budget	2012-13 Recommended	2012-13 Adopted	% Change
Expenditures					
Personnel	0	0	0	0	0.00%
Operating	0	0	0	0	0.00%
Contract Services	500,000	0	0	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Other Charges	0	4,500	65,292	65,292	1350.93%
Total	\$ 500,000	\$ 4,500	\$ 65,292	\$ 65,292	1350.93%
Revenues					
Ad Valorem Taxes	0	4,500	65,292	65,292	1350.93%
Investment Income	369				
Interfund Transfers	500,000	0	0	0	0.00%
Total	\$ 500,369	\$ 4,500	\$ 65,292	\$ 65,292	1350.93%
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 \$9,402 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

	2010-11 Actual	2011-12 Orig Budget	2012-13 Recommended	2012-13 Adopted	% Change
Expenditures					
Personnel	0	0	0	0	0.00%
Operating	97,311	134,233	184,061	184,061	37.12%
Contract Services	220,136	247,633	231,068	231,068	-6.69%
Capital Outlay	0	0	0	0	0.00%
Other Charges	0	0	0	0	0.00%
Total	\$ 317,447	\$ 381,866	\$ 415,129	\$ 415,129	8.71%
Revenues					
Functional Revenues	319,567	297,800	322,000	322,000	8.13%
Other Revenues	0	14,496	35,870	35,870	147.45%
Investment Income	1,115	1,400	1,100	1,100	-21.43%
Fund Balance	0	68,170	56,159	56,159	-17.62%
Total	\$ 320,682	\$ 381,866	\$ 415,129	\$ 415,129	8.71%
Personnel					
Full-time	0	0	0	0	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Operating includes \$30,120 in utilities for lighting, \$30,000 for maintenance of the parking deck, \$22,350 for parking deck capital reserve, and \$94,802 estimated for annual lease payments for the Franklin Common parking lot
- Contract Services includes \$214,342 for the parking management contract (including \$28,428 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
- Other Revenues reflects a \$35,870 contribution from PWC to fund a portion of the parking deck operating costs and capital reserve

Proprietary Funds

Airport Fund F-2
Recycling Fund F-4
Risk Management Fund F-6
Stormwater Fund F-8
Transit Fund F-10
Warranty Vehicle Lease Fund F-12

Airport Fund

Mission Statement

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

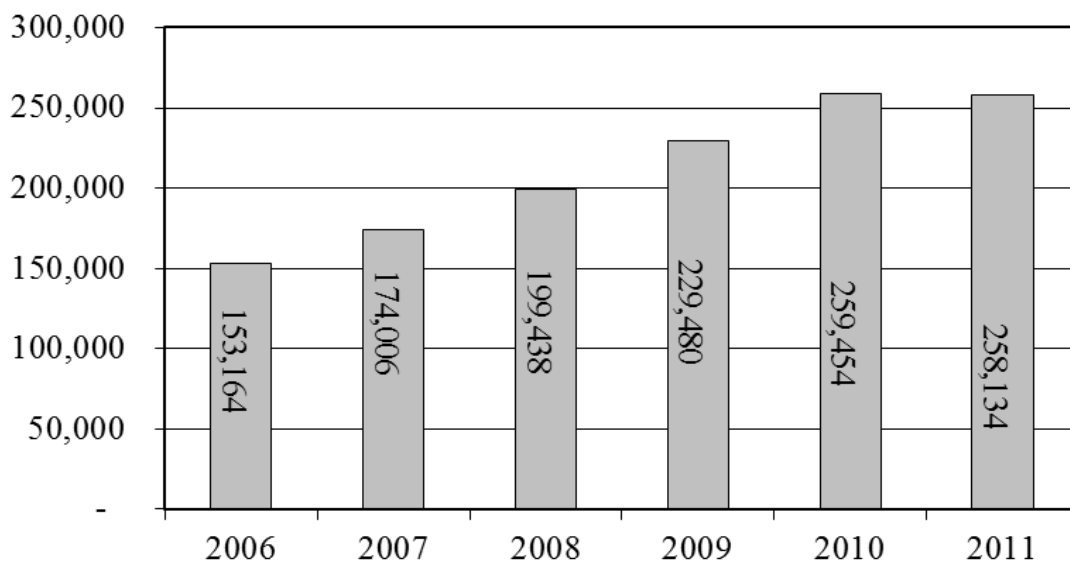
Goals and Objectives

- 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
2006 to 2011 Enplanements**



Airport Fund

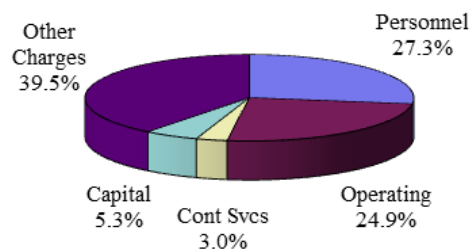
Budget Summary

	2010-11 Actual	2011-12 Orig Budget	2012-13 Recommended	2012-13 Adopted	% Change
Expenditures					
Personnel	1,216,946	1,355,848	1,350,297	1,350,297	-0.41%
Operating	985,794	1,271,131	1,229,965	1,229,965	-3.24%
Contract Services	128,188	156,455	150,510	150,510	-3.80%
Capital Outlay	192,388	114,000	263,000	263,000	130.70%
Other Charges	1,548,300	1,553,006	1,952,586	1,952,586	25.73%
Total	\$ 4,071,616	\$ 4,450,440	\$ 4,946,358	\$ 4,946,358	11.14%
Revenues					
Intergovernmental	144,153	146,583	133,687	133,687	-8.80%
Airport Revenues	4,283,564	4,271,457	4,322,568	4,322,568	1.20%
Investment Income	24,356	32,400	19,500	19,500	-39.81%
Fund Balance	0	0	470,603	470,603	100.00%
Total	\$ 4,452,073	\$ 4,450,440	\$ 4,946,358	\$ 4,946,358	11.14%
Personnel					
Full-time	23	23	23	23	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Personnel includes \$21,597 for employee pay adjustments
- Operating includes \$433,925 for utilities and stormwater fees, and \$382,027 for maintenance of Airport facilities and equipment, and \$100,000 for advertising
- Contract services includes \$52,938 for technical consulting, \$19,500 for engineering/architect services and \$16,428 for landscaping services
- Other charges includes \$602,386 in payments to the General Fund for police services (\$412,000) and indirect cost allocations (\$190,386)
- Other charges also includes \$1,332,500 for local matches for capital projects

Budget by Expenditure Category



Recycling Fund

Mission Statement

To provide high-quality, convenient and efficient curbside residential recycling services and to educate citizens in order to maximize voluntary participation.

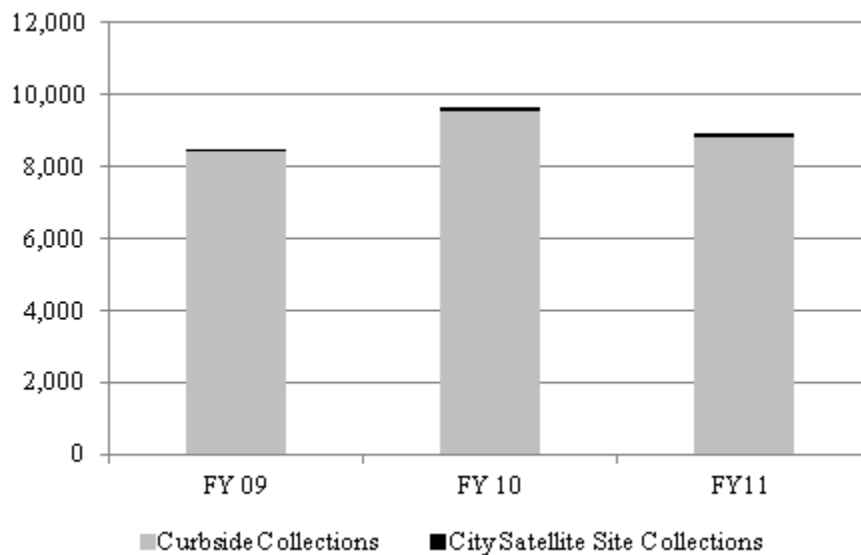
Goals and Objectives

- Educate, encourage and maximize voluntary participation
 - Increase tons collected through education
 - Extend a program to businesses and small commercial developments
 - Reduce municipal solid waste disposed at the landfill
-

Services and Programs

- Curbside Recycling
 - Recycling Education and Outreach
 - Recycling Roll Cart Maintenance
-

Recycled Tons



Recycling Fund

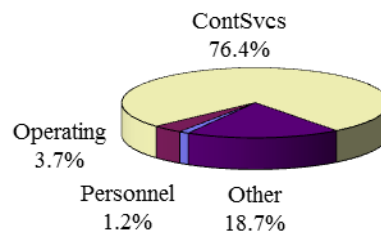
Budget Summary

	2010-11 Actual	2011-12 Orig Budget	2012-13 Recommended	2012-13 Adopted	% Change
Expenditures					
Personnel	0	32,193	32,957	32,957	2.37%
Operating	21,057	73,542	100,916	100,416	36.54%
Contract Services	1,859,551	1,944,659	2,084,883	2,062,998	6.09%
Capital Outlay	0	0	0	0	0.00%
Other Charges	473,082	630,413	509,717	504,429	-19.98%
Total	\$ 2,353,690	\$ 2,680,807	\$ 2,728,473	\$ 2,700,800	0.75%
Revenues					
Intergovernmental	298,005	298,180	304,750	301,500	1.11%
Functional Revenues	2,275,128	2,269,627	2,324,323	2,299,100	1.30%
Investment Income	6,634	8,000	4,600	4,600	-42.50%
Other Revenues	119,658	105,000	94,800	95,600	-8.95%
Interfund Transfers	0	0	0	0	0.00%
Total	\$ 2,699,425	\$ 2,680,807	\$ 2,728,473	\$ 2,700,800	0.75%
Personnel					
Full-time	0	1	1	1	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Personnel includes \$813 for employee pay adjustments
- Operating includes \$57,740 for carts and replacement parts, and \$27,000 for advertising and printing
- Contract Services includes \$2,062,998 for contracted collection services based upon an estimate of 60,300 households
- Other charges includes \$391,641 for final repayment of an interfund loan from the General Fund, \$50,169 for an indirect cost allocation from the General Fund and \$62,619 to balance an anticipated excess of revenues over expenditures
- Revenue projections are based on maintaining the \$38 per household annual fee
- Intergovernmental revenues reflect payments of \$5 per household per year from Cumberland County

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
 - Expand loss control and risk management cost containment efforts
 - 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
 - Wellness and Occupational Health Services
 - Healthcare Benefit Plan
-

Notes:

Risk Management Fund

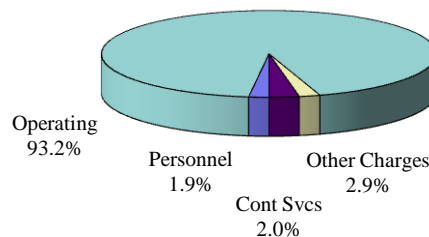
Budget Summary

	2010-11 Actual	2011-12 Orig Budget	2012-13 Recommended	2012-13 Adopted	% Change
Expenditures					
Personnel	326,468	336,711	323,705	323,705	-3.86%
Operating	13,018,220	16,301,722	15,656,351	15,656,351	-3.96%
Contract Services	217,205	435,585	337,400	337,400	-22.54%
Capital Outlay	0	0	0	0	0.00%
Other Charges	23	500,183	486,047	486,047	-2.83%
Total	\$ 13,561,916	\$ 17,574,201	\$ 16,803,503	\$ 16,803,503	-4.39%
Revenues					
Interfund Charges	12,197,582	13,407,591	13,139,898	13,139,898	-2.00%
Functional Revenues	3,090,410	3,251,829	2,932,400	2,932,400	-9.82%
Investment Income	87,039	126,500	86,100	86,100	-31.94%
Interfund Transfer	439,641	500,183	487,303	487,303	-2.58%
Fund Balance	0	288,098	157,802	157,802	-45.23%
Total	\$ 15,814,672	\$ 17,574,201	\$ 16,803,503	\$ 16,803,503	-4.39%
Personnel					
Full-time	5	4	4	4	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Personnel reflects a \$3,405 increase for employee pay adjustments and a 50% share of costs for a Benefits Analyst in Human Resource Development
- Contract Services includes medical services for safety and wellness programs, consulting and enrollment services for the healthcare plan and insurance programs
- Operating includes \$15,465,652 for claims administration, payments and reinsurance programs: \$12,516,652 for health, life and dental, \$1,374,000 for property and liability and \$1,575,000 for workers' compensation
- Other Charges reflects the expected increase in fund balance, primarily from the repayment of an interfund loan made to the General Fund

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 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.

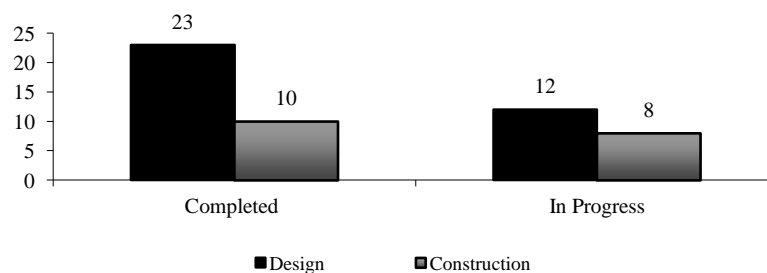
Goals and Objectives

- Complement the stormwater quality program with infrastructure programs including drainage system maintenance and repair
 - Undertake and complete identified projects to install, repair, and/or improve drainage infrastructure funded by stormwater fees
 - Record and maintain an accurate customer service database of inquiries and requests to provide efficient delivery of services
 - Implement requirements resulting from the NPDES permit renewal and Phase II program
 - Continue stormwater public awareness and education through a variety of programs
 - Continue to upgrade our GIS capabilities in order to effectively manage and update the stormwater inventory
 - Continue the beaver management program and creek-cleaning activities to remove debris and obstructions from waterways
 - Continue to explore options to leverage stormwater funds for drainage improvement projects
 - Implement the use of the Administrative Manual that correlates to the Stormwater Ordinance
-

Services and Programs

- Maintain and review the local Stormwater Quality Management Plan (SWQMP) to control, limit and monitor stormwater discharges
 - Provide 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
 - Perform limited cleaning of waterways to improve flow and remove debris and obstructions
 - Monitor non-point source pollutants through sampling and laboratory analysis
 - Partner with local business and industry to identify illegal discharges and connections
 - Provide public education programs
 - Inspect major stormwater outfalls to identify and proactively address problems
 - Provide a customer service hotline for 24-hour problem reporting and prompt referrals
-

Stormwater Drainage Projects FY2012



Stormwater Fund

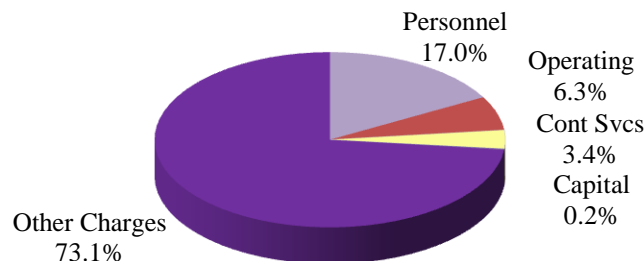
Budget Summary

	2010-11 Actual	2011-12 Orig Budget	2012-13 Recommended	2012-13 Adopted	% Change
Expenditures					
Personnel	1,366,068	1,511,543	1,521,682	1,521,682	0.67%
Operating	428,192	597,377	565,655	565,655	-5.31%
Contract Services	249,367	327,930	306,940	306,940	-6.40%
Capital Outlay	0	338,000	20,000	20,000	-94.08%
Other Charges	3,333,739	3,592,193	6,569,871	6,562,122	82.68%
Total	\$ 5,377,366	\$ 6,367,043	\$ 8,984,148	\$ 8,976,399	40.98%
Revenues					
Stormwater Fee	5,189,498	5,200,768	5,223,859	5,200,611	0.00%
Intergovernmental	0	0	0	0	0.00%
Other Revenues	31,500	0	0	0	0.00%
Investment Income	57,723	57,000	32,700	32,700	-42.63%
Interfund Transfer	0	830,789	0	0	-100.00%
Fund Balance	0	278,486	3,727,589	3,743,088	1244.08%
Total	\$ 5,278,721	\$ 6,367,043	\$ 8,984,148	\$ 8,976,399	40.98%
Personnel					
Full-time	40	40	40	40	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Personnel budget includes \$29,434 for employee pay adjustments
- Personnel counts include 13 frozen and unfunded positions
- Expenditure projections for the Stormwater Quality Fund total \$1,743,889. Significant expenditures include \$259,740 in contract services for beaver management, water quality testing and monitoring, and technical assistance
- Expenditure projections for the Stormwater Improvement Fund total \$7,232,510 and include a \$5,423,699 transfer to a capital project fund for drainage improvement projects, \$919,409 for debt service and \$47,000 in contract services

Budget by Expenditure Category



Transit Fund

Mission Statement

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

Goals and Objectives

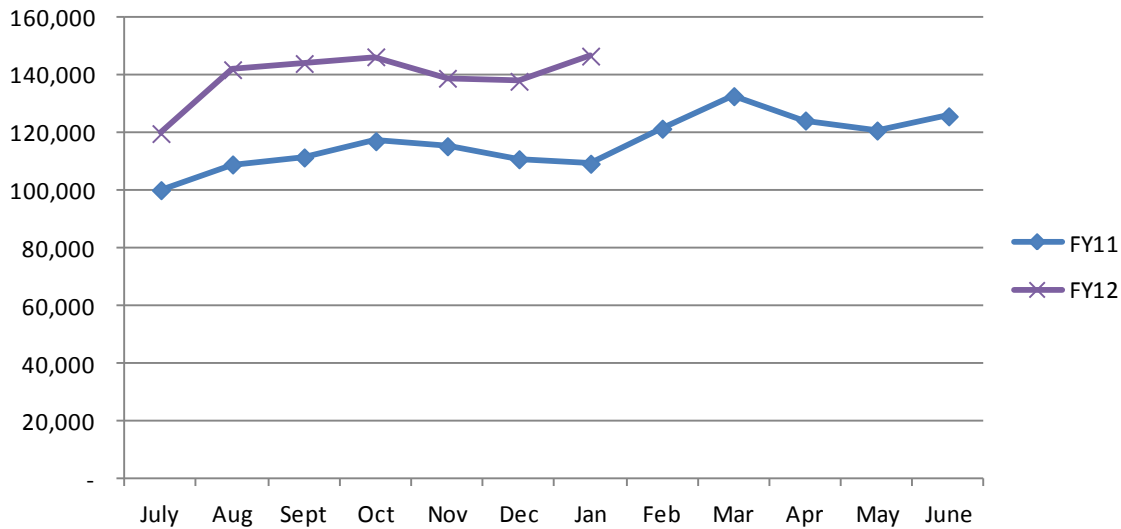
- Continue to provide a viable, ADA integrated transportation option for all residents of Fayetteville
 - Continue to provide ADA Para-Transit service in compliance with the Americans with Disabilities Act through FASTTRAC! Services
 - Continue to implement recommendations from the Transportation Development 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 planning, funding and design of a Multi-Modal Center (MMC) 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 FY11 and FY12

- Ridership reached a high of approximately 132,846 unlinked passenger trips in March of 2011, while average monthly ridership for FY11 was 116,631. The average monthly ridership for the first seven months of FY12 was 139,485, an increase of 26.2% over the 110,571 average for the first seven months of FY11. FY11 ridership totaled 1,399,574.



Transit Fund

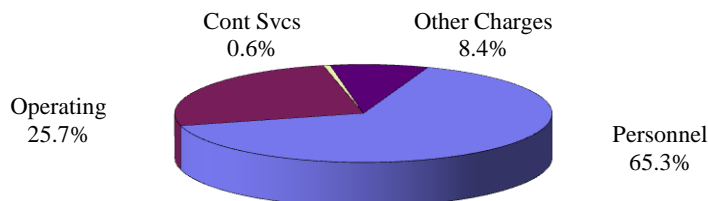
Budget Summary

	2010-11 Actuals	2011-12 Orig Budget	2012-13 Recommended	2012-13 Adopted	% Change
Expenditures					
Personnel	3,678,757	4,140,748	4,196,273	4,196,273	1.34%
Operating	1,229,383	1,619,053	1,650,351	1,650,351	1.93%
Contract Services	345,056	17,381	38,465	38,465	121.30%
Capital Outlay	0	0	0	0	0.00%
Other Charges	521,578	487,674	538,647	538,647	10.45%
Total	\$ 5,774,774	\$ 6,264,856	\$ 6,423,736	\$ 6,423,736	2.54%
Revenues					
Other Taxes	645,605	623,750	646,213	638,475	2.36%
Functional Revenues	891,454	910,405	1,095,569	1,095,569	20.34%
Federal Grant	1,004,786	1,230,282	1,479,686	1,479,686	20.27%
State Grant	587,762	552,496	696,713	696,713	26.10%
General Fund Transfer	2,677,864	2,947,923	2,505,555	2,513,293	-14.74%
Total	\$ 5,807,471	\$ 6,264,856	\$ 6,423,736	\$ 6,423,736	2.54%
Personnel					
Full-time	84	92	92	92	
Part-time	0	0	0	0	
Temporary	15	10	10	10	

Budget Highlights

- Personnel includes \$80,906 for employee pay adjustments
- Operating includes \$326,412 for vehicle maintenance and \$943,226 for fuel costs
- Contract Services includes \$22,000 for bus shelter maintenance services to be performed by the Parks, Recreation and Maintenance Department
- Other charges includes \$591,629 for indirect cost allocations offset by a \$82,000 cost redistribution to the planning grant
- Other Taxes reflect estimated collections of the \$5.00 vehicle license tax

Budget by Expenditure Category



Warranty Vehicle Lease Fund

Description

The warranty vehicle lease program provided general service vehicles to departments for a fixed monthly lease fee.

Budget Summary

	2010-11 Actual	2011-12 Orig Budget	2012-13 Recommended	2012-13 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	1,296,347	0	0	0	0.00%
Total	\$ 1,296,347	\$ 0	\$ 0	\$ 0	0.00%
Revenues					
Interfund Charges	0	0	0	0	0.00%
Investment Income	0	0	0	0	0.00%
Other Revenues	0	0	0	0	0.00%
Interfund Transfers	0	0	0	0	0.00%
Fund Balance	0	0	0	0	0.00%
Total	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
Personnel					
Full-time	0	0	0	0	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- The warranty vehicle lease program was suspended at the end of fiscal year 2010
- The fund was closed out in fiscal year 2011 and remaining fund balance was transferred to the General Fund

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

	2010-11 Actual	2011-12 Orig Budget	2012-13 Recommended	2012-13 Adopted	% Change
Expenditures					
Personnel	513,705	529,722	565,626	565,626	6.78%
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	196,378	160,474	160,474	-18.28%
Total	\$ 513,705	\$ 726,100	\$ 726,100	\$ 726,100	0.00%
Revenues					
Interfund Charges	704,620	706,000	706,000	706,000	0.00%
Investment Income	13,418	20,100	20,100	20,100	0.00%
Fund Balance	0	0	0	0	0.00%
Total	\$ 718,038	\$ 726,100	\$ 726,100	\$ 726,100	0.00%
Personnel					
Full-time	0	0	0	0	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Inter-fund 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 3.48% of annual covered payroll)
- Annual allowance projected for retired officers ranges from \$4,376 to \$28,878 in fiscal year 2013
- Personnel consists of projected benefit payments for thirty-one current retired officers and assumes an additional nine retirees by the end of fiscal year 2013

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	208,291
Median Age*	29.9
Median Education*	23.9% with 4 or more yrs of college
Median Household Income*	\$43,284
Median Value of Owner Occupied Housing Unit*	\$116,000

Climate

Average Annual Sunny Days – 216
Average Annual Precipitation – 46.9 inches
Average Relative Humidity
Sunrise - 85%
Afternoon - 55%
Average Daily Temperature
January – 40.7° (F)
July – 80.1° (F)
October – 61.4° (F)
Annual – 61.0° (F)

*Source – U.S. Census Bureau,
2006-2010 American Community
Survey Data for Fayetteville

Economy/Employment

Rates of Unemployment (March 2012)
Fayetteville – 9.6 %
North Carolina – 9.7%
United States –8.2%

City of Fayetteville’s Major Employers*

Cumberland County Schools	6,807
U.S. Department of Defense (Civil Service, Nonappropriated and Contracts)	6,530
Cape Fear Valley Health System	4,990
Wal-Mart	3,018
The Goodyear Tire & Rubber Co.	2,540
Cumberland County	2,360
City of Fayetteville	1,969
FTCC	1,200
State of North Carolina	1,198
Veterans Administration	1,187

Building Construction

<u>Year</u>	<u># of Permits</u>	<u>\$ Value</u>
2002	2,134	127.0M
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

*Source: City of Fayetteville Comprehensive
Annual Financial Report 2011

Fayetteville’s Ten Largest Taxpayers:

<u>Name</u>	<u>Type of Enterprise</u>	<u>Assessed Valuation 01/31/10</u>	<u>% of Total Valuation</u>
Cross Creek Mall LLC	Investment Company	\$113,194,500	0.88%
Carolina Telephone	Utility	57,504,055	0.45%
Piedmont Natural Gas Co Inc	Utility	47,161,588	0.37%
Westlake at Morganton LLC	Property Rental	28,107,800	0.22%
Hidden Creek Village	Property Rental	24,803,500	0.19%
DDRM Fayetteville Pavilion LLC	Real Estate	23,862,500	0.19%
Eagle Point Village Apartments	Property Rental	22,919,500	0.18%
Centurion Aviation Services	Transportation	22,895,000	0.18%
Cross Creek Phase 1 LLC	Investment Company	21,519,399	0.17%
Fayetteville Publishing Co	Publications	21,330,851	0.17%

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 208,291 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 once adopted, 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 is reflected as an expenditure as it becomes 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 is at the department level for the General Fund, and at the fund level for all other annual operating funds. Prior year's carryover encumbrances and assigned funds are re-appropriated by City Council.

Encumbrances and assigned funds increase the department level budget.

Unanticipated revenues require appropriation by City Council prior to their expenditure. Appropriations that are 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 departmental appropriation; however, amending the overall appropriation level of a department requires the approval of City Council.

Although the legal appropriation is at the departmental level or fund level, control of expenditures is exercised at various levels within each department appropriation. Department directors are authorized to allocate available resources as they deem appropriate within several expenditure categories 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, solid waste, 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.
- **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.
- **Parking Fund** - The Parking Fund is used to account for revenues and expenditures associated with operating City parking lots and monitoring on- and off-street parking areas.
- **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.
- **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.

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.
- **Recycling Fund** - The Recycling Fund is used to account for all revenues and expenses associated with operating the curbside recycling program.
- **Stormwater Fund** - The Stormwater Fund is used to account for all revenues and expenses associated the proceeds of the Stormwater Quality and Improvement Fees which are restricted for providing storm water quantity and quality programs.
- **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.
- **Electric Fund** – This fund is used to account for all revenues and expenses associated with the sale of electricity.
- **Water and Wastewater** – This fund is used to account for revenues and expenses associated with the sale of water and wastewater services.

Budget Format

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.

- **Warranty Vehicle Lease Fund** – The warranty vehicle lease program provided general service vehicles to departments for a fixed monthly fee. The fee was designed to recover maintenance and future replacement costs. The warranty vehicle lease program was suspended as of June 30, 2010, and subsequently closed out as of June 30, 2011.
- **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.

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, 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 2013 fiscal year.

GENERAL FUND REVENUES

Ad Valorem Taxes

The adopted tax rate for fiscal year 2013 is 45.6 cents per 100 dollars of property valuation, with total taxable values estimated to be \$13,415,084,728 and collection rates estimated at 99.13 percent for real and personal property and 81.53 percent for motor vehicles. These estimates do not include \$225,330,340 in taxable value from the Gates Four area which was deannexed by the State of North Carolina effective June 30, 2012.

On this basis, regular fiscal year 2013 current year property tax collections are projected to be \$59,700,737, a 2.1 percent increase over the fiscal year 2012 estimate. In addition, an estimated \$156,662 is projected to be received in prorated taxes from the Gates Four area for the months of May and June, 2012. Prior year taxes and penalties are projected to total \$1,418,000, resulting in total ad valorem taxes for fiscal year 2013 of \$61,275,399.

Real and personal property taxable values are projected to be 2.05 percent over estimated fiscal year 2012 values based upon data provided by the Cumberland County Tax Office on March 1, 2012.

Motor vehicle taxable property values for the first six registration cycles of fiscal year 2012 were 7.2 percent above the same cycles in the prior fiscal year, while the values for levies from January through March have been only 1.2 percent above the prior fiscal year. Tax projections for the remaining three months of fiscal year 2012 assume growth of 2.0 percent over values from the same cycles in fiscal year 2011. Fiscal year 2013 projections assume

continuation of the 2.0 percent growth in values.

Other Taxes

Other tax revenues include vehicle license taxes, privilege licenses, local cablevision franchise taxes, and gross receipts tax on short-term lease and rental vehicles and heavy equipment. Revenue projections for vehicle license tax and vehicle gross receipts tax revenues are projected to be \$632,475 and \$544,000 respectively. Privilege license tax revenue is projected to be \$1,108,420, as compared to the fiscal year 2012 year-end projections of \$2,476,920. These projections do not assume continuation of approximately \$1.4 million in payments from internet sweepstakes operators. Local cablevision franchise tax revenues are projected at \$67,000, down from \$407,000 expected to be received in fiscal year 2012 due to termination of the local franchise agreement effective August 31, 2012.

Intergovernmental Revenues

This revenue source represents funds received from other governmental units. Depending on the source and nature of the resource, occasionally restrictions are placed on the use of these proceeds.

Federal Revenues

Federal intergovernmental revenue projections for fiscal year 2013 total \$444,973, and include projected SAFER grant proceeds of \$243,852 that partially fund 24 fire positions, \$80,500 in funding from federal law enforcement agencies for police expenditures, and \$120,621 in interest subsidies from the IRS. This represents a decline of \$2.5 million from total projected revenues for fiscal year 2012 of \$2,973,065 which included \$2.34 million for projected FEMA reimbursements for the April 2011 tornadoes, and \$414,016 in SAFER grant proceeds. Other public safety grant revenues, including the projected remaining balance of \$676,784 from the

Revenue Assumptions

COPS grant which funded 17 police officer positions, are accounted for in a special revenue fund.

State 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, or 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 2012, 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 (8.3 percent vs. 7.4 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 the last six months of fiscal year 2012 are projected to be up 4.0 percent over the same months of the prior fiscal year. Based upon that projection and year-to-date comparisons of locally derived sales taxes, point-of-delivery based sales tax revenues for the final six months of the fiscal year are projected to be up 4.5 percent. Total sales tax revenues projected for fiscal year 2012 are \$33,290,790, up 4.7 percent from the original budget of \$31,798,043. From these sales tax revenues, reimbursements to Cumberland County and other municipalities for their revenue losses due to the City annexations are projected to total \$ 6,378,598.

For fiscal year 2013, the NCLM is projecting state-wide sales tax collections to be up 3 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 percent for fiscal year 2013.

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. The City's projected sales tax revenues for fiscal year 2013 do not reflect population increases from the Gates Four annexation. For fiscal year 2013, the City is projected to receive \$34,325,625 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 the City annexations are projected to total \$6,580,653.

Revenue Assumptions

Utility Tax Distributions

Utility tax distributions from the State are projected to be \$ 9,759,959 in fiscal year 2012, down from the fiscal year 2012 original budget projection of \$9,807,674, primarily due to the mild winter weather. For fiscal year 2013, \$11,191,154 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. \$1,736,560 in distributions of electric and video programming tax revenues are projected to be received related to the Fort Bragg annexation. Of these revenues, \$1,030,120 is projected to be paid to fund water infrastructure projects for Fort Bragg, and \$173,063 must be shared with Spring Lake in accordance with the Fort Bragg annexation agreement.

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 \$959,331 in beer and wine tax proceeds for fiscal year 2012, and \$988,110 for fiscal year 2013. These projections reflect an increase in per capita revenues of 4.5 percent in fiscal year 2012 and growth of 3.0 percent in fiscal year 2013 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 2013, the per capita rate is projected to be \$20.13 with a population estimate of 208,291, and the per mile rate is projected to be \$1,578.99 with a municipal street mileage estimate of 730.79. Powell Bill revenues are expected to increase to \$5,346,808 in fiscal year 2013, a 0.7 percent increase from fiscal year 2012. 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 year 2013, the City anticipates receiving \$151,329 from this fee.

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 2013, projected payments related to Powell Bill, beer and wine taxes and solid waste disposal fees total \$122,012.

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 2013 under the same provisions that existed in fiscal year 2012.

The fiscal year 2012 budget includes anticipated reimbursements of \$97,740 from the towns of Eastover and Spring Lake for the county-wide sales tax agreement.

There are no projected contributions from the County under the agreement to construct the Franklin Street Parking Deck as there was no increase in tax values in the Central Business Tax District.

Revenue Assumptions

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 2013 include approximately \$92,000 related to recommended new fees for the Rental Action Management Program, and \$40,000 related to a building permit fee increase to help fund service improvements. The fee schedule in the appendix includes a comprehensive list of the current and recommended fees for fiscal year 2013.

Permit and fee revenues for fiscal year 2012 are projected to be 4.6 percent below the current budget, and 0.2 percent above actual fiscal year 2011 revenues. The decline as compared to the original budget is primarily associated with degradation fees projected to be received from various utility providers. Fiscal year 2013 revenue projections assume a continuation of the current level of permit activity, and include the \$132,000 in new and increased fee revenues as discussed above.

Significant leases projected in fiscal year 2013 property use revenues include \$581,927 in projected tenant leases in the Festival Plaza building, \$112,166 in lease payments for the use of the transfer station, \$37,044 in charges to the Public Works Commission and other local government agencies 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.

Engineering and planning services revenues for fiscal year 2012 are projected to be 10.0 percent above the current budget, primarily due to increased contract service payments from the state for traffic signal system maintenance. Projections for fiscal year 2013

generally assume a continuation of current levels of activity and revenues.

Public safety revenues for fiscal year 2012 are projected to be 1.0 percent above budget. Fiscal year 2013 projections reflect overall growth of 3.6 percent, primarily related to additional fire inspection revenues due to a return to full staffing in the Inspections Division of the Fire Department.

Environmental Services revenue projections for fiscal year 2013 are projected to total \$145,800 and reflect a modest decline related to collection activities in fiscal year 2012 that were impacted by the April 2011 tornados.

Parks and Recreation revenues are projected to be 6.7 percent above budget for fiscal year 2012, primarily related to greater than projected participation in athletic and recreation programs. Fiscal year 2013 revenues are projected to be in-line with fiscal year 2012.

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 daily cash position of the City and projected future investment earning rates.

Other Financing Sources

Other financing sources projected for fiscal year 2013 consist of transfers from other funds. Transfers represent an appropriation from one fund to another fund within the same governmental unit.

Revenue Assumptions

The regular Electric Fund transfer from the Public Works Commission (PWC) to the General Fund is budgeted at \$10,961,400, consistent with the terms of the current transfer agreement.

Other transfers projected to be received by the General Fund include payments from the Recycling Fund and the Lake Valley Municipal Service District Fund to repay interfund loans 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 \$472,531 in fiscal year 2013.

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 2013 fund balance appropriation for the General Fund of \$3,877,411 is associated with specific planned expenditures including: \$2,255,896 for capital and information technology improvement plan projects including \$700,000 for a variety of building maintenance projects, \$225,000 to begin a road-widening and relocation projects, \$50,000 for sidewalk improvements, \$116,767 to secure the recently acquired Texfi property; \$155,500 to acquire property adjacent to the City's Environmental Services facility, and \$1,008,629 for a variety of information technology improvement projects; \$846,000 for a replacement aerial fire truck; \$169,475 for expenses associated with the public education campaign for the parks and recreation bond referendum; \$110,000 to fund a payment to PWC for water assessments for annexation projects; \$280,000 for vehicles for seven added police officer positions, \$200,000 to acquire ten additional vehicles to be provided to Code Enforcement personnel;

\$59,850 to fund tax record implementation of the Unified Development Ordinance; and \$39,451 to extend a grant-funded position for nine additional months; offset by \$83,261 to balance expenditures to revenues.

CENTRAL BUSINESS TAX DISTRICT FUND

The recommended tax rate for the Central Business Tax District for fiscal year 2013 remains at 10.0 cents per 100 dollars of property valuation, with total taxable values estimated to be \$131,692,317 and collection rates estimated at 97.83 percent for real and personal property and 95.12 percent for motor vehicles. On this basis, fiscal year 2013 current year property tax collections are projected to be \$128,707, a decrease of 0.5 percent from fiscal year 2012 projections.

LAKE VALLEY DRIVE MSD FUND

The recommended tax rate for the Lake Valley Municipal Service District Fund for fiscal year 2013 is 34.5 cents per 100 dollars of property valuation, with total taxable values estimated to be \$18,925,118, with a 100% collection rate. On this basis, fiscal year 2013 current year property tax collections are projected to be \$65,292.

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.

Revenue Assumptions

EMERGENCY TELEPHONE SYSTEM FUND

Enhanced 911 operations are funded by service charges collected by the state on voice communications services. In fiscal year 2013, the E911 Fund is projected to receive \$775,752 in these dedicated revenues from the State, as compared to \$637,221 projected to be received in fiscal year 2012.

STORMWATER FUND

Of the \$3 monthly stormwater fee, \$1 is dedicated to stormwater quality improvements, and \$2 is dedicated to stormwater drainage improvements. Revenue projections for fiscal year 2013 generally assume that collections will be in-line with fiscal year 2012 projections, and that the fee will generate approximately \$5.2 million.

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 \$3.6 million in fiscal year 2013 based upon known leases and agreements and historical trends. These revenues are expected to comprise 81.4 percent of total Airport revenues (excluding use of fund balance).

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 \$217,984 for fiscal year 2013 based upon current agreements. These funds are reimbursed to the General Fund for law enforcement services provided to the Airport.

In addition, landing fees paid by various companies are expected to total \$354,611 in fiscal year 2013.

RECYCLING FUND

The single-family residential recycling fee is recommended to remain at \$38 per single-family residential parcel in fiscal year 2013 and is expected to generate \$2,299,100 to support the curbside recycling program.

In addition, the Recycling Fund is projected to receive \$301,500 from Cumberland County in fiscal year 2013 based upon agreed payments of \$5 per household.

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 and liabilities.

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.

TRANSIT FUND

The Transit Fund receives grants from the federal government for the operation of the department. The Transit capital maintenance and ADA grants are projected to total \$1,262,403 in fiscal year 2013. The grant proceeds fund ADA services, and vehicle and general maintenance. For fiscal year 2013 only, the federal government has authorized use of capital grant allocations to fund fuel expenditures for revenue vehicles. For fiscal year 2013, \$217,283 in additional federal grant revenues have been projected.

Revenue Assumptions

The Transit Fund also receives funding under the State Maintenance Assistance Program. Fiscal year 2013 proceeds from this revenue are projected to be \$674,998, in-line with fiscal year 2012 receipts.

In fiscal year 2009, the City implemented a \$5 vehicle license tax committed to support transit operations. In fiscal year 2013, \$638,475 is projected to be generated from this tax.

The Transit system is projected to generate a total of \$968,064 in fare revenue in fiscal year 2013 based upon ridership data supplied by the Transit Department and fare schedules as presented in the fee schedule in the Appendix. There are no adjustments to fares projected in the fiscal year 2013 budget.

For fiscal year 2012, \$92,160 is projected to be received from PWC for the operations 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 2012, the transfer is projected to total \$2,649,520, as compared to the originally budgeted transfer from the General Fund of \$2,947,923. Any excess funding budgeted in the General Fund will continue to be dedicated to Transit programs. The required General Fund transfer to cover fiscal year 2013 transit operations is \$2,513,293. The recommended General Fund budget includes \$434,630 in additional funding for Transit operations to maintain the fiscal year 2012 funding level.

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.

PARKING FUND

Revenues supporting parking operations are primarily generated from leased parking spaces and parking citations. In March 2009, the council also authorized fees for hourly parking at some locations. For fiscal year 2013, lease rates for all lots are recommended to remain at \$50 per month.

Revenue projections also include anticipated lease and hourly parking fees from the Franklin Street Parking Deck which opened in February, 2012. In addition, a \$35,870 contribution from the Public Works Commission is projected to fund a proportionate share of operating costs and capital reserves.

Total revenue projections for the Parking Fund for fiscal year 2013 are \$415,129, including the use of \$56,159 of accumulated fund balance.

WARRANTY VEHICLE LEASE FUND

The Warranty Vehicle Lease Fund is not budgeted for fiscal year 2013. The fund was closed out in fiscal year 2011.

City Attorney

	FY 2011 Actual	FY 2012 Orig Budget	FY 2012 Estimate	FY 2013 Recommend	FY 2013 Adopted
Description					
Salaries & Wages	406,515	436,756	463,062	460,162	460,162
Social Security & Pension	52,825	60,642	64,147	62,765	62,765
Insurance & Benefits	44,284	47,189	47,603	47,828	47,828
Temporary Services	2,791	0	0	0	0
Personnel Services	506,415	544,587	574,812	570,755	570,755
Utilities	0	0	0	0	0
Supplies	15,919	17,000	17,662	18,732	18,732
Small Equipment/Computers	1,207	0	0	2,400	2,400
General Maintenance	0	0	0	0	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	5,919	5,652	4,897	4,402	4,402
Travel and Development	11,059	9,750	4,682	8,095	8,095
Memberships and Dues	2,645	3,715	3,746	3,715	3,715
Insurance	0	0	0	0	0
Other Services	0	0	0	0	0
Operating Expenses	36,749	36,117	30,987	37,344	37,344
Accounting, Auditing & Legal	448,978	400,000	400,000	400,000	400,000
Medical Services	0	0	0	0	0
Other Contract Services	44	24	24	24	24
Professional/Cont Services	449,022	400,024	400,024	400,024	400,024
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	432	300	310	250	250
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	432	300	310	250	250
Total Expenditures	992,618	981,028	1,006,133	1,008,373	1,008,373

City Manager

Description	FY 2011 Actual	FY 2012 Orig Budget	FY 2012 Estimate	FY 2013 Recommend	FY 2013 Adopted
Salaries & Wages	633,125	628,136	837,213	645,531	645,531
Social Security & Pension	117,874	120,115	118,194	123,218	123,218
Insurance & Benefits	80,456	76,934	77,332	78,113	78,113
Temporary Services	0	0	0	0	0
Personnel Services	831,455	825,185	1,032,739	846,862	846,862
Utilities	0	0	0	0	0
Supplies	3,282	5,100	4,600	4,600	4,600
Small Equipment/Computers	0	0	0	0	0
General Maintenance	0	0	0	0	0
Vehicle Maintenance	326	200	621	0	0
Vehicle Fuel	230	364	160	0	0
Communications	10,566	11,120	10,176	8,870	8,870
Travel and Development	24,672	12,550	20,704	21,590	21,590
Memberships and Dues	5,393	6,110	5,250	5,800	5,800
Insurance	0	0	0	0	0
Other Services	0	0	0	0	0
Operating Expenses	44,469	35,444	41,511	40,860	40,860
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	50	50	50	50
Other Contract Services	0	0	57,400	0	0
Professional/Cont Services	0	50	57,450	50	50
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	2,116	2,500	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	2,116	2,500	2,500	2,500	2,500
Total Expenditures	878,040	863,179	1,134,200	890,272	890,272

Community Development

Description	FY 2011 Actual	FY 2012 Orig Budget	FY 2012 Estimate	FY 2013 Recommend	FY 2013 Adopted
Salaries & Wages	101,597	130,831	131,320	148,057	148,057
Social Security & Pension	13,913	19,117	18,989	21,306	21,306
Insurance & Benefits	27,185	28,216	29,694	29,858	29,858
Temporary Services	0	0	0	0	0
Personnel Services	142,695	178,164	180,003	199,221	199,221
Utilities	654	56,982	57,024	58,644	58,644
Supplies	1,170	1,600	4,400	4,400	4,400
Small Equipment/Computers	0	0	0	2,100	2,100
General Maintenance	0	27,309	73,248	74,387	74,387
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	2,252	2,810	6,100	6,100	6,100
Travel and Development	1,584	3,840	2,592	3,840	3,840
Memberships and Dues	1,585	1,785	1,795	1,795	1,795
Insurance	0	5,481	4,987	5,459	5,459
Other Services	321,848	0	0	0	0
Operating Expenses	329,093	99,807	150,146	156,725	156,725
Accounting, Auditing & Legal	700	2,548	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	747,221	342,994	485,077	343,925	343,925
Professional/Cont Services	747,921	345,542	485,077	343,925	343,925
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	48,817	47,669	0	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	0	585,600	480,070	451,044	451,044
Inventory	0	0	0	0	0
Cost Redistribution	(30,624)	(30,763)	(28,340)	(31,513)	(31,513)
Other Financing Uses	178,735	163,199	163,199	300,000	300,000
Other Charges	148,111	766,853	662,598	719,531	719,531
Total Expenditures	1,367,820	1,390,366	1,477,824	1,419,402	1,419,402

Development Services

Description	FY 2011 Actual	FY 2012 Orig Budget	FY 2012 Estimate	FY 2013 Recommend	FY 2013 Adopted
Salaries & Wages	2,005,812	2,150,698	2,108,575	2,265,869	2,265,869
Social Security & Pension	274,883	313,134	303,879	325,737	325,737
Insurance & Benefits	334,795	364,273	341,743	366,748	366,748
Temporary Services	12,248	0	62,946	0	0
Personnel Services	2,627,738	2,828,105	2,817,143	2,958,354	2,958,354
Utilities	0	0	0	0	0
Supplies	26,766	46,524	34,350	40,519	40,519
Small Equipment/Computers	6,937	4,400	6,886	32,059	32,059
General Maintenance	13,961	38,775	13,610	38,775	38,775
Vehicle Maintenance	612	1,244	181	7,000	7,000
Vehicle Fuel	23	558	771	11,498	11,498
Communications	103,847	111,038	111,676	119,804	118,304
Travel and Development	127,649	178,537	152,037	118,150	118,150
Memberships and Dues	3,689	9,165	9,916	11,166	11,166
Insurance	0	0	0	350	350
Other Services	0	200	200	200	200
Operating Expenses	283,484	390,441	329,627	379,521	378,021
Accounting, Auditing & Legal	178	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	597,937	589,488	815,671	655,050	654,050
Professional/Cont Services	598,115	589,488	815,671	655,050	654,050
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	12,636	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	220,000	220,000
Infrastructure	0	0	0	0	0
Capital Outlay	12,636	0	0	220,000	220,000
Other Charges	30	0	0	0	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	901	6,200	10,300	6,200	6,200
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	71,273	71,273
Other Charges	931	6,200	10,300	77,473	77,473
Total Expenditures	3,522,904	3,814,234	3,972,741	4,290,398	4,287,898

Engineering & Infrastructure

Description	FY 2011 Actual	FY 2012 Orig Budget	FY 2012 Estimate	FY 2013 Recommend	FY 2013 Adopted
Salaries & Wages	2,839,850	3,072,532	2,911,105	3,137,440	3,137,440
Social Security & Pension	388,066	447,819	415,914	450,902	450,902
Insurance & Benefits	540,406	616,607	579,698	624,373	624,373
Temporary Services	0	0	15,508	0	0
Personnel Services	3,768,322	4,136,958	3,922,225	4,212,715	4,212,715
Utilities	438,287	371,106	348,757	248,292	248,292
Supplies	418,766	539,713	542,413	555,704	555,704
Small Equipment/Computers	0	0	6,375	7,369	7,369
General Maintenance	20,282	35,912	53,162	55,176	55,176
Vehicle Maintenance	535,947	573,149	592,124	581,982	581,982
Vehicle Fuel	193,488	225,285	238,814	248,368	248,368
Communications	29,366	33,686	36,433	42,293	42,293
Travel and Development	20,234	39,285	43,813	50,080	50,080
Memberships and Dues	4,184	6,241	6,372	6,936	6,936
Insurance	0	0	0	0	0
Other Services	6,302	8,950	5,350	5,350	5,350
Operating Expenses	1,666,856	1,833,327	1,873,613	1,801,550	1,801,550
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	457	1,384	1,384	1,384	1,384
Other Contract Services	517,937	699,565	919,733	834,923	834,923
Professional/Cont Services	518,394	700,949	921,117	836,307	836,307
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	40,000	10,000	10,000	37,800	37,800
Equipment - Other	0	0	19,823	205,000	205,000
Equipment - Motor Vehicles	318,424	422,000	401,062	32,000	32,000
Infrastructure	7,336	12,500	14,900	5,100	5,100
Capital Outlay	365,760	444,500	445,785	279,900	279,900
Other Charges	3,591	6,123	6,385	6,875	6,875
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	83,677	83,680	83,682	76,708	76,708
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Financing Uses	3,754,261	5,199,000	5,378,567	3,808,911	3,933,911
Other Charges	3,841,529	5,288,803	5,468,634	3,892,494	4,017,494
Total Expenditures	10,160,861	12,404,537	12,631,374	11,022,966	11,147,966

Environmental Services

Description	FY 2011 Actual	FY 2012 Orig Budget	FY 2012 Estimate	FY 2013 Recommend	FY 2013 Adopted
Salaries & Wages	2,655,960	2,944,231	2,679,420	2,817,000	2,847,145
Social Security & Pension	363,624	429,955	386,135	405,181	409,585
Insurance & Benefits	593,482	723,079	598,108	639,840	644,742
Temporary Services	582,546	2,426	465,065	0	0
Personnel Services	4,195,612	4,099,691	4,128,728	3,862,021	3,901,472
Utilities	33,448	46,229	32,419	33,392	33,392
Supplies	244,084	306,314	394,785	340,177	339,652
Small Equipment/Computers	1,110	0	2,486	0	0
General Maintenance	16,995	22,623	42,846	20,084	20,084
Vehicle Maintenance	1,228,147	1,252,602	1,272,365	1,328,681	1,326,381
Vehicle Fuel	532,378	621,858	664,017	712,824	711,274
Communications	31,333	54,129	66,661	34,453	34,328
Travel and Development	3,077	8,782	5,000	6,000	6,000
Memberships and Dues	3,368	3,728	4,461	3,300	3,300
Insurance	0	0	4,596	0	0
Other Services	21,636	0	0	0	0
Operating Expenses	2,115,576	2,316,265	2,489,636	2,478,911	2,474,411
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	1,199	1,328	1,328	2,028	2,028
Other Contract Services	2,757,161	38,989	249,810	187,180	21,900
Professional/Cont Services	2,758,360	40,317	251,138	189,208	23,928
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	24,230	24,230	0	0
Equipment - Motor Vehicles	714,701	1,470,000	2,072,822	961,000	961,000
Infrastructure	0	0	0	0	0
Capital Outlay	714,701	1,494,230	2,097,052	961,000	961,000
Other Charges	2,288	2,647	33,033	50,182	3,020
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	544,047	544,049	544,049	498,712	498,712
Inventory	1,649,835	1,545,000	2,297,700	1,588,900	1,588,900
Cost Redistribution	(1,788,791)	(1,668,339)	(2,450,662)	(1,690,860)	(1,690,860)
Other Financing Uses	0	0	0	155,000	155,000
Other Charges	407,379	423,357	424,120	601,934	554,772
Total Expenditures	10,191,628	8,373,860	9,390,674	8,093,074	7,915,583

Finance

Description	FY 2011 Actual	FY 2012 Orig Budget	FY 2012 Estimate	FY 2013 Recommend	FY 2013 Adopted
Salaries & Wages	935,840	961,178	904,450	1,013,506	1,013,506
Social Security & Pension	128,005	138,797	128,373	144,306	144,306
Insurance & Benefits	136,516	147,889	141,720	155,446	155,446
Temporary Services	21,084	0	33,036	0	0
Personnel Services	1,221,445	1,247,864	1,207,579	1,313,258	1,313,258
Utilities	0	0	0	0	0
Supplies	16,200	18,000	14,363	18,000	18,000
Small Equipment/Computers	0	0	12,218	0	0
General Maintenance	27,373	23,253	4,808	17,340	17,340
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	36,807	43,500	39,023	38,000	38,000
Travel and Development	6,523	9,680	6,761	9,700	9,700
Memberships and Dues	1,564	2,744	2,407	2,500	2,500
Insurance	0	0	0	0	0
Other Services	0	0	0	0	0
Operating Expenses	88,467	97,177	79,580	85,540	85,540
Accounting, Auditing & Legal	89,481	61,350	99,895	64,360	64,360
Medical Services	0	0	0	0	0
Other Contract Services	1,013,998	1,078,075	1,045,648	1,101,665	1,101,665
Professional/Cont Services	1,103,479	1,139,425	1,145,543	1,166,025	1,166,025
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	2,413,391	2,484,466	2,432,702	2,564,823	2,564,823

Fire & Emergency Management

Description	FY 2011 Actual	FY 2012 Orig Budget	FY 2012 Estimate	FY 2013 Recommend	FY 2013 Adopted
Salaries & Wages	14,132,595	14,570,410	14,369,901	14,673,364	14,673,364
Social Security & Pension	1,934,185	2,128,628	2,067,212	2,112,639	2,112,639
Insurance & Benefits	2,793,423	2,785,365	2,863,320	2,892,694	2,892,694
Temporary Services	8,156	0	39,279	0	0
Personnel Services	18,868,359	19,484,403	19,339,712	19,678,697	19,678,697
Utilities	180,266	214,403	185,100	200,541	200,541
Supplies	474,163	609,902	687,048	639,111	639,111
Small Equipment/Computers	221,771	100,160	113,608	79,200	79,200
General Maintenance	66,369	100,505	112,291	112,536	112,536
Vehicle Maintenance	619,066	639,200	631,725	654,600	654,600
Vehicle Fuel	244,037	267,761	285,292	296,771	296,771
Communications	150,947	174,702	178,403	180,950	180,950
Travel and Development	52,123	44,272	47,255	52,383	52,383
Memberships and Dues	13,880	12,225	15,179	14,611	14,611
Insurance	0	0	0	0	0
Other Services	0	0	699	0	0
Operating Expenses	2,022,622	2,163,130	2,256,600	2,230,703	2,230,703
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	67,193	75,505	75,505	75,505	75,505
Other Contract Services	469,021	484,031	531,216	791,661	502,834
Professional/Cont Services	536,214	559,536	606,721	867,166	578,339
Land	0	0	0	0	0
Buildings	0	0	0	23,134	23,134
Improvements	3,578	0	0	0	0
Equipment - Office	16,902	0	0	0	0
Equipment - Other	64,066	21,000	21,340	26,910	26,910
Equipment - Motor Vehicles	1,166,511	1,377,000	1,414,800	1,938,000	1,938,000
Infrastructure	0	0	0	0	0
Capital Outlay	1,251,057	1,398,000	1,436,140	1,988,044	1,988,044
Other Charges	542	5,000	5,036	5,000	5,000
Indirect Cost Allocation	69,365	84,757	71,446	73,589	73,589
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	85,940	85,941	85,941	78,780	78,780
Inventory	0	0	0	0	0
Cost Redistribution	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)
Other Financing Uses	101,000	12,860	0	0	0
Other Charges	181,847	113,558	87,423	82,369	82,369
Total Expenditures	22,860,099	23,718,627	23,726,596	24,846,979	24,558,152

Human Relations

Description	FY 2011 Actual	FY 2012 Orig Budget	FY 2012 Estimate	FY 2013 Recommend	FY 2013 Adopted
Salaries & Wages	166,410	168,391	181,005	173,015	173,015
Social Security & Pension	22,839	24,544	26,087	24,906	24,906
Insurance & Benefits	23,678	22,284	20,023	22,421	22,421
Temporary Services	0	0	0	0	0
Personnel Services	212,927	215,219	227,115	220,342	220,342
Utilities	0	0	0	0	0
Supplies	4,361	7,600	11,013	8,050	8,050
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	3,901	7,000	7,226	4,975	4,975
Travel and Development	3,556	5,700	8,502	5,350	5,350
Memberships and Dues	500	950	1,200	1,200	1,200
Insurance	0	0	0	0	0
Other Services	0	0	3,000	1,500	1,500
Operating Expenses	12,318	21,250	30,941	21,075	21,075
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	348	575	12,575	2,575	2,575
Professional/Cont Services	348	575	12,575	2,575	2,575
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	629	5,000	2,985	5,650	5,650
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	2,302	0	1,356	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	2,931	5,000	4,341	5,650	5,650
Total Expenditures	228,524	242,044	274,972	249,642	249,642

Human Resource Development

Description	FY 2011 Actual	FY 2012 Orig Budget	FY 2012 Estimate	FY 2013 Recommend	FY 2013 Adopted
Salaries & Wages	663,267	704,528	729,075	721,786	721,786
Social Security & Pension	87,547	102,077	104,346	102,683	102,683
Insurance & Benefits	104,550	118,105	125,110	118,215	118,215
Temporary Services	19,722	0	0	0	0
Personnel Services	875,086	924,710	958,531	942,684	942,684
Utilities	0	0	0	0	0
Supplies	23,611	13,219	14,188	13,219	13,219
Small Equipment/Computers	4,742	500	5,133	0	0
General Maintenance	19,153	21,983	22,251	25,900	25,900
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	16,584	44,075	21,917	20,707	20,707
Travel and Development	76,449	106,823	133,531	106,823	106,823
Memberships and Dues	3,286	3,295	3,880	3,428	3,428
Insurance	0	0	0	0	0
Other Services	0	0	0	0	0
Operating Expenses	143,825	189,895	200,900	170,077	170,077
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	56,087	129,089	155,664	37,553	37,553
Professional/Cont Services	56,087	129,089	155,664	37,553	37,553
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	50,000	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	50,000	0	0	0	0
Other Charges	208	850	814	1,000	1,000
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	208	850	814	1,000	1,000
Total Expenditures	1,125,206	1,244,544	1,315,909	1,151,314	1,151,314

Information Technology

Description	FY 2011 Actual	FY 2012 Orig Budget	FY 2012 Estimate	FY 2013 Recommend	FY 2013 Adopted
Salaries & Wages	904,213	1,000,598	962,023	1,220,869	1,220,869
Social Security & Pension	122,704	142,614	138,509	172,569	172,569
Insurance & Benefits	139,702	154,204	141,103	178,415	178,415
Temporary Services	79,680	0	115,776	0	0
Personnel Services	1,246,299	1,297,416	1,357,411	1,571,853	1,571,853
Utilities	0	0	0	0	0
Supplies	37,173	33,583	33,065	37,203	37,203
Small Equipment/Computers	118,994	11,700	72,399	119,114	119,114
General Maintenance	812,679	881,097	861,592	889,599	889,599
Vehicle Maintenance	2,125	2,000	2,120	2,360	2,360
Vehicle Fuel	657	1,171	671	698	698
Communications	119,041	139,085	131,926	134,874	134,874
Travel and Development	46,458	41,558	40,979	74,513	74,513
Memberships and Dues	6,610	7,269	2,637	27,487	27,487
Insurance	0	0	0	0	0
Other Services	27,996	27,996	27,996	13,500	13,500
Operating Expenses	1,171,733	1,145,459	1,173,385	1,299,348	1,299,348
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	175,392	191,575	209,133	221,170	221,170
Professional/Cont Services	175,392	191,575	209,133	221,170	221,170
Land	0	0	0	0	0
Buildings	64,691	25,000	25,000	0	0
Improvements	0	0	0	0	0
Equipment - Office	168,443	32,630	86,284	34,121	34,121
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	233,134	57,630	111,284	34,121	34,121
Other Charges	11	0	142	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	283,500	311,000	311,000	1,076,114	1,076,114
Other Charges	283,511	311,000	311,142	1,076,214	1,076,214
Total Expenditures	3,110,069	3,003,080	3,162,355	4,202,706	4,202,706

Management Services

Description	FY 2011 Actual	FY 2012 Orig Budget	FY 2012 Estimate	FY 2013 Recommend	FY 2013 Adopted
Salaries & Wages	390,714	425,992	427,690	446,363	446,363
Social Security & Pension	52,948	62,247	61,651	64,221	64,221
Insurance & Benefits	59,166	70,565	62,526	71,111	71,111
Temporary Services	0	0	11,392	4,979	4,979
Personnel Services	502,828	558,804	563,259	586,674	586,674
Utilities					
Supplies	22,101	14,500	16,856	11,500	11,500
Small Equipment/Computers	0	0	2,628	0	0
General Maintenance	11,227	10,000	15,000	15,000	15,000
Vehicle Maintenance	237	1,166	1,000	1,000	1,000
Vehicle Fuel	178	245	287	298	298
Communications	60,387	67,727	62,741	126,798	126,798
Travel and Development	12,379	8,976	6,870	7,810	7,810
Memberships and Dues	1,173	1,825	2,645	2,245	2,245
Insurance	0	0	0	0	0
Other Services	13,752	13,752	13,752	13,752	13,752
Operating Expenses	121,434	118,191	121,779	178,403	178,403
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	57,696	67,176	117,953	69,733	69,733
Professional/Cont Services	57,696	67,176	117,953	69,733	69,733
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	49,390	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	49,390	0	0
Other Charges	535	0	500	500	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	97,787	120,000	125,900	125,900	125,900
Cost Redistribution	(176,957)	(162,000)	(162,500)	(161,000)	(161,000)
Other Financing Uses	0	0	0	0	0
Other Charges	(78,635)	(42,000)	(36,100)	(34,600)	(34,600)
Total Expenditures	603,323	702,171	816,281	800,210	800,210

Mayor & Council

Description	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Recommend	FY 2013 Recommend
Salaries & Wages	221,539	227,548	228,491	233,463	233,463
Social Security & Pension	19,904	20,938	20,957	21,356	21,356
Insurance & Benefits	35,483	73,487	54,810	73,647	73,647
Temporary Services	0	0	0	0	0
Personnel Services	276,926	321,973	304,258	328,466	328,466
Utilities	0	0	0	0	0
Supplies	5,454	5,300	9,200	7,700	7,700
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	12,671	14,475	12,725	12,375	12,375
Travel and Development	13,099	42,888	73,329	42,888	42,888
Memberships and Dues	86,922	87,877	89,200	93,700	93,700
Insurance	0	0	0	0	0
Other Services	0	1,100	0	0	0
Operating Expenses	118,146	151,640	184,454	156,663	156,663
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	74,521	328,675	263,000	65,000	65,000
Professional/Cont Services	74,521	328,675	263,000	65,000	65,000
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	2,538	2,600	2,600	2,600	2,600
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	2,538	2,600	2,600	2,600	2,600
Total Expenditures	472,131	804,888	754,312	552,729	552,729

Other Appropriations

Description	FY 2011 Actual	FY 2012 Orig Budget	FY 2012 Estimate	FY 2013 Recommend	FY 2013 Adopted
Salaries & Wages	0	0	0	700,000	700,000
Social Security & Pension	0	0	0	0	0
Insurance & Benefits	32,536	35,348	25,493	33,848	33,848
Temporary Services	0	0	0	0	0
Personnel Services	32,536	35,348	25,493	733,848	733,848
Utilities	10,791	10,944	12,585	12,724	12,724
Supplies	24,751	0	5,388	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	17,126	0	85,604	0	0
Travel and Development	47,994	0	0	0	0
Memberships and Dues	0	0	0	0	0
Insurance	976,595	1,086,322	1,053,647	1,180,682	1,180,682
Other Services	1,449,979	1,414,250	1,413,750	816,750	816,750
Operating Expenses	2,527,236	2,511,516	2,570,974	2,010,156	2,010,156
Accounting, Auditing & Legal	53,349	53,000	53,000	53,000	53,000
Medical Services	0	0	0	0	0
Other Contract Services	7,377,921	6,896,185	7,681,203	8,043,462	8,022,348
Professional/Cont Services	7,431,270	6,949,185	7,734,203	8,096,462	8,075,348
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	96,102	93,000	120,500	102,500	102,500
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	376,500	307,375	307,375	312,875	312,875
Debt Service	5,200,067	6,378,983	6,197,052	6,203,842	6,203,842
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Financing Uses	5,686,621	4,540,825	4,880,339	7,450,496	6,799,977
Other Charges	11,359,290	11,320,183	11,505,266	14,069,713	13,419,194
Total Expenditures	21,350,332	20,816,232	21,835,936	24,910,179	24,238,546

Parks, Recreation & Maintenance

Description	FY 2011 Actual	FY 2012 Orig Budget	FY 2012 Estimate	FY 2013 Recommend	FY 2013 Adopted
Salaries & Wages	6,139,520	6,332,964	6,366,004	6,492,322	6,492,322
Social Security & Pension	818,474	898,695	891,636	907,022	907,022
Insurance & Benefits	1,145,734	1,216,110	1,228,680	1,235,841	1,235,841
Temporary Services	372,149	322,519	322,519	335,119	332,519
Personnel Services	8,475,877	8,770,288	8,808,839	8,970,304	8,967,704
Utilities	1,051,714	1,221,312	1,178,543	1,212,623	1,212,623
Supplies	900,369	962,053	1,011,537	936,966	934,766
Small Equipment/Computers	27,359	12,300	19,412	0	0
General Maintenance	633,706	596,513	618,734	614,051	614,051
Vehicle Maintenance	936,946	964,963	982,541	1,026,976	1,024,376
Vehicle Fuel	264,302	303,775	334,614	352,199	350,499
Communications	325,692	337,856	403,467	353,264	353,264
Travel and Development	33,195	29,166	30,687	24,307	24,307
Memberships and Dues	4,827	5,823	6,543	6,112	6,112
Insurance	120,072	107,300	104,928	110,991	110,991
Other Services	73,562	83,623	90,913	90,277	88,777
Operating Expenses	4,371,744	4,624,684	4,781,919	4,727,766	4,719,766
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	489	460	645	645	645
Other Contract Services	739,174	1,097,675	1,215,968	902,135	902,135
Professional/Cont Services	739,663	1,098,135	1,216,613	902,780	902,780
Land	0	0	0	0	0
Buildings	29,986	0	0	0	0
Improvements	55,936	200,000	527,745	94,000	94,000
Equipment - Office	19,838	0	16,736	0	0
Equipment - Other	43,815	312,500	446,736	286,500	286,500
Equipment - Motor Vehicles	335,217	306,000	518,784	206,000	206,000
Infrastructure	0	0	0	0	0
Capital Outlay	484,792	818,500	1,510,001	586,500	586,500
Other Charges	2,785	545,199	31,345	487,427	597,620
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	16,562	16,562	15,183	15,183
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Financing Uses	298,972	885,310	885,310	873,202	873,202
Other Charges	378,319	1,507,071	993,217	1,435,812	1,546,005
Total Expenditures	14,450,395	16,818,678	17,310,589	16,623,162	16,722,755

Police

Description	FY 2011 Actual	FY 2012 Orig Budget	FY 2012 Estimate	FY 2013 Recommend	FY 2013 Adopted
Salaries & Wages	24,476,064	25,070,109	25,211,017	25,664,950	25,990,675
Social Security & Pension	5,015,255	5,299,195	5,316,074	5,429,687	5,496,701
Insurance & Benefits	3,968,593	4,211,137	4,195,612	4,345,423	4,415,548
Temporary Services	116,509	184,249	153,741	140,724	140,724
Personnel Services	33,576,421	34,764,690	34,876,444	35,580,784	36,043,648
Utilities	203,189	220,112	209,534	215,761	215,761
Supplies	800,935	823,896	829,854	884,102	917,802
Small Equipment/Computers	55,362	17,550	161,147	97,634	148,713
General Maintenance	438,481	419,914	384,052	348,555	348,555
Vehicle Maintenance	1,205,607	1,163,000	1,460,831	1,344,900	1,347,700
Vehicle Fuel	1,149,300	1,223,164	1,417,564	1,480,267	1,522,267
Communications	707,807	712,865	752,609	700,815	704,427
Travel and Development	105,852	121,900	128,419	138,604	145,104
Memberships and Dues	5,788	6,990	7,234	7,354	7,354
Insurance	0	0	0	0	0
Other Services	190,822	193,183	216,673	228,758	228,758
Operating Expenses	4,863,143	4,902,574	5,567,917	5,446,750	5,586,441
Accounting, Auditing & Legal	3,295	4,000	3,710	3,821	3,821
Medical Services	23,953	27,250	25,414	26,164	26,164
Other Contract Services	187,761	180,462	306,187	230,060	230,060
Professional/Cont Services	215,009	211,712	335,311	260,045	260,045
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	42,616	0	81,053	24,695	24,695
Equipment - Other	228,485	270,000	789,090	69,650	69,650
Equipment - Motor Vehicles	1,951,343	1,016,500	783,154	839,000	1,119,000
Infrastructure	0	0	0	0	0
Capital Outlay	2,222,444	1,286,500	1,653,297	933,345	1,213,345
Other Charges	101,121	116,814	112,708	112,778	112,778
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	(10,182)	(10,992)	(7,487)	(8,005)	(8,005)
Other Financing Uses	109,339	72,796	32,597	50,000	50,000
Other Charges	203,278	181,618	140,818	157,773	157,773
Total Expenditures	41,080,295	41,347,094	42,573,787	42,378,697	43,261,252

Central Business Tax District Fund

Description	FY 2011 Actual	FY 2012 Orig Budget	FY 2012 Estimate	FY 2013 Recommend	FY 2013 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	17,745	11,060	16,338	31,000	31,000
Small Equipment/Computers	21,440	0	18,278	0	0
General Maintenance	1,283	385	385	385	385
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	2,595	17,600	20,000	11,600	11,600
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 Expenses	43,063	29,045	55,001	42,985	42,985
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	26,433	26,485	26,477	26,521	26,521
Professional/Cont Services	26,433	26,485	26,477	26,521	26,521
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	6,474	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	6,474	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	30,624	31,362	28,340	31,513	31,513
Other Financing Uses	50,000	77,216	75,000	75,000	75,000
Other Charges	80,624	108,578	103,340	106,513	106,513
Total Expenditures	150,120	164,108	191,292	176,019	176,019

City of Fayetteville Finance Corporation

	FY 2011 Actual	FY 2012 Orig Budget	FY 2012 Estimate	FY 2013 Recommend	FY 2013 Adopted
Description					
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 Expenses	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	3,760	4,000	3,500	3,500	3,500
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	1,446,250	1,410,250	1,410,250	813,250	813,250
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Financing Uses	0	0	0	0	0
Other Charges	1,450,010	1,414,250	1,413,750	816,750	816,750
Total Expenditures	1,450,010	1,414,250	1,413,750	816,750	816,750

Emergency Telephone System Fund

Description	FY 2011 Actual	FY 2012 Orig Budget	FY 2012 Estimate	FY 2013 Recommend	FY 2013 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	4,246	5,775	9,776	5,775	5,775
Small Equipment/Computers	13,353	0	318,038	0	0
General Maintenance	221,723	237,302	203,702	194,446	194,446
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	256,475	277,020	254,389	267,108	267,108
Travel and Development	21,131	32,199	32,199	33,809	33,809
Memberships and Dues	0	0	0	0	0
Insurance	0	0	0	0	0
Other Services	0	0	0	0	0
Operating Expenses	516,928	552,296	818,104	501,138	501,138
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	141,752	148,840	143,024	146,984	145,884
Professional/Cont Services	141,752	148,840	143,024	146,984	145,884
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	290,189	0	17,401	0	0
Equipment - Other	272,332	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	562,521	0	17,401	0	0
Other Charges	0	0	0	120,625	121,725
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	10,182	10,992	7,487	8,005	8,005
Other Financing Uses	0	0	0	0	0
Other Charges	10,182	10,992	7,487	128,630	129,730
Total Expenditures	1,231,383	712,128	986,016	776,752	776,752

Lake Valley Drive MSD Fund

Description	FY 2011 Actual	FY 2012 Orig Budget	FY 2012 Estimate	FY 2013 Recommend	FY 2013 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 Expenses	0	0	0	0	0
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	500,000	0	0	0	0
Professional/Cont Services	500,000	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	3,900	0	9,402	9,402
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	600	600	55,890	55,890
Other Charges	0	4,500	600	65,292	65,292
Total Expenditures	500,000	4,500	600	65,292	65,292

Parking Fund

Description	FY 2011 Actual	FY 2012 Orig Budget	FY 2012 Estimate	FY 2013 Recommend	FY 2013 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	8,940	20,362	20,906	30,120	30,120
Supplies	0	0	0	0	0
Small Equipment/Computers	0	0	0	0	0
General Maintenance	0	22,600	16,050	52,350	52,350
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	0	0	2,230	4,500	4,500
Travel and Development	0	0	0	0	0
Memberships and Dues	0	0	0	0	0
Insurance	0	0	2,000	2,289	2,289
Other Services	88,371	91,271	91,701	94,802	94,802
Operating Expenses	97,311	134,233	132,887	184,061	184,061
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	220,136	247,633	249,409	231,068	231,068
Professional/Cont Services	220,136	247,633	249,409	231,068	231,068
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	317,447	381,866	382,296	415,129	415,129

Airport Fund

Description	FY 2011 Actual	FY 2012 Orig Budget	FY 2012 Estimate	FY 2013 Recommend	FY 2013 Adopted
Salaries & Wages	892,984	985,164	908,453	983,556	983,556
Social Security & Pension	123,076	144,091	131,185	141,647	141,647
Insurance & Benefits	130,090	188,861	147,127	178,835	178,835
Temporary Services	70,796	37,732	84,702	46,259	46,259
Personnel Services	1,216,946	1,355,848	1,271,467	1,350,297	1,350,297
Utilities	414,670	489,629	424,688	433,925	433,925
Supplies	114,923	116,800	158,329	132,700	132,700
Small Equipment/Computers	6,759	13,000	36,422		
General Maintenance	205,962	299,500	313,666	284,005	284,005
Vehicle Maintenance	84,996	79,916	90,278	98,022	98,022
Vehicle Fuel	47,097	56,950	55,420	57,636	57,636
Communications	42,740	139,050	135,725	139,800	139,800
Travel and Development	22,923	25,850	25,850	25,850	25,850
Memberships and Dues	1,425	1,400	1,440	1,440	1,440
Insurance	44,299	49,036	49,111	56,587	56,587
Other Services	0	0	0	0	0
Operating Expenses	985,794	1,271,131	1,290,929	1,229,965	1,229,965
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	42	0	42	42	42
Other Contract Services	128,146	156,455	199,072	150,468	150,468
Professional/Cont Services	128,188	156,455	199,114	150,510	150,510
Land	0	0	0	0	0
Buildings	0	0	110,000	0	0
Improvements	0	0	110,897	150,000	150,000
Equipment - Office	0	0	0	0	0
Equipment - Other	192,388	114,000	113,326	113,000	113,000
Equipment - Motor Vehicles	0	0	897	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	192,388	114,000	335,120	263,000	263,000
Other Charges	398,255	456,285	422,700	414,700	414,700
Indirect Cost Allocation	179,457	185,682	184,841	190,386	190,386
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	222,986	0	0	0	0
Inventory	12,925	15,000	25,000	15,000	15,000
Cost Redistribution	0				
Other Financing Uses	734,677	896,039	1,241,110	1,332,500	1,332,500
Other Charges	1,548,300	1,553,006	1,873,651	1,952,586	1,952,586
Total Expenditures	4,071,616	4,450,440	4,970,281	4,946,358	4,946,358

Recycling Fund

Description	FY 2011 Actual	FY 2012 Orig Budget	FY 2012 Estimate	FY 2013 Recommend	FY 2013 Adopted
Salaries & Wages	0	22,214	17,415	22,908	22,908
Social Security & Pension	0	3,246	2,545	3,297	3,297
Insurance & Benefits	0	6,733	3,777	6,752	6,752
Temporary Services	0	0	0	0	0
Personnel Services	0	32,193	23,737	32,957	32,957
Utilities	0	0	0	0	0
Supplies	1,665	32,626	112,322	58,340	58,015
Small Equipment/Computers	0	1,500	0	0	0
General Maintenance	0	0	0	0	0
Vehicle Maintenance	0	3,291	1,649	3,400	3,400
Vehicle Fuel	0	8,590	4,752	9,726	9,676
Communications	18,792	26,850	34,135	27,625	27,500
Travel and Development	600	300	1,200	1,440	1,440
Memberships and Dues	0	0	0	0	0
Insurance	0	385	385	385	385
Other Services	0	0	0	0	0
Operating Expenses	21,057	73,542	154,443	100,916	100,416
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	1,859,551	1,944,659	1,980,654	2,084,883	2,062,998
Professional/Cont Services	1,859,551	1,944,659	1,980,654	2,084,883	2,062,998
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	37,480	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	37,480	0	0
Other Charges	0	154,460	0	67,907	62,619
Indirect Cost Allocation	46,154	48,708	48,708	50,169	50,169
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	426,928	427,245	427,245	391,641	391,641
Other Charges	473,082	630,413	475,953	509,717	504,429
Total Expenditures	2,353,690	2,680,807	2,672,267	2,728,473	2,700,800

Risk Management Fund

Description	FY 2011 Actual	FY 2012 Orig Budget	FY 2012 Estimate	FY 2013 Recommend	FY 2013 Adopted
Salaries & Wages	230,748	239,799	206,702	244,247	244,247
Social Security & Pension	32,235	35,038	29,240	35,148	35,148
Insurance & Benefits	37,003	44,194	36,792	44,310	44,310
Temporary Services	26,482	17,680	2,752	0	0
Personnel Services	326,468	336,711	275,486	323,705	323,705
Utilities	0	0	0	0	0
Supplies	19,990	35,311	21,816	33,900	33,900
Small Equipment/Computers	0	0	0	0	0
General Maintenance	4,763	4,763	0	0	0
Vehicle Maintenance	86,966	81,100	95,000	97,000	97,000
Vehicle Fuel	0	0	0	0	0
Communications	5,605	15,709	8,779	13,045	13,045
Travel and Development	3,002	6,105	3,455	5,295	5,295
Memberships and Dues	1,050	1,200	977	1,091	1,091
Insurance	12,896,477	16,157,184	14,827,783	15,505,652	15,505,652
Other Services	367	350	368	368	368
Operating Expenses	13,018,220	16,301,722	14,958,178	15,656,351	15,656,351
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	50,431	118,250	46,350	89,000	89,000
Other Contract Services	166,774	317,335	197,270	248,400	248,400
Professional/Cont Services	217,205	435,585	243,620	337,400	337,400
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Other Charges	23	500,183	0	486,047	486,047
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	23	500,183	0	486,047	486,047
Total Expenditures	13,561,916	17,574,201	15,477,284	16,803,503	16,803,503

Stormwater Fund

Description	FY 2011 Actual	FY 2012 Orig Budget	FY 2012 Estimate	FY 2013 Recommend	FY 2013 Adopted
Salaries & Wages	1,028,426	1,116,703	1,047,534	1,136,014	1,136,014
Social Security & Pension	140,128	163,155	149,766	163,512	163,512
Insurance & Benefits	197,514	231,685	209,722	222,156	222,156
Temporary Services	0	0	0	0	0
Personnel Services	1,366,068	1,511,543	1,407,022	1,521,682	1,521,682
Utilities	14,633	17,980	16,200	16,686	16,686
Supplies	49,701	64,535	61,535	61,535	61,535
Small Equipment/Computers	4,638	800	10,021	0	0
General Maintenance	9,897	90,917	49,417	57,446	57,446
Vehicle Maintenance	161,952	187,353	183,987	189,386	189,386
Vehicle Fuel	67,778	82,587	81,340	84,593	84,593
Communications	71,242	91,836	95,358	90,427	90,427
Travel and Development	9,250	15,225	15,725	19,480	19,480
Memberships and Dues	1,403	1,631	1,631	1,666	1,666
Insurance	7,528	8,013	8,490	9,436	9,436
Other Services	30,170	36,500	35,000	35,000	35,000
Operating Expenses	428,192	597,377	558,704	565,655	565,655
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	243	500	500	500	500
Other Contract Services	249,124	327,430	451,233	306,440	306,440
Professional/Cont Services	249,367	327,930	451,733	306,940	306,940
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	223,000	201,919	0	0
Equipment - Motor Vehicles	0	95,000	100,050	0	0
Infrastructure	0	20,000	20,000	20,000	20,000
Capital Outlay	0	338,000	321,969	20,000	20,000
Other Charges	2,648	812,798	3,880	18,179	10,430
Indirect Cost Allocation	105,054	125,915	129,693	133,584	133,584
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	25,030	496,930	446,881	919,409	919,409
Inventory	0	0	0	0	0
Cost Redistribution	75,000	75,000	75,000	75,000	75,000
Other Financing Uses	3,126,007	2,081,550	1,250,761	5,423,699	5,423,699
Other Charges	3,333,739	3,592,193	1,906,215	6,569,871	6,562,122
Total Expenditures	5,377,366	6,367,043	4,645,643	8,984,148	8,976,399

Transit Fund

Description	FY 2011 Actual	FY 2012 Orig Budget	FY 2012 Estimate	FY 2013 Recommend	FY 2013 Adopted
Salaries & Wages	2,734,414	3,017,557	2,945,837	3,055,236	3,055,236
Social Security & Pension	367,982	431,216	418,984	436,931	436,931
Insurance & Benefits	566,115	691,975	665,305	704,106	704,106
Temporary Services	10,246	0	2,454	0	0
Personnel Services	3,678,757	4,140,748	4,032,580	4,196,273	4,196,273
Utilities	34,420	51,620	37,080	38,130	38,130
Supplies	89,564	97,095	85,692	80,504	80,504
Small Equipment/Computers	0	8,100	8,930	7,410	7,410
General Maintenance	59,179	68,430	51,100	51,600	51,600
Vehicle Maintenance	258,262	331,876	297,760	326,412	326,412
Vehicle Fuel	698,048	853,212	902,621	943,226	943,226
Communications	40,593	66,002	84,950	85,605	85,605
Travel and Development	1,055	5,186	4,405	4,360	4,360
Memberships and Dues	1,989	2,300	2,000	2,000	2,000
Insurance	46,273	135,232	103,213	111,104	111,104
Other Services	0	0	0	0	0
Operating Expenses	1,229,383	1,619,053	1,577,751	1,650,351	1,650,351
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	3,064	3,421	2,958	3,000	3,000
Other Contract Services	341,992	13,960	50,221	35,465	35,465
Professional/Cont Services	345,056	17,381	53,179	38,465	38,465
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	9,288	8,000	8,000	8,000	8,000
Indirect Cost Allocation	557,666	535,318	574,396	591,629	591,629
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	21,017	21,018	21,018	21,018	21,018
Inventory	207	0	0	0	0
Cost Redistribution	(66,600)	(76,662)	(81,962)	(82,000)	(82,000)
Other Financing Uses	0	0	0	0	0
Other Charges	521,578	487,674	521,452	538,647	538,647
Total Expenditures	5,774,774	6,264,856	6,184,962	6,423,736	6,423,736

Warranty Vehicle Lease Fund

Description	FY 2011 Actual	FY 2012 Orig Budget	FY 2012 Estimate	FY 2013 Recommend	FY 2013 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 Expenses	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	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	1,296,347	0	0	0	0
Other Charges	1,296,347	0	0	0	0
Total Expenditures	1,296,347	0	0	0	0

LEOSSA Fund

Description	FY 2011 Actual	FY 2012 Orig Budget	FY 2012 Estimate	FY 2013 Recommend	FY 2013 Adopted
Salaries & Wages	481,525	492,078	509,551	525,430	525,430
Social Security & Pension	32,180	37,644	36,736	40,196	40,196
Insurance & Benefits	0	0	0	0	0
Temporary Services	0	0	0	0	0
Personnel Services	513,705	529,722	546,287	565,626	565,626
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 Expenses	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	196,378	0	160,474	160,474
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	196,378	0	160,474	160,474
Total Expenditures	513,705	726,100	546,287	726,100	726,100

Capital Outlay By Fund

Fund	Type of Capital	Department	Description	Price	Recommended		Adopted		Replacement
					Qty	Total	Qty	Total	
General Fund									
Buildings									
		Fire	Drill Tower Exterior Stairway	\$23,134	1	\$23,134	1	\$23,134	No
Total Buildings						\$23,134		\$23,134	
Improvements									
		PR & M	Ben Martin Shelter and Picnic Tables	\$35,000		\$35,000		\$35,000	No
		PR & M	General Lee Shade Structure and Picnic Tables	\$24,000		\$24,000		\$24,000	No
		PR & M	Seabrook Retaining Wall and Drainage	\$35,000		\$35,000		\$35,000	No
Total Improvements						\$94,000		\$94,000	
Office Equipment									
		E&I	Signal System Software	\$37,800	1	\$37,800	1	\$37,800	Yes
		IT	Exchange Server	\$15,000	1	\$15,000	1	\$15,000	No
		IT	Malware Software	\$13,300	1	\$13,300	1	\$13,300	No
		IT	WatchGuard Firewall	\$5,821	1	\$5,821	1	\$5,821	No
		Police	Currency Scanner System	\$6,264	1	\$6,264	1	\$6,264	No
		Police	Intercept Communication System	\$18,431	1	\$18,431	1	\$18,431	No
Total Office Equipment						\$96,616		\$96,616	
Other Equipment									
Replacements									
		PR & M	Bunker Rake	\$11,500	1	\$11,500	1	\$11,500	Yes
		PR & M	Mower	\$14,000	2	\$28,000	2	\$28,000	Yes
		PR & M	Tractor	\$35,000	1	\$35,000	1	\$35,000	Yes
		PR & M	Tractor Mower	\$80,000	2	\$160,000	2	\$160,000	Yes
		PR & M	Zero-Turn Mower	\$13,000	4	\$52,000	4	\$52,000	Yes
Total Replacements						\$286,500		\$286,500	
Additions									
		Fire	Rescue Vac System	\$13,410	1	\$13,410	1	\$13,410	No
		Fire	Search Camera	\$13,500	1	\$13,500	1	\$13,500	No
		Police	Equipment for Mobile Surveillance Unit	\$30,000	1	\$30,000	1	\$30,000	No
		Police	Cellular Telephone Data Extractor	\$11,100	1	\$11,100	1	\$11,100	No
		Police	Light Source	\$20,675	1	\$20,675	1	\$20,675	No
		Police	Portable Side Scan Sonar	\$7,875	1	\$7,875	1	\$7,875	No
Total Additions						\$96,560		\$96,560	
Total Other Equipment						\$383,060		\$383,060	
Rights-of-Way									
		E&I	Rights-of-Way	\$5,100		\$5,100		\$5,100	No
Total Rights-of-Way						\$5,100		\$5,100	

Capital Outlay By Fund

Type of Capital	Department	Description	Price	Recommended		Adopted		Replacement
				Qty	Total	Qty	Total	
Vehicles								
Replacements								
	E&I	Pickup Truck 4x4	\$32,000	1	\$32,000	1	\$32,000	Yes
	E&I	Sweeper	\$205,000	1	\$205,000	1	\$205,000	Yes
	ENS	Limb Collection Truck	\$161,000	2	\$322,000	2	\$322,000	Yes
	ENS	One-Arm Side Loader Truck	\$247,000	2	\$494,000	2	\$494,000	Yes
	ENS	Small Collection Truck	\$145,000	1	\$145,000	1	\$145,000	Yes
	Fire	Aerial Truck	\$846,000	1	\$846,000	1	\$846,000	Yes
	Fire	Pumper Truck	\$517,500	2	\$1,035,000	2	\$1,035,000	Yes
	Fire	Sedan	\$20,000	1	\$20,000	1	\$20,000	Yes
	Fire	SUV	\$37,000	1	\$37,000	1	\$37,000	Yes
	Police	K-9 Unit	\$35,000	2	\$70,000	2	\$70,000	Yes
	Police	Marked Sedan	\$33,000	21	\$693,000	21	\$693,000	Yes
	Police	Sport Utility Vehicle	\$36,000	1	\$36,000	1	\$36,000	Yes
	PR & M	Dump Truck - Crew Cab	\$34,000	1	\$34,000	1	\$34,000	Yes
	PR & M	Pickup Truck - Mid-Size	\$24,000	4	\$96,000	4	\$96,000	Yes
	PR & M	Pickup Truck - Mid-Size with Service Body	\$28,000	1	\$28,000	1	\$28,000	Yes
	PR & M - District	Pickup Truck - Mid-Size	\$24,000	2	\$48,000	2	\$48,000	Yes
Total Replacements					\$4,141,000	\$4,141,000		
Additions								
	DS	Compact Vehicle	\$20,000	7	\$140,000	7	\$140,000	No
	DS	Pickup Truck	\$20,000	4	\$80,000	4	\$80,000	No
	Police	Marked Sedan with Camera	\$40,000	1	\$40,000	8	\$320,000	No
Total Additions					\$260,000	\$540,000		
Total Vehicles					\$4,401,000	\$4,681,000		
Transfers								
	CD	Transfer to Econ & Phy Dev Fund - Festival Park Plaza Upfitting	\$100,000		\$100,000		\$100,000	No
	CD	Transfer to Econ & Phy Dev Fund - Murchison Road Redevelopment	\$200,000		\$200,000		\$200,000	No
	E&I	Transfer to General Gov't Fund - Parking Lot Improvements	\$50,911		\$50,911		\$50,911	Yes
	E&I	Transfer to Transportation Fund - Langdon Street Widening	\$100,000		\$100,000		\$100,000	No
	E&I	Transfer to Transportation Fund - Sidewalks	\$158,000		\$158,000		\$158,000	No
	E&I	Transfer to Transportation Fund - Legend Avenue	\$125,000		\$0		\$125,000	No
	E&I	Transfer to Transportation Fund - Street Resurfacing	\$3,500,000		\$3,500,000		\$3,500,000	Yes
	ENS	Transfer to General Gov't Fund - B Street Land	\$155,000		\$155,000		\$155,000	No
	IT	Trf. to Gen. Govt. Fund - Computer Replacement/Desktop Virtualization	\$291,000		\$291,000		\$291,000	Yes
	IT	Trf. to Gen. Govt. Fund - Enterprise GIS Environment	\$62,067		\$62,067		\$62,067	Yes
	IT	Trf. to Gen. Govt. Fund - IT Disaster Recovery	\$375,318		\$375,318		\$375,318	No
	IT	Trf. to Gen. Govt. Fund - Laserfiche Rio Upgrade	\$131,245		\$131,245		\$131,245	Yes
	IT	Trf. to Gen. Govt. Fund - Uninterruptible Power Supply	\$58,650		\$58,650		\$58,650	Yes
	IT	Trf. to Gen. Govt. Fund - Virtual Server Expansion	\$60,034		\$60,034		\$60,034	Yes
	IT	Trf. to Gen. Govt. Fund - Wireless Network Expansion	\$97,800		\$97,800		\$97,800	No
	OAP	Transfer to Econ & Phy Dev Fund - Texfi Site Improvements	\$116,767		\$116,767		\$116,767	No
	OAP	Transfer to PWC - Annexation Sewer/Water Projects	\$3,054,451		\$3,054,451		\$2,528,451	No
	DS	Transfer to General Govt. Fund - DS Plan Review Software	\$68,500		\$68,500		\$68,500	No
	DS	Transfer to General Govt. Fund - Public Portal	\$2,773		\$2,773		\$2,773	No

Capital Outlay by Fund

Fund	Type of Capital	Department	Description	Price	Recommended Qty	Recommended Total	Adopted Qty	Adopted Total	Replacement
		PR & M	Transfer to General Gov't Fund - Building Renovations	\$550,000		\$550,000		\$550,000	Yes
		PR & M	Transfer to General Gov't Fund - HVAC Replacements	\$150,000		\$150,000		\$150,000	Yes
		PR & M	Transfer to General Gov't Fund - Roof Replacements	\$80,000		\$80,000		\$80,000	Yes
		PR & M	Transfer to Rec/Cult Fund - Playground Improvements	\$90,960		\$90,960		\$90,960	Yes
		PR & M	Transfer to Rec/Cult Fund - Rec Trac Software Upgrade	\$2,242		\$2,242		\$2,242	Yes
		Total Transfers				\$9,455,718		\$9,054,718	
		Total General Fund				\$14,458,628		\$14,337,628	
Central Business Tax District									
		Transfers							
			Transfer to Transportation Fund - Paver Brick Project	\$50,000		\$50,000		\$50,000	Yes
		Total Transfers				\$50,000		\$50,000	
		Total Central Business Tax District				\$50,000		\$50,000	
Stormwater Fund									
		Improvements							
			Drainage Projects	\$20,000		\$20,000		\$20,000	No
		Total Improvements				\$20,000		\$20,000	
		Transfers							
			Transfer to the Water, Sewer & Stormwater Fund for Drainage Improvements	\$5,423,699		\$5,423,699		\$5,423,699	No
		Total Transfers				\$5,423,699		\$5,423,699	
		Total Stormwater Fund				\$5,443,699		\$5,443,699	
Airport									
		Improvements							
			General Aviation Security and Fencing	\$150,000		\$150,000		\$150,000	No
		Total Improvements				\$150,000		\$150,000	
		Other Equipment							
			Tractor with Mower	\$113,000	1	\$113,000	1	\$113,000	Yes
		Total Other Equipment				\$113,000		\$113,000	
		Transfers to Airport Capital Fund							
			Runway 4-22 Paved Shoulder	\$7,500		\$7,500		\$7,500	Yes
			Terminal Renovations Phase IV	\$1,100,000		\$1,100,000		\$1,100,000	Yes
			Terminal Renovations Phase V	\$225,000		\$225,000		\$225,000	Yes
		Total Transfers				\$1,332,500		\$1,332,500	
		Total Airport				\$1,595,500		\$1,595,500	

General Fund Capital By Department

Department	Type of Capital	Description	Price	Qty	Recommended Total	Qty	Adopted Total	Replacement
Community Development								
	Transfers							
		Transfer to Econ & Phy Dev Fund - Festival Park Plaza Upfitting	\$100,000		\$100,000		\$100,000	No
		Transfer to Econ & Phy Dev Fund - Murchison Road Redevelopment	\$200,000		\$200,000		\$200,000	No
		Total Transfers			\$300,000		\$300,000	
		Total Community Development			\$300,000		\$300,000	
Development Services								
	Vehicles							
		Compact Car	\$20,000	7	\$140,000	7	\$140,000	No
		Small Pickup Truck	\$20,000	4	\$80,000	4	\$80,000	No
		Total Vehicles			\$220,000		\$220,000	
	Transfers							
		Transfer to General Govt. Fund - DS Plan Review Software	\$68,500		\$68,500		\$68,500	No
		Transfer to General Govt. Fund - Public Portal	\$2,773		\$2,773		\$2,773	No
		Total Transfers			\$71,273		\$71,273	
		Total Development Services			\$291,273		\$291,273	
Engineering and Infrastructure								
	Office Equipment							
		Signal System Software	\$37,800	1	\$37,800	1	\$37,800	No
		Total Office Equipment			\$37,800		\$37,800	
	Vehicles							
		Pickup Truck 4x4	\$32,000	1	\$32,000	1	\$32,000	Yes
		Sweeper	\$205,000	1	\$205,000	1	\$205,000	Yes
		Total Vehicles			\$237,000		\$237,000	
	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	\$50,911		\$50,911		\$50,911	Yes
		Transfer to Transportation Fund - Langdon Street	\$100,000		\$100,000		\$100,000	No
		Transfer to Transportation Fund - Sidewalks	\$158,000		\$158,000		\$158,000	No
		Transfer to Transportation Fund - Legend Avenue	\$125,000		\$0		\$125,000	No
		Transfer to Transportation Fund - Street Resurfacing	\$3,500,000		\$3,500,000		\$3,500,000	Yes
		Total Transfers			\$3,808,911		\$3,933,911	
		Total Engineering and Infrastructure			\$4,088,811		\$4,213,811	

General Fund Capital By Department

Department	Type of Capital	Description	Price	Recommended		Adopted		Replacement
				Qty	Total	Qty	Total	
Environmental Services								
	Vehicles							
		Limb Collection Truck	\$161,000	2	\$322,000	2	\$322,000	Yes
		One-Arm Side Loader Truck	\$247,000	2	\$494,000	2	\$494,000	Yes
		Small Collection Truck	\$145,000	1	<u>\$145,000</u>	1	<u>\$145,000</u>	Yes
	Total Vehicles				\$961,000		\$961,000	
	Transfers							
		Transfer to General Gov't Fund - B Street Land	\$155,000		<u>\$155,000</u>		<u>\$155,000</u>	No
	Total Transfers				\$155,000		\$155,000	
	Total Environmental Services				\$1,116,000		\$1,116,000	
Fire								
	Buildings							
		Drill Tower Exterior Stairway	\$23,134		<u>\$23,134</u>		<u>\$23,134</u>	No
	Total Buildings				\$23,134		\$23,134	
	Vehicles							
		Aerial Truck	\$846,000	1	\$846,000	1	\$846,000	Yes
		Pumper Truck	\$517,500	2	\$1,035,000	2	\$1,035,000	Yes
		Sedan	\$20,000	1	\$20,000	1	\$20,000	Yes
		SUV	\$37,000	1	<u>\$37,000</u>	1	<u>\$37,000</u>	Yes
	Total Vehicles				\$1,938,000		\$1,938,000	
	Other Equipment							
		Rescue Vac System	\$13,410	1	\$13,410	1	\$13,410	No
		Search Camera	\$13,500	1	<u>\$13,500</u>	1	<u>\$13,500</u>	No
	Total Other Equipment				\$26,910		\$26,910	
	Total Fire				\$1,988,044		\$1,988,044	
Information Technology								
	Office Equipment							
		Exchange Server	\$15,000	1	\$15,000	1	\$15,000	Yes
		Malware Software	\$13,300	1	\$13,300	1	\$13,300	No
		WatchGuard Firewall	\$5,821	1	<u>\$5,821</u>	1	<u>\$5,821</u>	No
	Total Office Equipment				\$34,121		\$34,121	
	Transfers							
		Trf. to Gen. Govt. Fund - Computer Replacement/ Desktop Virtualization	\$291,000		\$291,000		\$291,000	Yes
		Trf. to Gen. Govt. Fund - Enterprise GIS Environment	\$62,067		\$62,067		\$62,067	No
		Trf. to Gen. Govt. Fund - IT Disaster Recovery	\$375,318		\$375,318		\$375,318	Yes
		Trf. to Gen. Govt. Fund - Laserfiche Rio Upgrade	\$131,245		\$131,245		\$131,245	Yes
		Trf. to Gen. Govt. Fund - Uninterruptible Power Supply	\$58,650		\$58,650		\$58,650	Yes
		Trf. to Gen. Govt. Fund - Virtual Server Expansion	\$60,034		\$60,034		\$60,034	No
		Trf. to Gen. Govt. Fund - Wireless Network Expansion	\$97,800		<u>\$97,800</u>		<u>\$97,800</u>	No
	Total Transfers				\$1,076,114		\$1,076,114	
	Total Information Technology				\$1,110,235		\$1,110,235	
Other Appropriations								
	Transfers							
		Transfer to Econ & Phy Dev Fund - Texfi Site	\$116,767		\$116,767		\$116,767	No
		Transfer to PWC - Annexation Sewer/Water Projects	\$3,054,451		<u>\$3,054,451</u>		<u>\$2,528,451</u>	No
	Total Transfers				\$3,171,218		\$2,645,218	
	Total Other Appropriations				\$3,171,218		\$2,645,218	

General Fund Capital By Department

Department	Type of Capital	Description	Price	Qty	Recommended Total	Qty	Adopted Total	Replacement
Police								
	Office Equipment							
		Currency Scanner System	\$6,264	1	\$6,264	1	\$6,264	No
		Intercept Communication System	\$18,431	1	\$18,431	1	\$18,431	No
		Total Office Equipment			\$24,695		\$24,695	
	Other Equipment							
		Equipment for Mobile Surveillance Unit	\$30,000	1	\$30,000	1	\$30,000	No
		Cellular Telephone Data Extractor	\$11,100	1	\$11,100	1	\$11,100	No
		Light Source	\$20,675	1	\$20,675	1	\$20,675	No
		Portable Side Scan Sonar	\$7,875	1	\$7,875	1	\$7,875	No
		Total Other Equipment			\$69,650		\$69,650	
	Vehicles							
		K-9 Unit	\$35,000	2	\$70,000	2	\$70,000	Yes
		Marked Sedan	\$33,000	21	\$693,000	21	\$693,000	Yes
		Marked Sedan with Camera	\$40,000	1	\$40,000	8	\$320,000	No
		Sport Utility Vehicle	\$36,000	1	\$36,000	1	\$36,000	Yes
		Total Vehicles			\$839,000		\$1,119,000	
		Total Police			\$933,345		\$1,213,345	
Parks & Recreation and Maintenance								
	Improvements							
		Ben Martin Shelter and Picnic Tables	\$35,000		\$35,000		\$35,000	No
		General Lee Shade Structure and Picnic Tables	\$24,000		\$24,000		\$24,000	No
		Seabrook Retaining Wall and Drainage	\$35,000		\$35,000		\$35,000	No
		Total Improvements			\$94,000		\$94,000	
	Vehicles							
		Dump Truck - Crew Cab	\$34,000	1	\$34,000	1	\$34,000	Yes
		Pickup Truck - Mid-Size	\$24,000	4	\$96,000	4	\$96,000	Yes
		Pickup Truck - Mid-Size with Service Body	\$28,000	1	\$28,000	1	\$28,000	Yes
		Total Vehicles			\$158,000		\$158,000	
	Other Equipment							
		Bunker Rake	\$11,500	1	\$11,500	1	\$11,500	Yes
		Mower	\$14,000	2	\$28,000	2	\$28,000	Yes
		Tractor	\$35,000	1	\$35,000	1	\$35,000	Yes
		Tractor Mower	\$80,000	2	\$160,000	2	\$160,000	Yes
		Zero-Turn Mower	\$13,000	4	\$52,000	4	\$52,000	Yes
		Total Other Equipment			\$286,500		\$286,500	
	Transfers							
		Transfer to General Gov't Fund - Building Renovations	\$550,000		\$550,000		\$550,000	Yes
		Transfer to General Gov't Fund - HVAC Replacements	\$150,000		\$150,000		\$150,000	Yes
		Transfer to General Gov't Fund - Roof Replacements	\$80,000		\$80,000		\$80,000	Yes
		Transfer to Rec/Cult Fund - Playground Improvements	\$90,960		\$90,960		\$90,960	Yes
		Transfer to Rec/Cult Fund - Rec Trac Software Upgrade	\$2,242		\$2,242		\$2,242	Yes
		Total Transfers			\$873,202		\$873,202	
		Total Parks & Recreation and Maintenance			\$1,411,702		\$1,411,702	
Parks & Recreation and Maintenance - County District								
	Vehicles							
		Pickup Truck - Mid-Size	\$24,000	2	\$48,000	2	\$48,000	Yes
		Total Vehicles			\$48,000		\$48,000	
		Total Parks & Recreation and Maintenance - County District			\$48,000		\$48,000	
		Total General Fund			\$14,458,628		\$14,337,628	

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Authorized Positions by Fund/Department

	Adopted 2009-10	Adopted 2010-11	Adopted 2011-12	Recommended 2012-13	Adopted 2012-13
General Fund					
City Attorney					
Full-Time	9	9	6	6	6
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
City Manager					
Full-Time	6	6	6	6	6
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
Development Services					
Full-Time	46	43	44	47	47
Part-Time	0	0	1	1	1
Temporary	0	0	0	0	0
Engineering & Infrastructure					
Full-Time	83	80	83	84	84
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
Environmental Services					
Full-Time	108	105	100	90	90
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
Finance					
Full-Time	19	19	19	20	20
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
Fire & Emergency Management					
Full-Time	320	324	324	325	325
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
Human Relations					
Full-Time	4	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	14	14
Part-Time	2	1	1	1	1
Temporary	0	0	0	0	0

Authorized Positions by Fund/Department

	Adopted 2009-10	Adopted 2010-11	Adopted 2011-12	Recommended 2012-13	Adopted 2012-13
Information Technology					
Full-Time	20	20	20	23	23
Part-Time	0	0	0	0	0
Temporary	4	4	4	4	4
Management Services					
Full-Time	11	10	10	10	10
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
Mayor and Council					
Full-Time	1	1	1	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	109	99	99	100	100
Part-Time	0	0	0	0	0
Temporary	107	98	98	98	98
<i>Parks & Recreation - County Funded</i>					
Full-Time	37	32	32	32	32
Part-Time	0	0	0	0	0
Temporary	97	95	95	95	95
<i>Maintenance</i>					
Full-Time	33	30	30	30	30
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
Police					
Full-Time	545	517	520	523	533
Part-Time	10	10	9	9	9
Temporary	0	0	0	0	0
Total General Fund					
Full-Time	1367	1314	1313	1316	1326
Part-Time	12	11	11	11	11
Temporary	208	197	197	197	197

Authorized Positions by Fund/Department

	Adopted 2009-10	Adopted 2010-11	Adopted 2011-12	Recommended 2012-13	Adopted 2012-13
<u>Airport Fund</u>					
Airport					
Full-Time	16	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	1	0	0	0
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
<u>Recycling Fund</u>					
Recycling					
Full-Time	0	0	1	1	1
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
<u>Risk Management Fund</u>					
Risk Management					
Full-Time	6	5	4	4	4
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
Police - Grant funded Positions					
Full-Time	2	19	19	20	20
Part-Time	0	0	0	1	1
Temporary	0	0	0	0	0
<u>Stormwater Fund</u>					
Engineering & Infrastructure					
Full-Time	40	40	40	40	40
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
<u>Transit Fund</u>					
Transit					
Full-Time	70	84	92	92	92
Part-Time	0	0	0	0	0
Temporary	15	15	10	10	10

Authorized Positions by Fund/Department

	Adopted 2009-10	Adopted 2010-11	Adopted 2011-12	Recommended 2012-13	Adopted 2012-13
<u>Total All Funds</u>					
Full-Time	1516	1494	1500	1504	1514
Part-Time	16	15	15	16	16
Temporary	223	212	207	207	207

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

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

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

For Fiscal Year 2010-11, 19 full-time positions were frozen.

Full-Time Regular Positions

Airport

Administrative Secretary	1
Airport Director	1
Airport Maintenance Supervisor	1
Assistant Airport Director	1
Crew Leader	1
Custodian	5
Equipment Operator I	1
Equipment Operator II	2
Office Assistant I	1
Office Assistant II	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

Assistant City Manager	2
City Manager	1
Executive Assistant	1
Secretary	1
Special Projects Director	1
Total	6

Community Development

General Fund

Administrative Secretary	1
Downtown Development Manager	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

Development Services

Building Inspector	3
Building Plan Review & Inspections Division Manager	1
Code Enforcement Administrator (Housing)	7
Code Enforcement Administrator (Zoning)	5
Code Enforcement & Housing Division Manager	1
Development Services Director	1
Electrical Inspector	3

Full-Time Regular Positions

Development Services – (cont'd)

Mechanical Inspector	3
Office Assistant II	7
Office Supervisor	1
Planner II	4
Plans Reviewer.....	1
Planning & Zoning Division Manager	1
Plumbing Inspector	2
Senior Building Inspector	1
Senior Code Enforcement Administrator (Housing)	1
Senior Code Enforcement Administrator (Zoning)	1
Senior Electrical Inspector	1
Senior Mechanical Inspector	1
Senior Planner	1
Senior Plumbing Inspector	1
Total	47

Engineering & Infrastructure

General Fund

Administrative Secretary	1
Assistant City Traffic Engineer	1
CAD Technician	1
City Engineer	1
City Traffic Engineer	1
Construction Manager	1
Crew Leader	1
Engineer I.....	2
Engineer II	1
Engineer II (frozen).....	1
Engineering & Infrastructure Director	1
Engineering Inspector	6
Engineering Inspector (frozen)	1
Equipment Operator II	19
Equipment Operator II (frozen)	1
Equipment Operator III	5
Maintenance Worker	7
Office Assistant I	1
Office Assistant II	2
Office Supervisor	1
Quality Control Technician	1
Real Estate Manager	1
Senior CAD Technician.....	1
Senior Engineering Inspector	1
Senior Paralegal	2
Senior Signs and Markings Technician	1
Signs and Markings Supervisor	1
Signs and Markings Technician	5
Street Maintenance Superintendent	1
Street Maintenance Supervisor	2
Survey Crew Leader	1
Survey Crew Worker II	2

Full-Time Regular Positions

Engineering & Infrastructure – (cont'd)

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

Crew Leader	2
Crew Supervisor (frozen)	1
Engineer II	2
Equipment Operator II	7
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
Secretary	1
Senior Engineering Inspector	1
Skilled Trades Technician	2
Skilled Trades Technician (frozen)	3
Stormwater Inspector	3
Stormwater Inspector (frozen)	1
Stormwater Manager	1
Street Maintenance Supervisor	1
Total	124

Environmental Services

General Fund

Contact Center Call Taker	5
Energy Efficiency & Sustainability Engineer (Grant-funded to 10/31/12, GF funded to 6/30/13).....	1
Environmental Services Director	1
Equipment Operator II	42
Equipment Operator III	9
Maintenance Worker	1
Office Assistant II	1
Personnel Technician	1
Public Relations Specialist	1
Solid Waste Analyst	1
Solid Waste Collector	21
Solid Waste Superintendent	1
Solid Waste Supervisor	4
Warehouse Supervisor	1

Recycling Fund

Maintenance Worker	1
Total	91

Full-Time Regular Positions

Finance

Accountant	1
Accounting Clerk	7
Budget and Evaluation Manager	1
Cash Manager	1
Chief Financial Officer	1
Collections Division Supervisor	1
Financial Analyst	3
Finance Manager	1
Internal Auditor	1
Office Assistant II	1
Senior Accounting Clerk	1
Senior Financial Analyst	1
Total	20

Fire & Emergency Management

General Fund

Assistant Fire Chief	3
Emergency Management Administrator	1
Fire Battalion Chief	13
Fire Captain	51
Fire Chief	1
Fire Inspector	7
Fire Lieutenant	65
Firefighter	180
Office Assistant II	3
Office Supervisor	1

Airport Fund

Fire Captain - Airport	3
Firefighter - Airport	3
Total	331

Human Relations

Human Relations Director	1
Human Relations Supervisor	1
Office Assistant II	1
Total	3

Human Resource Development

Assistant Human Resource Development Director.....	1
Assistant HRD Director for Organizational Development and Training.....	1
Human Resources Analyst	4
Human Resource Development Director	1
Human Resources Specialist	2
Office Assistant II.....	1
Office Supervisor	1
Organization Development Analyst.....	1
Personnel Technician.....	1
Training & Development Specialist	1
Total	14

Full-Time Regular Positions

Information Technology

Chief Information Officer	1
Chief Technology Officer	1
Client Services Manager	1
Desktop Support Specialist	3
GIS Manager	1
GIS Technician	1
Information Technology Administrative Specialist	1
Information Technology Asset Specialist.....	1
Information Technology Business Analyst	1
Information Technology Project Manager	3
Network Administrator	1
Network Engineer	1
Network Services Manager	1
Programmer Analyst	1
Senior Programmer Analyst	1
Systems Administrator	1
Telecommunications Analyst	1
Web Developer	1
Webmaster	1
Total	23

Management Services

City Clerk	1
Communications Officer	1
Graphics Designer	1
Management Analyst.....	1
Management Services Manager	1
Office Assistant II	2
Printer	1
Public Information Specialist	1
Senior Printer	1
Total	10

Mayor and Council

Administrative Secretary	1
Total	1

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	3
Equipment Operator I	9

Full-Time Regular Positions

Parks, Recreation & Maintenance - (cont'd)

Historical Properties Coordinator	1
Historical Properties Manager	1
Landscape Architect	1
Landscape Technician	2
Landscape Worker	2
Maintenance Worker	18
Office Assistant II	2
Park Ranger	4
Park Ranger Coordinator	2
Park Ranger Supervisor	1
Parks Division Manager	1
Parks, Recreation & Maintenance Director	1
Quality Control Technician	1
Recreation Center Supervisor	12
Recreation Division Supervisor	1
Senior Skilled Trades Technician	2
Senior Tree Care Technician	1
Site Security Coordinator.....	1
Skilled Trades Technician	2
Tree Care Technician	2
Turf Technician	3

Parks & Recreation – County Funded

Administrative Secretary	1
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	5
Recreation Division Manager	1
Recreation Division Supervisor	3
Skilled Trades Technician	1
Special Events Coordinator	1

Maintenance

Crew Leader	1
Crew Supervisor.....	1
Custodian	1
Electrical/Heating/A/C Maintenance Supv.	1
Electrician II	1
Equipment Operator I	4
Equipment Operator II.....	7
Facilities Maintenance Manager	1
Maintenance Worker	3
Office Assistant II	1

Full-Time Regular Positions

Parks, Recreation & Maintenance - (cont'd)

Senior Skilled Trades Technician	7
Skilled Trades Technician	2
Total	162

Police

General Fund

Accounting Clerk	1
Administrative Secretary	1
Alarm Ordinance Coordinator	1
Assistant Police Chief	4
Budget Analyst	1
Chief of Police & Emergency Communications	1
Civilian Traffic Investigator	5
Communications Manager.....	1
Communications Supervisor	5
Communications Technician	1
Community Relations Specialist	1
Communications Training Specialist	1
Crime Analyst	5
Crime Prevention Specialist	6
Custodian	4
Enhanced 911 Coordinator	1
Forensic Photograph Technician	1
Forensic Supervisor	1
Forensic Technician	13
Installation Technician	1
Installation Technician (frozen)	1
Investigative Assistant.....	2
Latent Print Examiner	1
Office Assistant II	11
Paralegal II	1
Planner II	1
Police Attorney	1
Police Captain	7
Police Lieutenant	20
Police Officer	289
Police Records Clerk	24
Police Records Clerk (Frozen)	4
Police Records Supervisor	5
Police Sergeant	43
Police Training Coordinator	1
Property and Evidence Technician	3
Public Information Specialist	1
Public Safety Call Taker	19
Public Safety Dispatcher I.....	35
RMS Database Manager.....	1
Secretary	5
Supply Custodian	1
Technical Equipment Specialist	1
Victim Advocate	1

Full-Time Regular Positions

Police - (cont'd)

Special Revenue Fund

Drug Treatment Court Coordinator	1
Juvenile Program Coordinator	1
Office Assistant I	1
Police Officer	17
Total	553

Risk Management

Medical Assistant.....	1
Occupational Health Nurse	1
Risk Manager	1
Safety Officer	1
Total	4

Transit

Administrative Secretary	1
Assistant Transit Director	1
Automotive Service Aide	4
Automotive Technician II	3
Automotive Technician Supervisor	1
Custodian	1
Office Assistant I	2
Office Assistant II	1
Para-Transit Supervisor	1
Safety/Training Coordinator	1
Senior Automotive Service Aide	1
Senior Automotive Technician	3
Transit Analyst	1
Transit Bus Operator	56
Transit Director	1
Transit Dispatcher	6
Transit Operations Superintendent	1
Transit Supervisor	7
Total	92

GRAND TOTAL 1,514

Positions and Salary Grade Assignments

Grade 105 Custodian	\$19,795 - \$29,693
Grade 106 Automotive Service Aide Supply Custodian	\$20,904 - \$31,357
Grade 107 Landscape Worker Maintenance Worker Neighborhood Resource Liaison Senior Automotive Service Aide Solid Waste Collector	\$22,215 - \$33,323
Grade 108 Bus Operator Contact Center Call Taker Equipment Operator I Landscape Technician Office Assistant I Signs and Markings Technician Turf Technician	\$23,728 - \$35,592
Grade 109 Automotive Technician II Equipment Operator II Installation Technician Public Safety Call Taker Skilled Trades Technician Survey Crew Worker II Transit Dispatcher Tree Care Technician	\$25,443 - \$38,164
Grade 110 Crew Leader Enhanced 911 Coordinator Equipment Operator III Juvenile Restitution Program Assistant Office Assistant II Police Records Clerk Printer Senior Automotive Technician Senior Signs & Marking Technician Senior Skilled Trades Technician Technical Equipment Specialist	\$27,359 - \$41,038
Grade 111 Accounting Clerk Alarm Ordinance Coordinator Background Investigator	\$29,678 - \$44,518

Positions and Salary Grade Assignments

Grade 111 (cont'd)	\$29,678 - \$44,518
Communications Technician	
Court Liaison Coordinator	
Electrician II	
Housing Program Specialist	
Information Technology Administrative Specialist	
Medical Assistant	
Neighborhood Resource Coordinator	
Personnel Technician	
Police Training Coordinator	
Property & Evidence Technician	
Public Safety Dispatcher I	
Quality Control Technician	
Secretary	
Senior Printer	
Senior Tree Care Technician	
Survey Crew Leader	
Traffic Signal Technician	
Grade 112	\$32,301 - \$48,451
Administrative Secretary	
CAD Technician	
Civilian Traffic Investigator	
Community Relations Specialist	
Crew Supervisor	
Forensic Technician	
Paralegal I	
Senior Accounting Clerk	
Senior Housing Program Specialist	
Traffic Technician	
Grade 112P10	\$35,531 - \$53,296
Information Technology Asset Specialist	
Desktop Support Specialist	
Grade 113	\$35,326 - \$52,989
Assistant Recreation Center Supervisor	
Building Inspector	
Code Enforcement Administrator (Housing)	
Code Enforcement Administrator (Zoning)	
Crime Prevention Specialist	
Electrical, Heat, & AC Supervisor	
Electrical Inspector	
Engineer Efficiency & Sustainability Engineer	
Engineering Inspector	
Executive Legal Assistant	
Fire Inspector (Regular)	
Forensic Photograph Technician	
Graphic Designer	
Human Resources Specialist	
Investigative Assistant	

Positions and Salary Grade Assignments

Grade 113 (cont'd)	\$35,326 - \$52,989
Latent Print Examiner	
Mechanical Inspector	
Paralegal II	
Park Ranger	
Plumbing Inspector	
Stormwater Inspector	
Street Maintenance Supervisor	
Training & Development Specialist	
Grade 114	\$39,667 - \$59,501
Communications Supervisor	
Communications Training Specialist	
Public Information Specialist	
RMS Database Manager	
Senior Building Inspector	
Senior Code Enforcement Administrator (Housing)	
Senior Code Enforcement Administrator (Zoning)	
Senior Electrical Inspector	
Senior Engineering Inspector	
Senior Mechanical Inspector	
Senior Paralegal	
Senior Plumbing Inspector	
Traffic Signal Systems Analyst	
Victim Advocate	
Grade 114P5	\$41,651 - \$62,476
Senior CAD Technician	
Grade 114P10	\$43,634 - \$65,451
Geographic Information Systems Technician	
Grade 117	\$49,810 - \$74,716
Plans Examiner	
Grade 212	\$32,301 - \$48,451
Para-Transit Supervisor	
Police Records Supervisor	
Signs & Markings Supervisor	
Transit Supervisor	
Grade 212P15	\$37,146 - \$55,718
Programmer Analyst	
Grade 213	\$35,326 - \$52,989
Automotive Technician Supervisor	
Juvenile Restitution Program Coordinator	
Safety/Training Coordinator	
Solid Waste Supervisor	
Warehouse Supervisor	

Positions and Salary Grade Assignments

Grade 213P15 **\$40,625 - \$60,937**
IT Business Analyst

Grade 214 **\$39,667 - \$59,501**
Airport Maintenance Supervisor
Athletic Program Coordinator
Budget Analyst
Collections Division Supervisor
Executive Assistant
Historic Properties Coordinator
Office Supervisor
Park Ranger Coordinator
Parks Supervisor
Recreation Center Supervisor
Safety Officer
Special Events Coordinator
Web Developer

Grade 214P15 **\$45,617 - \$68,426**
Engineer I

Grade 215 **\$42,607 - \$63,911**
Accountant
Administrative Manager
City Clerk
Crime Analyst
Forensic Supervisor
Graphics Supervisor
Occupational Health Nurse
Operations Ceasefire Program Coordinator
Park Ranger Supervisor
PD Accreditation & Grants Manager
Planner II
Recreation Division Supervisor
Site Security Coordinator
Solid Waste Analyst
Surveying Supervisor
Telecommunications Analyst
Traffic Signal Maintenance Supervisor
Transportation Planner
Webmaster

Grade 216 **\$45,915 - \$68,872**
Client Services Manager
Community Development Administrator
Downtown Development Manager
Drug Treatment Court Coordinator
Economic Development Administrator
Financial Analyst
Human Relations Supervisor

Positions and Salary Grade Assignments

Grade 216 (cont'd)	\$45,915 - \$68,872
Human Resources Analyst	
Landscape Architect	
Management Analyst	
Network Administrator	
Organizational Development Analyst	
Real Estate Manager	
Senior Planner	
Senior Programmer Analyst	
Solid Waste Superintendent	
Street Maintenance Superintendent	
Systems Administrator	
Transit Analyst	
Transit Operations Superintendent	
Grade 216P15	\$52,802 - \$79,203
Engineer II	
IT Project Manager	
Grade 217	\$49,810 - \$74,716
Assistant Airport Director	
Assistant Transit Director	
Business Manager	
Cash Manager	
Communications Manager	
Communications Officer	
Construction Manager	
Emergency Management Administrator	
Facilities Maintenance Manager	
Geographic Information Systems Manager	
Historical Properties Manager	
Housing/Code Enforcement Division Manager	
Information Technology Network Engineer	
Parks Superintendent	
Senior Financial Analyst	
Traffic Signal Management Engineer	
Grade 218	\$54,220 - \$81,330
Assistant City Traffic Engineer	
Assistant Human Resources Development Director	
Assistant Human Resources Development Director – Org Dev & Training	
Budget & Evaluation Manager	
Building Official	
Finance Manager Internal Auditor	
Management Services Manager	
Network Services Manager	
Parks Division Manager	
Recreation Division Manager	

Positions and Salary Grade Assignments

Grade 219 Assistant City Attorney Human Relations Director Planning & Zoning Division Manager Risk Management Manager Stormwater Manager	\$59,292 - \$88,938
Grade 219P10 Special Projects Director	\$65,221 - \$97,831
Grade 219P15 City Engineer City Traffic Engineer	\$68,186 - \$102,278
Grade 220 Chief Technology Officer Police Attorney	\$65,098 - \$97,647
Grade 221 Airport Director Community Development Director Environmental Services Director Transit Director	\$71,860 - \$107,790
Grade 223 Chief Information Officer Development Services Director Human Resource Development Director Parks, Recreation & Maintenance Director	\$87,740 - \$131,611
Grade 224 Chief Financial Officer Engineering & Infrastructure Director Fire Chief	\$93,637 - \$140,456
Grade 225 Assistant City Manager Police Chief	\$99,322 - \$148,983
Grade 301 Firefighter	\$29,506 - \$49,931
Grade 303 Fire Inspector (PS) Fire Lieutenant	\$36,372 - \$58,863
Grade 305 Police Officer	\$33,813 - \$57,941

Positions and Salary Grade Assignments

Grade 307 Police Sergeant	\$43,259 - \$71,883
Grade 401 Fire Captain	\$44,232 - \$74,863
Grade 402 Fire Battalion Chief	\$53,958 - \$78,438
Grade 403 Assistant Fire Chief	\$62,737 - \$112,345
Grade 405 Police Lieutenant	\$51,918 - \$81,804
Grade 406 Police Captain	\$62,832 - \$98,124
Grade 407 Assistant Police Chief	\$75,990 - \$117,708

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Fee Schedule

Description	Current Fee	Established or Last Changed
All Functions		
Default Civil Penalty for Code Violation Applies to any violation for which a penalty is not elsewhere specified.	\$100 per violation per day	2007
Convenience Fee for Internet Payments	\$3.50 per payment	2012
Public Record Copies		
Reproduction on CD or DVD	\$1.00 per CD or DVD	2010
Paper Copies (up to 8.5 by 14 inches)		
Single-sided black and white	\$0.05 per page	2010
Single-sided color	\$0.19 per page	2010
Double-sided black and white	\$0.09 per page	2010
Double-sided color	\$0.37 per page	2010
Airport		
Landing Fee (Signatory Airline)	\$1.23 per 1,000 pounds	2004
Landing Fee (Non-signatory Airline)	\$1.39 per 1,000 pounds	2004
Terminal Leases and Fees		
Airline Counter Space (exclusive)	\$33.79 per square foot per year	1986
Airline Bag Makeup Space (exclusive)	\$3.79 per square foot per year	1986
Airline Administrative Space (exclusive)	\$12.90 per square foot per year	1986
Operation and Maintenance Charge	\$10.00 per square foot of exclusive airline space	1995
Airline Space (nonexclusive)	\$10.00 per square foot per year	1986
Fuel Flowage Fee	\$0.05 per gallon of non-airline fuel	1997
Airline Uplift Charge	\$0.18 per gallon, \$18.00 minimum or \$18.00 no-fuel fee	1997
Fuel Pricing	Will not exceed 106% of retail price at comparable airports with based tenants afforded a \$0.20 discount	1997
Property Leases		
Tie-Down Fee	\$45.00 per month	2003
Old T-Hangar Rental	\$180.00 per month	2003
New T-Hangar Rental	\$210.00 per month	2003
Ground Lease	\$0.20 per square foot per year	2003
Corporate Office Space	\$5.00 per square foot per year plus utilities	2004
Corporate Hangar Space	\$2.00 per square foot per year plus utilities	2004
FBO Office Space	\$4.50 per square foot per year plus utilities	2003
FBO Hangar Space	\$1.75 per square foot 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

Fee Schedule

Description	Current Fee	Established or Last Changed
<i>Terminal Leases and Fees</i>		
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
<i>Public Safety Airline Charge</i>	Cost charged to airlines based on prorata share of enplanements less security reimbursement from TSA	1991
<i>Advertising Space</i>	\$883.33 plus commissions	1998
<i>Exhibition Flight Permit</i>	\$5.00 per flight, or \$25.00 per six-month period	N/A
Development Services		
<u>Privilege License, Plan Review, Permit and Inspections Fees:</u>		
<i>Privilege Licenses</i>		
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
<i>Building Plan Review</i>		
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
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

Fee Schedule

Description	Current Fee	Established or Last Changed
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
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

Fee Schedule

Description	Current Fee	Established or Last Changed
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
<i>Mechanical Permits</i>		
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
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

Fee Schedule

Description	Current Fee	Established or Last Changed
<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	\$50.00 plus same fee structure as Building Permits	2010
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
<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, 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

Fee Schedule

Description	Current Fee	Established or Last Changed
<u>Code Enforcement Fees:</u>		
<i>Administrative Fee (Abatement Actions)</i>	\$100.00	2008
<u>Citations</u>		
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
<u>Rental Action Management Program (RAMP)</u>		
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
<u>Taxicab Permits</u>		
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
<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
<u>Clear Cutting Permit</u>		
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

Fee Schedule

Description	Current Fee	Established or Last Changed
<i>Payment in Lieu of Park Land</i>		
Formerly Open Space Fee. Land value factor calculated and applied per UDO section 30-6.E.6.	\$13,849 per acre	2012
<i>Payment in lieu of Sidewalk Construction</i>		
	\$28.87 per linear foot for 4' wide sidewalk*	2012
Price per foot to be adjusted each Jan 1st based on Construction Cost Index. (2012 adjustment 2.60%)	\$33.49 per linear foot for 5' wide sidewalk	2012
	\$38.10 per linear foot for 6' wide sidewalk*	2012
<i>Rezoning Fees</i>		
Conditional Zoning	\$700.00	2008
	\$700.00 plus site plan review fee	2010
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
<i>Tax Grantback Application Fee</i>		
	\$250.00	2010
<i>Temporary Use Permit</i>		
	\$25.00	2012
<i>Vested Rights Certificate</i>		
No additional fee if requested with site plan or subdivision approval	\$100.00	2011
<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

Fee Schedule

Description	Current Fee	Established or Last Changed
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 (8 1/2" x 11")	\$1.00	2010
Prints (8 1/2" 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
<i>Infrastructure Inspection Fees</i>		
Roadway Inspection Fee	\$0.50 per linear ft.	2010
Storm Drainage Pipe Inspection	\$0.30 per linear ft.	2010
<i>Drainage Excavation Permit</i>	\$100.00	2008
<i>Utility Excavation Permit</i>	\$75.00	2008
<i>Resurfacing Permit</i>	\$30.00	
<i>Sidewalk Permit</i>	\$30.00	
<i>House Moving Fee</i>	\$1,500 Bond, \$25 administrative fee, \$25 per hour police escort fee and \$37 per hour signal technician fee	1987

Fee Schedule

Description	Current Fee	Established or Last Changed
<i>Degradation Fee</i>	\$10 per sq. yd. of encroachment	2011
<i>Right of Way Registration Fee</i>	\$200.00	2002 or prior
<i>Street Closing Fee</i>	\$1,500.00	2011
<i>Street Right of Way Withdrawal</i>	\$500.00	2011
<i>Street Paving Assessments</i>		
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
<i>Petitioned Sidewalk Assessment</i>	\$10.00 per front foot	
<i>Temporary Right of Way Encroachment Fee</i>		
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		
<i>Administrative Fee</i> (Abatement Actions)	\$100.00	2008
<i>Backdoor Pickup Fee</i>		
Handicap Backdoor Pickup	Free	2002 or prior
<i>Bulky Item or Limb Debris Pickup</i>		
Full truckload pickups (approx. 20 cubic yards)	\$357.00 per truckload	2007
Less than full truck load pickups	No Charge	2012
<i>Household Construction Debris Pickup</i>		
Generated by Contractor	Not offered	
Resulting from homeowner renovations	\$50.00	2011
<i>Loose Leaf Pickup</i>		
Collection during scheduled neighborhood loose leaf collection	No Charge	
Collection outside of scheduled neighborhood loose leaf collection		
Collection of 25 cubic yards or less	\$75.00	2012
Collection of more than 25 cubic yards	\$250.00	2012
<i>Set-Out Pickup</i>		
For curbside pick up of mixed refuse or furniture, usually resulting from vacating a residence	\$100.00	2011
<i>Rollout Carts</i>		
Cart Purchase	Variable based upon actual City purchase price	2007
Delivery Fee	\$11.25	2007
<i>Solid Waste Fines</i>		
Failure to remove container from curb	First violation, written warning; second and subsequent violations, \$100.00	

Fee Schedule

Description	Current Fee	Established or Last Changed
Finance		
<i>Privilege Licenses</i>		
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 Gaming Operations (e.g. Internet Sweepstakes Cafes)	\$2,000.00 per location plus \$2,500.00 per computer terminal	2010
Electronic Video Games	\$5.00 per machine	Set by State
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

Fee Schedule

Description	Current Fee	Established or Last Changed
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
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

Fee Schedule

Description	Current Fee	Established or Last Changed
Duplicate Copy (Lost or Stolen License)	\$5.00	N/A
Replacement License due to Change of Location	\$5.00	N/A
Solicitor Permit		
Application Fee	\$25.00	2004
Three-Month Renewal	\$5.00	2004
Regulatory License		
Adult Bookstore, Adult Motion Picture Theater, Adult Motel or Hotel	\$250.00 initial application, \$100.00 annual renewal	N/A
Fire & Emergency Management		
False Alarms		
	No charge for the 1st and 2nd false alarm, \$500.00 for each subsequent false alarm per calendar year	2010
Fines		
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
Fire Inspection Fees		
<u>Annual Inspections:</u>		
Assembly (A-1, A-2, A-3, A-4, A-5)	Up to 2,500 sq. ft. \$75	2008
	2,501 - 10,000 sq. ft. \$100	2008
	10,001 - 50,000 sq. ft. \$150	2008
	50,001 - 100,000 sq. ft. \$200	2008
	100,001 - 150,000 sq. ft. \$250	2008
	150,001 - 200,000 sq. ft. \$300	2008
	Over 200,000 sq. ft. \$350	2008
Factory/Industrial:	Up to 2,500 sq. ft. \$75	2008
	2,501 - 10,000 sq. ft. \$100	2008
	10,001 - 50,000 sq. ft. \$150	2008
	50,001 - 100,000 sq. ft. \$200	2008
	100,001 - 150,000 sq. ft. \$250	2008
	150,001 - 200,000 sq. ft. \$300	2008
	Over 200,000 sq. ft. \$350	2008
Educational:		
Day 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

Fee Schedule

Description	Current Fee	Established or Last Changed
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
<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

Fee Schedule

Description	Current Fee	Established or Last Changed
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
Out of State Training Registration Fee	\$60.00 per person	2010
Refueling Course	\$65.00 per person	1993
Industry	\$175.00 per bum	2010
<i>Training Tower Fees:</i>		
Drill Tower Usage	\$ 200.00 per day	2011
with live burn	\$ 200.00 per bum	2011
Classroom Room use	\$ 50.00 per 4 hours	2011
Confine 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
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

Fee Schedule

Description	Current Fee	Established or Last Changed
Management Services		
<i>City Song and Music Video DVDs</i>	\$10.00 each	2007
Police		
<i>Code Violations</i>		
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
<i>Police False Alarm Fee</i>		
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
<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
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: \$75.00 with \$100.00 deposit; 501-2500 attendees: \$150 with \$200.00 deposit; Over 2500 attendees: \$300.00 with \$500.00 deposit	1999
<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

Fee Schedule

Description	Current Fee	Established or Last Changed
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
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
<i>Park Rental Fees</i>		
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

Fee Schedule

Description	Current Fee	Established or Last Changed
Festival Park		
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
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
<i>Mini-Bus Rental for Partnering Agencies</i>	100% recovery of direct costs	

Fee Schedule

Description	Current Fee	Established or Last Changed
<i>Athletic Programs</i>		
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
<i>Swimming Pool Fees</i>		
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
<i>Tennis Fees</i>		
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
<i>Senior Programs / Leisure Activities</i>		
Leisure Activities	Variable	1995 or prior
<i>After-School Program</i>		
Program Fee	\$70.00 per month	2008
Early/Late Fee	\$5.00 per 5 minute period	2008
<i>Summer Camp/Playground</i>		
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
<i>Athletic Protest Fee</i>	\$25.00	2002
<i>Community Garden</i>	\$25.00 refundable deposit	2009
<i>Concessions</i>	Variable	2002 or prior
<i>Cemetery:</i>		
<i>Burial Plots</i>		
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
<i>Monument Administration/Interment Fees</i>		
Monument Administration/Interment Fees	\$25.00	2002 or prior
After Hours Cemetery Fee	\$75.00	2002 or prior

Fee Schedule

Description	Current Fee	Established or Last Changed
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)	\$10.00	2007
Overtime Violation (Street)	\$10.00	2007
Prohibited Parking Violation	\$25.00	1986 or prior
Repeat Overtime Violation	\$5.00	2007
Traffic Obstruction Violation	\$25.00	1986 or prior
Within Lines Violation	\$10.00	2007
<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
<i>Hourly Paid Parking</i>		
Parking 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>	\$5.00/day, \$15.00/wk	2008
<i>Annual Contractor Parking Permit</i>	\$1,000.00 per year	2010
<i>Residential Parking Permit</i>	\$100.00 per year	2010
Recycling		
<i>Curbside Residential Recycling Fee</i>		
Single-family homes and residential units in multi-family properties of 7 units or less	\$38.00 per year	2009
<i>Rollout Carts</i>		
Large Cart Purchase	Variable based upon actual City purchase price	2007
Optional Recycling Cart Exchange- Small for Large	\$25.00	2011
Delivery Fee	\$11.25	2007

Fee Schedule

Description	Current Fee	Established or Last Changed
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
Transit		
<i>Motor Vehicle License Tax for Transit</i>	\$5.00 per year	2008
Bus		
Adult Bus Fare	\$1.00	2007
Adult 10-ride Pass	\$10.00	2007
Discount Bus Fare (Elderly and Disabled)	\$0.35	1994
Discount 10-ride Pass (Elderly and Disabled)	\$3.40	1994
One Day Pass	\$3.00	2003 or prior
One Day Pass(Discounted Elderly, Disabled)	\$1.50	2007
Rolling 30 Day Pass	\$30.00	2007
Discount Rolling 30 Day Pass (Elderly and Disabled)	\$11.70	2003 or prior
Student Rolling 30 Day Pass	\$25.00	2007
ADA Demand Response Fare	\$1.50	1994
ADA 20 Ride Pass	\$27.00	2003 or prior
ADA 10 Ride pass	\$13.50	2003 or prior
<i>Advertising Space</i>		
Interior Banner	\$30.00 per month	2007

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, 2011" 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 2011-12 and 2012-13 are considered along with the available fund balance at June 30, 2011, to project fund balance at June 30, 2013. 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, 2013.

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 department 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, sanitation, 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.



City of
Fayetteville
North Carolina

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