



CITY OF FAYETTEVILLE

**2011-2012**

ADOPTED

**BUDGET**



*City of*  
**Fayetteville**  
*North Carolina*

2011-2012 Annual Budget  
**ADOPTED**

**Mayor:**

Anthony G. Chavonne

**City Council:**

D. J. Haire, Mayor Pro Tem  
District 4

Keith A. Bates Sr.  
District 1

Kady-Ann Davy  
District 2

Robert A. Massey Jr.  
District 3

Robert Thomas Hurst Jr.  
District 5



William Joseph Leon Crisp  
District 6

Valencia A. Applewhite  
District 7

Theodore W. Mohn  
District 8

Jim Arp  
District 9

**City Manager:**

Dale E. Iman

**Chief Financial Officer:**

Lisa T. Smith

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May 9, 2011

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, 2011 through June 30, 2012, for the City of Fayetteville. This balanced budget provides for continuation of needed municipal services throughout our city, enhancements in several key priority areas, and supports the City's strategic plan and long-range goals.

Municipal budgets are tools that help create and sustain the quality of life for a community. More than simply an exercise in governmental accounting, successful budgeting strives to provide resources for what is needed, what is desired, and what the future may bring. The enclosed \$179,546,327 balanced budget addresses all of those areas while maintaining the property tax rate at 45.6 cents per \$100 of assessed value. It is worthy to note that the City of Fayetteville has not increased the ad valorem tax rate since FY 2001 and, in fact, reduced the tax rate by 7.4 cents in June of 2009.

## **What is Needed**

Fayetteville is a growing city of more than 200,000 citizens. Our citizens receive a full array of quality municipal services ranging from public safety and sanitation to transit and recreation services. This budget provides for continuation of all municipal services at substantially the same service levels as previously provided. Several services including Transit, Police, Fire and Code Enforcement will be expanded in the upcoming year.

Specifically, this budget includes funding to complete the following projects:

- \$5.07 million for replacement vehicles and equipment, including 29 police units, and an \$850,000 aerial truck and 2 additional units for the Fire Department.
- \$3.65 million for street resurfacing, including funding for Fort Bragg Road reconstruction.
- \$1.19 million to leverage NC Department of Transportation assistance in accelerating safety improvements along Grove Street, traffic decongestion measures along Morganton Road, construction of sidewalks along Glensford Drive, Bunce Road improvements and other transportation projects.

# Budget Message

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- Technology enhancements to make us more efficient, including \$311,000 for computer replacements and carry over funding to complete the IT virtualization project initiated in FY 2011 that will result in long-term savings by extending the useful life of the City desktop computer terminals.
- To allow the City to attract and retain a qualified workforce, this budget provides continuation of the police officer pay plan and performance pay for all other eligible employees.
- A \$926,000 transfer to the Public Works Commission to continue sewer installation in the Phase V annexation areas.

The FY 2012 budget is supported by natural growth in municipal revenues, to include a \$1.4 million growth in property tax revenues, a \$900,000 increase in fees related to increased development activity, and \$1.1 million increase in use of fund balance largely associated with one-time capital purchases.

Additionally, almost \$750,000 savings have been realized through operational efficiencies through Police Department shift modifications, and more efficient solid waste collection practices and equipment. As an organization, we are committed to continuously search for opportunities to become more efficient, reduce costs, and improve service.

## What is Desired

Beyond continuation of needed municipal services, this budget also provides funding for service enhancements that add value to citizens' lives and which are desired in a growing city. Specifically, this budget provides:

- \$262,000 for evening service on transit route 8 serving Cape Fear Valley Hospital and route 15 serving west Fayetteville, and extension of route 9 to serve the Cape Fear Valley Health System North Facility on Ramsey Street.
- Funding for the purchase and installation of 44 in-car camera systems for police patrol vehicles.
- 2012 marks the City's 250<sup>th</sup> anniversary, 1762-2012, and \$50,000 is included to partially fund community celebrations to mark this milestone.
- Funding to operate the Franklin Street Parking Deck that has been discussed for nearly 50 years.
- Continuation of funding for the City's committed portion of the \$113 million HOPE VI project that will be completed in 2013.
- Funding for support of the City's economic development efforts, including \$100,000 for the Goodyear Tire & Rubber Company investment incentive agreement and \$100,000 for a collaborative partnership with the Fayetteville-Cumberland County Chamber of Commerce.
- Funding for the implementation of a probationary rental occupancy permit program, PROP that will address issues with problem residential rental properties throughout the city.



## What the Future May Bring

Our world has changed during the past decade. Changes in the form of attacks on our way of life from terrorist elements, the worst economic recession since the Great Depression, to global impacts from natural disasters like earthquakes and floods, we clearly see the need to be prepared for the ‘unknowns.’ The unknowns come in a variety of forms, like the devastating April 16 tornados that ravaged Fayetteville to the anticipated unknowns to be realized from the completion of the Base Realignment and Closure efforts that reaffirm Fayetteville/Fort Bragg’s importance as the epicenter of the military universe with the arrival of FORSCOM and USARC.

To adequately plan for the future, the recommended capital improvement plan through FY2016 includes:

- Continued funding for utility installation in the Phase V annexation area.
- Planned bond issuances for stormwater system improvements, Parks & Recreation Master Plan projects, and transportation infrastructure projects.
- Funding for the City’s share of the Transit Multimodal Center.
- Planned financing for an upgrade of the City’s 800 MHz public safety radio system.
- Proposed funding to support the redevelopment of Murchison Road corridor.

In addition, there are a number of financial challenges the City will face in the future, such as:

- End of the COPs/SAFER grants that partially fund 17 police officer and 24 firefighter positions.
- Escalating fuel and utility costs.
- Competitive compensation, pay and benefits, for all city employees.
- The need to continue diversification of the City’s property tax base.
- Budgetary constraints by the State of North Carolina that may threaten state-collected local revenues or lead to reductions in state services that will impact our community,

## Summary

The national economy is showing signs of recovery but past recessions have proven that local government is the last to rebound from a downturn. Typically, the recovery for local government lags behind the national turnaround by two to three years.

Beyond the national economic drivers, Fayetteville has many challenges and opportunities in the upcoming fiscal years. The recommended FY 2012 budget builds on past successes of the city, addresses our current needs, and maintains a solid foundation from which we can experience orderly growth and prosperity.

Over the last fiscal year staff has continued to look for efficiencies and ways to be reduce the overall cost of city government. It is largely through their continued efforts that we were able to balance the budget within the modest revenue growth we anticipate given the current economic conditions.

## Budget Message

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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,

A handwritten signature in black ink, appearing to read "Dale E. Iman". The signature is fluid and cursive, with a large initial "D" and "I".

Dale E. Iman  
City Manager



## **Adjustments to Recommended Budget**

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The Fiscal Year 2011-2012 Recommended Budget was presented to City Council on May 9, 2011 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 11, 2011, and May 18, 2011, 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 23, 2011, as required by the Local Government Budget and Fiscal Control Act.

The budget ordinance that follows reflects the fiscal year 2011-2012 annual budget for the City of Fayetteville as adopted by City Council on June 13, 2011. The adopted annual budget, excluding the Public Works Commission, totals \$179,749,327. The General Fund budget was the only budget adjusted from the recommended budget. The changes between the recommended and adopted General Fund budgets are outlined below.

### **General Fund Revenues and Fund Balance Adjustments:**

Fund Balance Appropriation	\$203,000
Total	<u>\$203,000</u>

- The increased fund balance appropriation was made to fund the added one-time expenditures outlined below.

### **General Fund Expenditure and Other Financing Use Adjustments:**

Purchase 20 additional Police in-car camera systems	\$120,000
Provide marketing funding for the All-America City Award	83,000
Total	<u>\$203,000</u>

# 2011-12 Budget Ordinance (2012-1)

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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, 2011, and ending June 30, 2012, to meet the appropriations listed in Section 2.

## Schedule A: General Fund

Ad Valorem Taxes	\$	60,041,292
Other Taxes		2,614,135
Intergovernmental Revenues		52,652,327
Functional Revenues		6,548,737
Other Revenues		2,287,684
Investment Earnings		362,784
Interfund Transfers		10,289,961
Fund Balance Appropriation		4,212,108
<b>Total Estimated General Fund Revenues</b>		<b>139,009,028</b>

## Schedule B: Parking Fund

Functional Revenues		297,800
Other Revenues		14,496
Investment Earnings		1,400
Fund Balance Appropriation		68,170
<b>Total Estimated Parking Fund Revenues</b>		<b>381,866</b>

## Schedule C: Central Business Tax District Fund

Ad Valorem Taxes		133,582
Investment Earnings		550
Fund Balance Appropriation		29,976
<b>Total Estimated Central Business Tax District Revenues</b>		<b>164,108</b>

## Schedule D: Lake Valley Drive Municipal Service District Fund

Ad Valorem Taxes		4,500
<b>Total Estimated Lake Valley Drive Municipal Service District Revenues</b>		<b>4,500</b>

## Schedule E: Stormwater Management Funds

Stormwater Fees		5,200,768
Investment Earnings		57,000
Interfund Transfers		830,789
Fund Balance Appropriation		278,486
<b>Total Estimated Stormwater Management Revenues</b>		<b>6,367,043</b>

## Schedule F: Emergency Telephone System Fund

Intergovernmental Revenues		637,221
Investment Earnings		3,275
Fund Balance Appropriation		71,632
<b>Total Estimated Emergency Telephone System Fund Revenues</b>		<b>712,128</b>

## 2011-12 Budget Ordinance (2012-1)

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

### Schedule G: Transit Fund

Other Taxes	\$ 623,750
Fees - Bus Fares	785,424
Other Fees & Revenues	124,981
Intergovernmental Revenues	1,782,778
Interfund Transfers	2,947,923
<b>Total Estimated Transit Fund Revenues</b>	<b>6,264,856</b>

### Schedule H: Airport Fund

Airport Fund Revenues	4,271,457
Intergovernmental Revenues	146,583
Investment Earnings	32,400
<b>Total Estimated Airport Fund Revenues</b>	<b>4,450,440</b>

### Schedule I: Recycling Fund

Recycling Fees	2,268,727
Intergovernmental Revenues	298,180
Other Revenues	105,900
Investment Earnings	8,000
<b>Total Estimated Recycling Fund Revenues</b>	<b>2,680,807</b>

### Schedule J: Law Enforcement Officers' Special Separation Allowance Fund

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

### Schedule K: City of Fayetteville Finance Corporation

Lease Revenues	1,414,250
<b>Total Estimated City of Fayetteville Finance Corporation Revenues</b>	<b>1,414,250</b>

### Schedule L: Public Works Commission

Electric Fund	
Operating and Other Revenues	213,259,800
Customer Contributions	2,140,000
Interfund Transfer	20,800
Budgetary Appropriation	4,000,000
<b>Total Estimated Electric Fund Revenues</b>	<b>219,420,600</b>
Water and Wastewater Fund	
Operating and Other Revenues	71,532,600
Customer Contributions	2,670,000
Interfund Transfer	385,200
Budgetary Appropriation	4,994,050
<b>Total Estimated Water and Wastewater Fund Revenues</b>	<b>79,581,850</b>
<b>Total Estimated Public Works Commission Revenues</b>	<b>299,002,450</b>

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<b>Grand Total</b>	<b>\$ 461,177,576</b>
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# 2011-12 Budget Ordinance (2012-1)

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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, 2011, and ending June 30, 2012, according to the following schedules:

Schedule A: General Fund

City Attorney's Office	\$	981,028
City Manager's Office		863,179
Community Development		1,390,366
Development Services		3,814,234
Engineering & Infrastructure		12,404,537
Environmental Services		8,373,860
Finance		2,484,466
Fire & Emergency Management		23,718,627
Human Relations		242,044
Human Resources Development		1,244,544
Information Technology		3,003,080
Management Services		702,171
Mayor & Council		804,888
Other Appropriations		20,816,232
Parks, Recreation & Maintenance		16,818,678
Police		41,347,094
<b>Total Estimated General Fund Expenditures</b>		<b>139,009,028</b>

Schedule B: Parking Fund

**Total Estimated Parking Fund Expenditures** **381,866**

Schedule C: Central Business Tax District Fund

**Total Estimated Central Business Tax District Fund Expenditures** **164,108**

Schedule D: Lake Valley Drive Municipal Service District Fund

**Total Estimated Lake Valley Drive MSD Fund Expenditures** **4,500**

Schedule E: Stormwater Management Funds

**Total Estimated Stormwater Management Funds Expenditures** **6,367,043**

Schedule F: Emergency Telephone System Fund

**Total Estimated Emergency Telephone System Fund Expenditures** **712,128**

Schedule G: Transit Fund

**Total Estimated Transit Fund Expenditures** **6,264,856**

## 2011-12 Budget Ordinance (2012-1)

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

Schedule H: Airport Fund

**Total Estimated Airport Fund Expenditures** **4,450,440**

Schedule I: Recycling Fund

**Total Estimated Recycling Fund Expenditures** **2,680,807**

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** **1,414,250**

Schedule L: Public Works Commission

Electric Fund

Operating Expenditures 142,737,005

Operating Capital 35,860,400

Transfers

    General Fund 9,769,900

    General Fund - Street Lights 65,000

    Appropriation to Rate Stabilization Fund 26,000,000

Appropriation to Net Assets 4,988,295

**Total Estimated Electric Fund Expenditures** **219,420,600**

Water and Wastewater Fund

Operating Expenditures 59,837,725

Operating Capital 17,012,700

Transfers

    Appropriation to Rate Stabilization Fund 250,000

    Appropriation to Annexation Fund 1,591,400

Appropriation to Net Assets 890,025

**Total Estimated Water and Wastewater Fund Expenditures** **79,581,850**

**Total Estimated Public Works Commission Expenditures** **299,002,450**

**Grand Total** **\$ 461,177,576**

## **2011-12 Budget Ordinance (2012-1)**

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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, 2011, and ending June 30, 2012, to meet the appropriation listed in Section 4.

Schedule A: Internal Service Fund - Risk Management

**Total Estimated Redistribution to Risk Management Fund  
and Other Revenues and Financing Sources** \$ 17,574,201

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, 2011, and ending June 30, 2012, according to the following schedule.

Schedule A: Internal Service Fund - Risk Management

**Total Estimated Risk Management Fund  
Expenditures** \$ 17,574,201

## **2011-12 Budget Ordinance (2012-1)**

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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, 2011, and ending June 30, 2012, 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      \$      7,032,430**

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, 2011, and ending June 30, 2012, according to the following schedule.

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

**Total Estimated Public Works Commission Fleet Maintenance Fund Expenditures      \$      7,032,430**



# **2011-12 Budget Ordinance (2012-1)**

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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, 2011, 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 \$13,167,842,839, and estimated collection rates of 99.36% for real and personal property and 81.83% 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 \$134,120,385, and estimated collection rates 98.69% for real and personal property and 93.78% 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 \$1,312,677, and an estimated collection rate of 99.36% 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, 2011.

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, 2011, are hereby reappropriated, subject to availability of departmental funds, to this budget.

# 2011-12 Budget Ordinance (2012-1)

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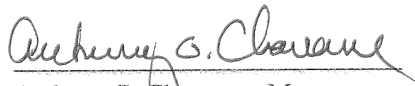
BE IT ORDAINED BY THE CITY COUNCIL OF FAYETTEVILLE, NORTH CAROLINA:

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%.

ADOPTED THIS 13th DAY OF JUNE, 2011

CITY OF FAYETTEVILLE

  
Anthony G. Chavonne, Mayor

ATTEST:

  
  
Jennifer K. Penfield, Deputy City Clerk

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

This Reader's Guide has been provided to inform the reader where particular information may be found. The City of Fayetteville's 2011-2012 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 2011-2012 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 2011-2012 and financial policies.

- **Budget Overview**

The Budget Overview contains tables detailing budget sources, revenues and

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

- **Department Summaries**

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

- **Fayetteville at a Glance**

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

- **Fiscal Information**

The Fiscal Information section takes the reader through the budget process and details the budget policies established by the City Council and the Local Government Budget and Fiscal Control Act. Information is also included on the description of the financial and fund structure and major revenue assumptions. Finally, department expenditure detail and capital outlay listings are contained in this section.

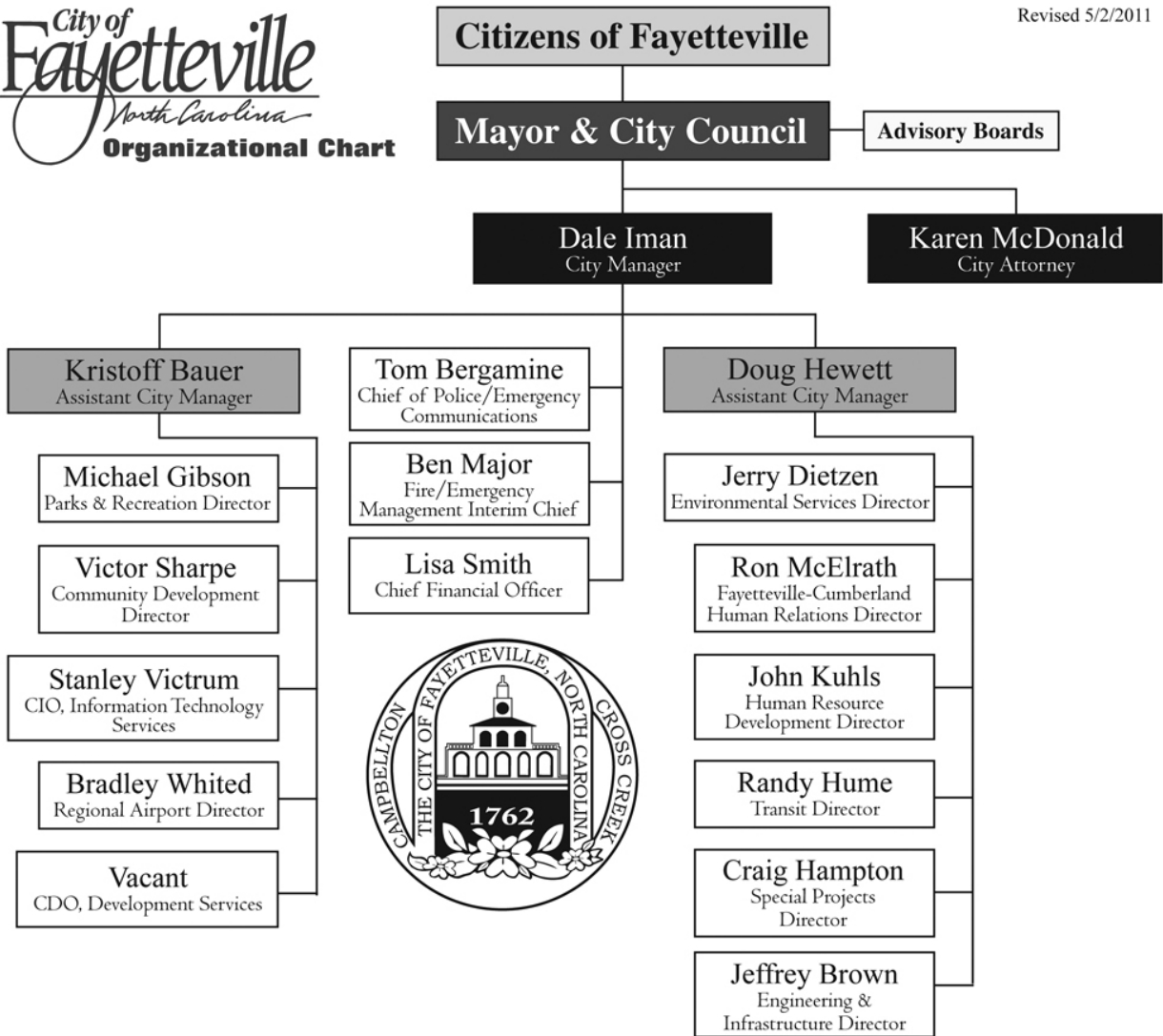
- **Appendices**

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

# Governmental Structure and Organization



Revised 5/2/2011



# Governmental Structure and Organization

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## **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

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## **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

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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 (mayor pro tem), Bobby Hurst, Bill Crisp, Valencia Applewhite, Ted Mohn and Jim Arp. Mayor Anthony G. Chavonne is serving his third 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 third term in November 2009. 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 over 200,000, largely inhabited by military personnel who serve their country at nearby Ft. 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 has 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 28301-5537**  
**(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

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**Keith A. Bates, Sr.** was re-elected as representative for District 1 in 2009. 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 and the North Carolina State Veterans Park Content Committee.

Bates is also a member of the Military Affairs Commission, the Retired Enlisted Association, the Retired Military Association, Armed Services Mutual Benefits Association and is a life member of the First Sergeants Museum.

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

Bates has an associate degree in management and an associate degree in leadership.

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 elected as the District 2 representative to the Fayetteville City Council in November of 2009.

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. Her interest in politics was first sparked in college when she was elected senator of the student body.

Councilwoman Davy made Fayetteville her home in 2005 and immediately became actively engaged in city and community affairs. She is an active participant in her district community watch meetings.

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.

Her civic and professional involvement includes active participation in local organizations, including:

- CARE Clinic of Cumberland County/ Operation Inasmuch
- Council Liaison for Fayetteville/Cumberland Parks & Recreation Commission
- Council Liaison for Cumberland County Veterans Council
- President of Sandhills Health and Wellness, LLC
- Junior League of Fayetteville
- Fayetteville Urban Ministry youth mentor
- Member of Fayetteville Downtown Alliance
- Fayetteville Young Professionals
- Fellow of United Way Leadership Program
- Greater Fayetteville Futures II

## Profiles of the Mayor and Council

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- 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
- Monthly speaker at Fayetteville/Cumberland Senior Center
- Susan B. Anthony Award Recipient 2010
- Commencement speaker for Troy University Spring 2010 Graduation
- 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; with 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: 868-2950**  
**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)
- First vice chairman of Precinct 16 (E.E. Smith Sr. High School, 1991)
- Served on the Allstate All-America City Awards Team (Fayetteville was

## Profiles of the Mayor and Council

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- 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 28301-3125**  
**Phone: (910) 488-2920**  
**Fax: (910) 481-3529**  
**E-Mail: askia25@aol.com**

**D. J. Haire**, mayor pro tem, 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 and is currently pursuing a degree in Christian Ministry from Destiny Bible College. He has a television broadcast entitled "Building Bridges Ministries" that can be seen every other Friday evening at 9:30 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 28301-4268**  
**Phone: (910) 574-5399**  
**FAX: (910) 485-3595**  
**E-Mail: buildingbridges@djhaires.com**  
**dhaire2@nc.rr.com**

**Bobby Hurst** was re-elected to the Fayetteville City Council in November 2009 as the District 5 representative. Hurst was appointed to serve on the City Council as an at-large council member in 2000 and was elected for a second term in 2007. A life-long resident of Fayetteville, Hurst is a 1972 graduate from Terry Sanford High School and a 1976 graduate of Elon University with a Bachelor of Arts degree in business administration.

## Profiles of the Mayor and Council

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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 second term on the Fayetteville City Council as District 6 representative in 2009. 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 an Infantry Rifle Company in Korea, the I

## Profiles of the Mayor and Council

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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.

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: wjlcrisp@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.

Applewhite is a member of the local Base Realignment and Closure Task Force. She is also a member of the National Council of Negro Women and actively supports Parent Teacher Student Organizations throughout the community.

Applewhite has an associate degree in information systems technology and another in military science and instructional technology. She is a realtor specializing in military relocations and is the owner of On Point Image Consulting.

## Profiles of the Mayor and Council

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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**

**Ted Mohn** represents District 8. Mohn grew up in north Chicago, Illinois, joined the U.S. Army in 1982 and came to Fayetteville as a terrain analysis technician in the summer of 1997. He retired from the Army on June 1, 2004.

He currently works on Fort Bragg (civil service employee) at the U.S. Army Special Operations Battle Command Training Center.

After returning from Operation Iraqi Freedom and shortly before his retirement, Councilman Mohn learned his house was being annexed into Fayetteville. He joined the Cumberland County Citizens United (CCCU), a 501 C, non-profit, grassroots citizens' organization to fight the involuntary annexation. This was the catalyst to Mohn's involvement in local government.

He believes in open government and citizen participation. Councilman Mohn says elected officials work for citizens, citizens don't work for elected officials. He is excited about Fayetteville's future and wants to help improve quality of life services for his fellow citizens.

**Ted Mohn**  
**District 8**  
**6961 Bone Creek Drive**  
**Fayetteville, NC 28314**  
**Phone: (910) 867-1342**  
**E-Mail: [tmohn@aol.com](mailto:tmohn@aol.com)**

**Jim Arp**, a Fayetteville native, was appointed as the District 9 Fayetteville City Council representative on December 13, 2010. 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 Vice President of K3 Enterprises, Inc., a defense contractor headquartered in Fayetteville. He has 28 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](mailto:jarp@ci.fay.nc.us)**



## Boards, Committees and Commissions

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The Fayetteville City Council has established 23 boards and commissions. The volunteers who are appointed to the boards and commissions serve as the link that connects the public to its governing body and serve as the advisors who make recommendations that ultimately shape the future of Fayetteville.

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

- **Airport Commission**  
The Fayetteville Airport Commission administers the operation and maintenance of the Fayetteville Regional Airport.
- **Board of Adjustment**  
The board hears and decides appeals or requests for variances with regard to the enforcement of any zoning ordinance.
- **Joint City and County Appearance Commission**  
The Appearance Commission reviews proposed public building and site plans within the city and county on public properties and initiates programs to improve visual quality.
- **Board of Appeals on Buildings and Dwellings**  
The board hears and decides appeals from citizens concerning violations of Chapter 14 Housing, Dwellings and Buildings and violations of Chapter 11 Fire Prevention Code.
- **Ethics Commission**  
The Ethics Commission investigates complaints of ethical lapses. The commission is comprised of five members selected by City Council and specified community organizations.
- **Fair Housing Board**  
The board hears fair housing complaints investigated by staff and, on appeal, fair housing violations of Chapter 10 of the Fayetteville City Code.
- **Fayetteville Planning Commission**  
The purpose of the City Planning Commission is to develop and carry on a long-range, continuing and comprehensive planning program for the orderly growth and development of the City 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 (F.A.S.T.).
- **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.

## Boards, Committees and Commissions

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- **Historic Resources Commission**  
The commission is responsible for reviewing and approving all exterior changes to the designated historic districts and landmark properties, as well as conducting public awareness and education programs concerning historic properties and districts.
- **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.
- **Public Works Commission Supplemental Employees' Retirement Plan Board**  
The board provides a retirement system for the payment of retirement benefits to the employees of the Public Works Commission.
- **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](mailto: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](http://www.cityoffayetteville.org).

## Boards, Committees and Commissions

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### 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 120.7 circuit mile 66kV looped, radial operated, system that interconnects 32 transmission and distribution substations. Power is then distributed through approximately 680 miles of 25kV and 12kV lines and 1,036.9 miles of underground cable to deliver power to approximately 78,000 customers. The highest peak demand of the PWC was 476.6 MW occurring in August 2007. The total energy requirement for fiscal year 2010 was 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 24 million gallons with a peak of 42 million gallons occurring in 1999. The utility serves approximately 89,900 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 78,600 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

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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

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### CITY VISION

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



### VISION 2025

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.”*



### 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

**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**

*“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 2011-12, Major Projects 2011-12 and Actions on the Horizon.”*



**GOALS 2016**

-  Greater Tax Base Diversity - Strong Local Economy

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-  More Efficient City Government - Cost-Effective Service Delivery

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

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-  More Attractive City - Clean and Beautiful

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-  Greater Community Unity - Pride in Fayetteville

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-  Revitalized Downtown - A Community Focal Point

**DRAFT POLICY AGENDA 2011-2012**

**TOP PRIORITY**

Park Bond Referendum:  
Proposal and Direction

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Police Substations Study:  
Direction and Funding

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FAST Improvements-Evening Service:  
Direction and Funding

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City Funding of Non-Profit Organizations:  
Policy Review and Direction

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Sewer Hook-Up Acceleration:  
Direction and Funding

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Building Demolition Program: Funding

**HIGH PRIORITY**

Economic Development Contract  
with the Chamber of Commerce

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Sign Ordinance:  
Revision and Direction

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Street Lighting Ordinance:  
Direction and Funding

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Comprehensive Classification and  
Compensation: Plan and Funding

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Solid Waste Contracting for Services:  
Pilot Study and Future Direction

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"Fayetteville Beautiful":  
City Endorsement and Resources

**DRAFT MANAGEMENT AGENDA 2011-2012**

**TOP PRIORITY**

Bragg Boulevard Corridor Development  
(Hay Street to I-295): Corridor Plan

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Non-Stop Air Service  
to Washington, D.C.

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Reclaiming Neighborhoods  
Next Project: Direction

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HOPE VI Business Park Development

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City Communications Strategy:  
Plan and Funding

**HIGH PRIORITY**

Limited English Proficiency and Strategy

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Old Days Inn Site Development

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Multi Modal Center:  
Land Assembly and Design

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Prince Charles Hotel:  
City Options and Direction



# Financial Policies

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## 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 2012 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

	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2012</b>
	<b>Actual</b>	<b>Budget</b>	<b>Recommended</b>	<b>Adopted</b>
<b>General Fund</b>				
Ad Valorem Taxes	58,571,553	58,632,982	60,041,292	60,041,292
Other Taxes	2,464,111	2,473,767	2,614,135	2,614,135
Intergovernmental	51,658,475	51,486,992	52,652,327	52,652,327
Functional Revenues	4,752,183	5,336,552	6,548,737	6,548,737
Other Revenues	2,224,839	2,140,614	2,287,684	2,287,684
Investment Income	643,682	750,000	362,784	362,784
Other Financing Sources	19,742,876	10,479,372	10,289,961	10,289,961
Fund Balance	0	2,908,969	4,009,108	4,212,108
<b>TOTAL</b>	<b>\$140,057,719</b>	<b>\$134,209,248</b>	<b>\$138,806,028</b>	<b>\$139,009,028</b>
<b>Parking Fund</b>				
Functional Revenues	310,906	329,185	297,800	297,800
Other Revenues	1,195	0	14,496	14,496
Investment Income	2,556	3,000	1,400	1,400
Fund Balance	0	0	68,170	68,170
<b>TOTAL</b>	<b>\$314,657</b>	<b>\$332,185</b>	<b>\$381,866</b>	<b>\$381,866</b>
<b>Lake Valley Drive MSD Fund</b>				
Ad Valorem Taxes	0	0	4,500	4,500
Investment Income	0	0	0	0
Fund Balance	0	0	0	0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,500</b>	<b>\$4,500</b>
<b>Central Business Tax District Fund</b>				
Ad Valorem Taxes	128,404	131,287	133,582	133,582
Investment Income	930	840	550	550
Fund Balance	0	74,091	29,976	29,976
<b>TOTAL</b>	<b>\$129,334</b>	<b>\$206,218</b>	<b>\$164,108</b>	<b>\$164,108</b>
<b>Stormwater Fund</b>				
Stormwater Fees	5,112,892	5,099,839	5,200,768	5,200,768
Intergovernmental	20,000	0	0	0
Other Revenues	10,777	0	0	0
Investment Income	80,030	66,007	57,000	57,000
Interfund Transfers	140,500	0	830,789	830,789
Fund Balance	0	1,025,386	278,486	278,486
<b>TOTAL</b>	<b>\$5,364,199</b>	<b>\$6,191,232</b>	<b>\$6,367,043</b>	<b>\$6,367,043</b>

# Revenue Overview

	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2012 Recommended</b>	<b>FY 2012 Adopted</b>
<b>Emergency Telephone System Fund</b>				
Intergovernmental	1,060,306	1,060,306	637,221	637,221
Investment Income	10,186	10,500	3,275	3,275
Interfund Transfers	5,999	0	0	0
Fund Balance	0	0	71,632	71,632
<b>TOTAL</b>	<b>\$1,076,491</b>	<b>\$1,070,806</b>	<b>\$712,128</b>	<b>\$712,128</b>
<b>Risk Management Funds</b>				
Interfund Charges	11,368,374	14,022,088	13,407,591	13,407,591
Other Revenues				
Employee Contributions	2,594,800	3,304,633	3,142,882	3,142,882
Refunds and Sundry	433,438	71,417	108,947	108,947
Investment Income	192,007	309,000	126,500	126,500
Interfund Transfers	1,921,100	0	500,183	500,183
Fund Balance	0	19,409	288,098	288,098
<b>TOTAL</b>	<b>\$16,509,719</b>	<b>\$17,726,547</b>	<b>\$17,574,201</b>	<b>\$17,574,201</b>
<b>Transit Fund</b>				
Other Taxes	602,284	608,300	623,750	623,750
Federal Operating Grant	1,055,485	1,153,128	1,230,282	1,230,282
State Operating Grant	533,998	533,998	552,496	552,496
Bus Fares	651,055	679,241	785,424	785,424
Contract Transportation	173,641	0	93,000	93,000
Other Revenues	44,004	20,643	31,981	31,981
Interfund Transfers	2,073,707	2,710,048	2,947,923	2,947,923
Capital Lease Proceeds	98,191	0	0	0
<b>TOTAL</b>	<b>\$5,232,365</b>	<b>\$5,705,358</b>	<b>\$6,264,856</b>	<b>\$6,264,856</b>
<b>Airport Fund</b>				
Intergovernmental Revenues	145,595	145,995	146,583	146,583
Property Leases	1,992,345	2,010,100	2,258,771	2,258,771
Franchise Fees	1,105,228	998,322	1,315,954	1,315,954
Landing Fees	388,025	397,685	384,578	384,578
Training Facility Fees	25,200	19,850	37,550	37,550
Other Revenues	224,904	178,489	190,306	190,306
Public Safety Reimbursements	84,297	84,297	84,298	84,298
Investment Income	44,004	67,000	32,400	32,400
Interfund Transfers	90,688	0	0	0
Fund Balance	0	0	0	0
<b>TOTAL</b>	<b>\$4,100,286</b>	<b>\$3,901,738</b>	<b>\$4,450,440</b>	<b>\$4,450,440</b>

## Revenue Overview

	FY 2010 Actual	FY 2011 Budget	FY 2012 Recommended	FY 2012 Adopted
<b>Recycling Fund</b>				
Recycling Fees	2,258,683	2,253,910	2,268,727	2,268,727
Intergovernmental	296,121	296,130	298,180	298,180
Other Revenues	4,067	1,400	105,900	105,900
Investment Income	12,361	19,000	8,000	8,000
Interfund Transfers	0	0	0	0
<b>TOTAL</b>	<b>\$2,571,232</b>	<b>\$2,570,440</b>	<b>\$2,680,807</b>	<b>\$2,680,807</b>
<b>LEOSSA Fund</b>				
Interfund Charges	511,937	499,573	706,000	706,000
Investment Income	25,308	42,000	20,100	20,100
Fund Balance	0	12,537	0	0
<b>TOTAL</b>	<b>\$537,245</b>	<b>\$554,110</b>	<b>\$726,100</b>	<b>\$726,100</b>
<b>Warranty Vehicle Lease Fund</b>				
Interfund Charges	298,021	0	0	0
Investment Income	12,025	0	0	0
Other Revenues	2,525	0	0	0
Fund Balance	0	0	0	0
<b>TOTAL</b>	<b>\$312,571</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>City of Fayetteville Finance Corporation</b>				
Property Leases	3,535,342	1,449,475	1,414,250	1,414,250
Investment Income	635	0	0	0
<b>TOTAL</b>	<b>\$3,535,977</b>	<b>\$1,449,475</b>	<b>\$1,414,250</b>	<b>\$1,414,250</b>
<b>GRAND TOTAL</b>	<b>\$179,741,795</b>	<b>\$173,917,357</b>	<b>\$179,546,327</b>	<b>\$179,749,327</b>

# Expenditure Overview

	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2012 Recommended</b>	<b>FY 2012 Adopted</b>
<b>General Fund</b>				
City Attorney	1,153,909	918,036	981,028	981,028
City Manager	854,835	883,524	863,179	863,179
Community Development	759,032	1,069,596	1,390,366	1,390,366
Development Services	3,195,374	3,774,490	3,814,234	3,814,234
Engineering & Infrastructure	13,341,085	10,642,863	12,404,537	12,404,537
Environmental Services	7,163,761	8,242,806	8,373,860	8,373,860
Finance	2,398,112	2,519,388	2,484,466	2,484,466
Fire	22,114,843	23,041,486	23,718,627	23,718,627
Human Relations	229,986	254,529	242,044	242,044
Human Resource Development	1,094,528	1,200,754	1,244,544	1,244,544
Information Technology	2,604,324	3,215,286	3,003,080	3,003,080
Management Services	659,459	741,805	702,171	702,171
Mayor and Council	668,527	538,317	804,888	804,888
Other Appropriations				
Agencies	376,500	307,375	307,375	307,375
Annexation Reimbursements	7,199,231	7,531,804	6,813,185	6,813,185
Debt Service for CIP Projects	4,420,696	5,406,353	6,378,983	6,378,983
Refunded Bonds	8,731,321	0	0	0
Lease Payment to COFFC	3,535,342	1,449,475	1,414,250	1,414,250
Transfers to Other Funds	4,288,525	3,987,539	4,540,825	4,540,825
Other	1,021,384	1,335,021	1,278,614	1,361,614
Parks, Recreation & Maintenance	14,265,690	15,230,649	16,818,678	16,818,678
Police	39,342,920	41,918,152	41,227,094	41,347,094
<b>TOTAL</b>	<b>\$139,419,384</b>	<b>\$134,209,248</b>	<b>\$138,806,028</b>	<b>\$139,009,028</b>
<b>Parking Fund</b>				
Parking Management	285,715	332,185	381,866	381,866
<b>TOTAL</b>	<b>\$285,715</b>	<b>\$332,185</b>	<b>\$381,866</b>	<b>\$381,866</b>
<b>Lake Valley Drive MSD Fund</b>				
Lake Valley Dr.	0	0	4,500	4,500
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,500</b>	<b>\$4,500</b>
<b>Central Business Tax District Fund</b>				
Central Business District	133,107	206,218	164,108	164,108
<b>TOTAL</b>	<b>\$133,107</b>	<b>\$206,218</b>	<b>\$164,108</b>	<b>\$164,108</b>
<b>Stormwater Fund</b>				
Stormwater Utility	3,606,140	6,191,232	6,367,043	6,367,043
<b>TOTAL</b>	<b>\$3,606,140</b>	<b>\$6,191,232</b>	<b>\$6,367,043</b>	<b>\$6,367,043</b>

## Expenditure Overview

	FY 2010 Actual	FY 2011 Budget	FY 2012 Recommended	FY 2012 Adopted
<b>Emergency Telephone System Fund</b>				
Emergency Communications	950,714	1,070,806	712,128	712,128
<b>TOTAL</b>	<b>\$950,714</b>	<b>\$1,070,806</b>	<b>\$712,128</b>	<b>\$712,128</b>
<b>Risk Management Funds</b>				
Medical, Dental, & Life	13,142,230	14,392,081	14,097,956	14,097,956
Worker's Compensation	1,686,166	1,772,849	1,722,293	1,722,293
Property & Liability	1,549,963	1,561,617	1,753,952	1,753,952
<b>TOTAL</b>	<b>\$16,378,359</b>	<b>\$17,726,547</b>	<b>\$17,574,201</b>	<b>\$17,574,201</b>
<b>Transit Fund</b>				
Transit Operations	5,181,050	5,705,358	6,264,856	6,264,856
<b>TOTAL</b>	<b>\$5,181,050</b>	<b>\$5,705,358</b>	<b>\$6,264,856</b>	<b>\$6,264,856</b>
<b>Airport Fund</b>				
Operations	2,495,403	3,393,787	3,917,824	3,917,824
Fire/Training	456,165	507,951	532,616	532,616
<b>TOTAL</b>	<b>\$2,951,568</b>	<b>\$3,901,738</b>	<b>\$4,450,440</b>	<b>\$4,450,440</b>
<b>Recycling Fund</b>				
Operations	2,374,913	2,570,440	2,680,807	2,680,807
<b>TOTAL</b>	<b>\$2,374,913</b>	<b>\$2,570,440</b>	<b>\$2,680,807</b>	<b>\$2,680,807</b>
<b>LEOSSA Fund</b>				
Police Benefits	472,047	554,110	726,100	726,100
<b>TOTAL</b>	<b>\$472,047</b>	<b>\$554,110</b>	<b>\$726,100</b>	<b>\$726,100</b>
<b>Warranty Vehicle Lease Fund</b>				
Warranty Vehicles	151,525	0	0	0
<b>TOTAL</b>	<b>\$151,525</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>City of Fayetteville Finance Corporation</b>				
Finance Corporation	3,890,333	1,449,475	1,414,250	1,414,250
<b>TOTAL</b>	<b>\$3,890,333</b>	<b>\$1,449,475</b>	<b>\$1,414,250</b>	<b>\$1,414,250</b>
<b>GRAND TOTAL</b>	<b>\$175,794,855</b>	<b>\$173,917,357</b>	<b>\$179,546,327</b>	<b>\$179,749,327</b>

# General Fund

<b>Revenues</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Estimated</b>	<b>FY2012 Recommended</b>	<b>FY2012 Adopted</b>
<b>Ad Valorem Taxes</b>					
Current Year Taxes	57,126,776	57,288,982	57,574,965	58,733,292	58,733,292
Prior Years Taxes	1,119,388	1,026,000	1,088,000	993,000	993,000
Penalties & Interest	325,389	318,000	351,000	315,000	315,000
	<b>\$58,571,553</b>	<b>\$58,632,982</b>	<b>\$59,013,965</b>	<b>\$60,041,292</b>	<b>\$60,041,292</b>
<b>Other Taxes</b>					
Vehicle License Tax	630,853	619,500	625,170	630,750	630,750
Privilege License Tax	983,146	1,066,450	1,118,750	1,102,385	1,102,385
Franchise Fees	372,226	323,817	425,470	400,000	400,000
Vehicle Gross Receipts	477,886	464,000	518,000	481,000	481,000
	<b>\$2,464,111</b>	<b>\$2,473,767</b>	<b>\$2,687,390</b>	<b>\$2,614,135</b>	<b>\$2,614,135</b>
<b>Intergovernmental Revenues</b>					
Federal	851,033	694,953	1,985,365	584,634	584,634
State					
Sales Taxes	30,789,881	30,754,690	31,579,582	31,798,043	31,798,043
Utility Taxes	10,035,192	9,850,241	9,950,719	9,807,674	9,807,674
Other	5,695,040	6,133,351	6,679,962	6,133,713	6,133,713
Local	4,287,329	4,053,757	4,279,383	4,328,263	4,328,263
	<b>\$51,658,475</b>	<b>\$51,486,992</b>	<b>\$54,475,011</b>	<b>\$52,652,327</b>	<b>\$52,652,327</b>
<b>Functional Revenues</b>					
Permits and Fees	1,880,274	1,918,200	2,663,450	2,967,105	2,967,105
Property Leases	337,234	582,414	252,689	588,929	588,929
Engineering/Planning Svcs	373,708	373,050	400,808	418,133	418,133
Public Safety Services	809,031	1,204,574	1,018,676	1,073,370	1,073,370
Environmental Services	75,061	73,293	75,511	154,075	154,075
Parks & Recreation Fees	1,189,208	1,094,800	1,245,951	1,265,951	1,265,951
Other Fees and Services	87,667	90,221	81,439	81,174	81,174
	<b>\$4,752,183</b>	<b>\$5,336,552</b>	<b>\$5,738,524</b>	<b>\$6,548,737</b>	<b>\$6,548,737</b>
<b>Other Revenues</b>					
Refunds & Sundry	689,005	632,156	674,671	697,156	697,156
Indirect Cost Allocation	1,119,098	1,157,958	1,146,822	1,160,528	1,160,528
Special Use Assessments	198,102	170,000	194,870	185,000	185,000
Sale of Assets & Materials	218,634	180,500	303,030	245,000	245,000
	<b>\$2,224,839</b>	<b>\$2,140,614</b>	<b>\$2,319,393</b>	<b>\$2,287,684</b>	<b>\$2,287,684</b>
<b>Investment Income</b>	<b>\$643,682</b>	<b>\$750,000</b>	<b>\$359,805</b>	<b>\$362,784</b>	<b>\$362,784</b>
<b>Other Financing Sources</b>					
Interfund Transfers	9,161,901	10,479,372	12,461,801	10,289,961	10,289,961
Proceeds from Bonds	8,759,246	0	0	0	0
Proceeds from Loans	750,000	0	0	0	0
Capital Leases	1,071,729	0	0	0	0
	<b>19,742,876</b>	<b>10,479,372</b>	<b>12,461,801</b>	<b>10,289,961</b>	<b>10,289,961</b>
<b>Fund Balance</b>	<b>\$0</b>	<b>\$2,908,969</b>	<b>\$0</b>	<b>\$4,009,108</b>	<b>\$4,212,108</b>
<b>TOTAL</b>	<b>\$140,057,719</b>	<b>\$134,209,248</b>	<b>\$137,055,889</b>	<b>\$138,806,028</b>	<b>\$139,009,028</b>

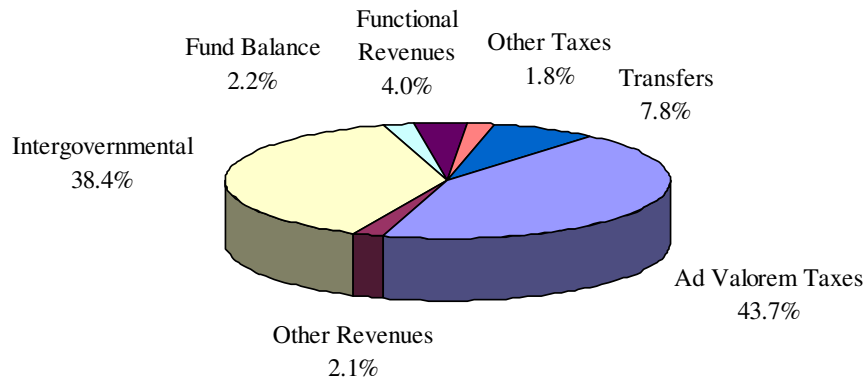
## General Fund

Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimated	FY2012 Recommended	FY2012 Adopted
City Attorney	1,153,909	918,036	978,838	981,028	981,028
City Manager	854,835	883,524	881,464	863,179	863,179
Community Development	759,032	1,069,596	1,504,615	1,390,366	1,390,366
Development Services	3,195,374	3,774,490	3,961,989	3,814,234	3,814,234
Engineering & Infrastructure	13,341,085	10,642,863	10,801,898	12,404,537	12,404,537
Environmental Services	7,163,761	8,242,806	10,185,498	8,373,860	8,373,860
Finance	2,398,112	2,519,388	2,506,460	2,484,466	2,484,466
Fire	22,114,843	23,041,486	23,290,174	23,718,627	23,718,627
Human Relations	229,986	254,529	252,706	242,044	242,044
Human Resource Development	1,094,528	1,200,754	1,190,949	1,244,544	1,244,544
Information Technology	2,604,324	3,215,286	3,347,724	3,003,080	3,003,080
Management Services	659,459	741,805	740,350	702,171	702,171
Mayor and Council	668,527	538,317	536,798	804,888	804,888
Other Appropriations					
Agencies	376,500	307,375	376,500	307,375	307,375
Annexation Reimbursements	7,199,231	7,531,804	7,306,112	6,813,185	6,813,185
Debt Service for CIP Projects	4,420,696	5,406,353	5,390,194	6,378,983	6,378,983
Refunded Bonds	8,731,321	0	0	0	0
Lease Payment to COFFC	3,535,342	1,449,475	1,450,010	1,414,250	1,414,250
Transfers to Other Funds	4,288,525	3,987,539	5,601,426	4,540,825	4,540,825
Other	1,021,384	1,335,021	1,162,281	1,278,614	1,361,614
Parks, Recreation & Maintenance	14,265,690	15,230,649	15,709,265	16,818,678	16,818,678
Police	39,342,920	41,918,152	41,847,683	41,227,094	41,347,094
<b>TOTAL</b>	<b>\$139,419,384</b>	<b>\$134,209,248</b>	<b>\$139,022,934</b>	<b>\$138,806,028</b>	<b>\$139,009,028</b>

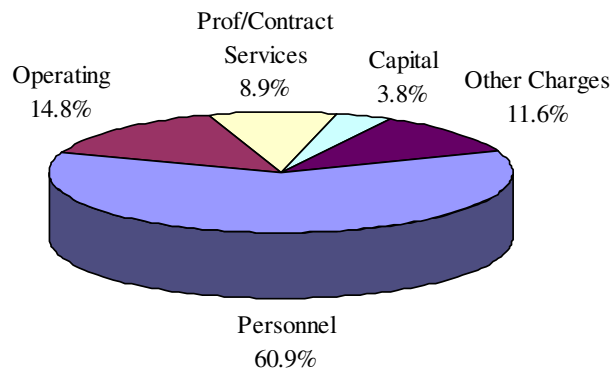


# General Fund

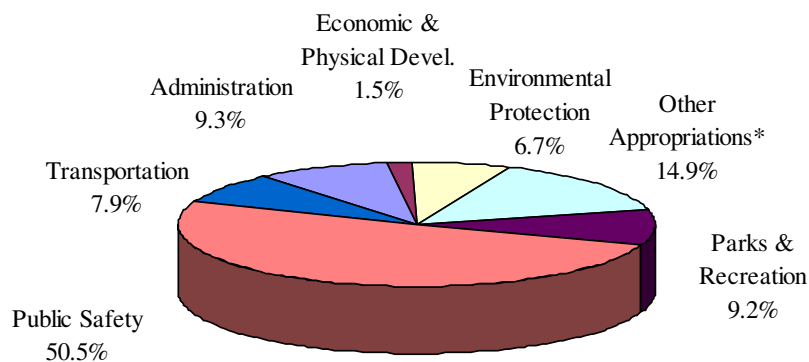
## FY2011 Revenues



## FY2011 Expenditures by Object



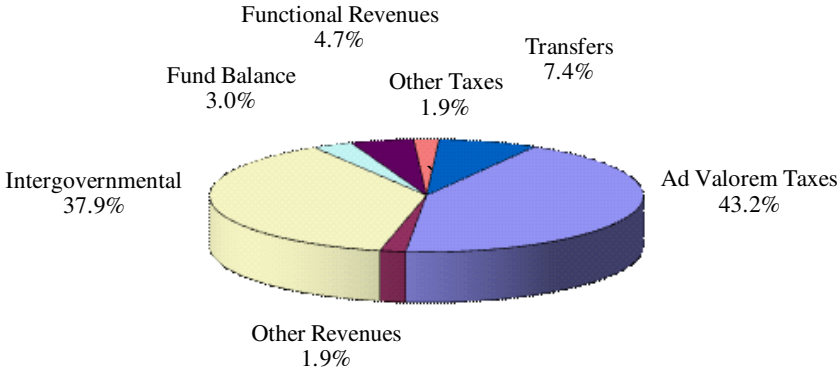
## FY2011 Expenditures by Function



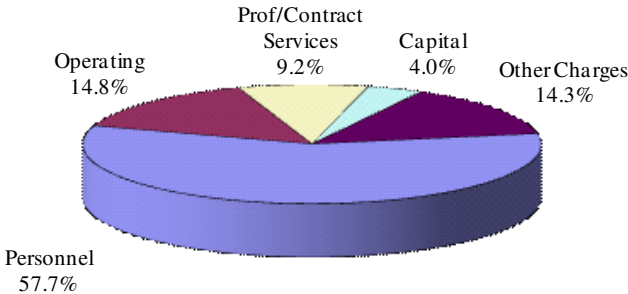
Other Appropriations includes:

Agency Payments	\$307,375
Annexation Reimbursements	\$7,531,804
Debt Service for CIP Projects	\$5,406,353
Lease Payments to COFFC	\$1,449,475
Transfers to Other Funds	\$3,987,539
Other Expenditures	\$1,335,021

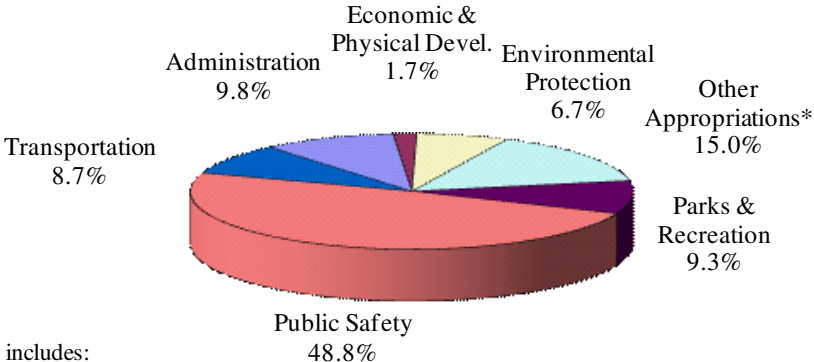
**FY2012 Revenues**



**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

# Parking Fund

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## Revenues

	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Estimated</b>	<b>FY 2012 Recommended</b>	<b>FY 2012 Adopted</b>
Functional Revenues	310,906	329,185	288,367	297,800	297,800
Other Revenues	1,195	0	0	14,496	14,496
Investment Income	2,556	3,000	1,500	1,400	1,400
Other Financing Sources					
Fund Balance	0	0	0	68,170	68,170
<b>TOTAL</b>	<b>\$ 314,657</b>	<b>\$ 332,185</b>	<b>\$ 289,867</b>	<b>\$ 381,866</b>	<b>\$ 381,866</b>

## Expenditures

	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Estimated</b>	<b>FY 2012 Recommended</b>	<b>FY 2012 Adopted</b>
Personnel	0	0	0	0	0
Operating	94,956	95,216	97,921	134,233	134,233
Contract Services	190,759	219,713	219,713	247,633	247,633
Capital Outlay	0	0	0	0	0
Other Charges	0	17,256	0	0	0
<b>TOTAL</b>	<b>\$ 285,715</b>	<b>\$ 332,185</b>	<b>\$ 317,634</b>	<b>\$ 381,866</b>	<b>\$ 381,866</b>

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Notes:

## Lake Valley Drive MSD Fund

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### Revenues

	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2012</b>
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Recommended</b>	<b>Adopted</b>
Ad Valorem Taxes	0	0	0	4,500	4,500
Investment Income	0	0	0	0	0
Other Financing Sources					
Interfund Transfers	0	0	500,000	0	0
<b>TOTAL</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 500,000</b>	<b>\$ 4,500</b>	<b>\$ 4,500</b>

### Expenditures

	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2012</b>
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Recommended</b>	<b>Adopted</b>
Personnel	0	0	0	0	0
Operating	0	0	0	0	0
Contract Services	0	0	500,000	0	0
Capital Outlay	0	0	0	0	0
Other Charges	0	0	0	4,500	4,500
<b>TOTAL</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 500,000</b>	<b>\$ 4,500</b>	<b>\$ 4,500</b>

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Notes:

## Central Business Tax District Fund

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### Revenues

	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Estimated</b>	<b>FY 2012 Recommended</b>	<b>FY 2012 Adopted</b>
Ad Valorem Taxes	128,404	131,287	132,425	133,582	133,582
Investment Income	930	840	725	550	550
Other Financing Sources					
Fund Balance	0	74,091	0	29,976	29,976
<b>TOTAL</b>	<b>\$ 129,334</b>	<b>\$ 206,218</b>	<b>\$ 133,150</b>	<b>\$ 164,108</b>	<b>\$ 164,108</b>

### Expenditures

	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Estimated</b>	<b>FY 2012 Recommended</b>	<b>FY 2012 Adopted</b>
Personnel	0	0	0	0	0
Operating	6,707	40,000	86,027	29,045	29,045
Contract Services	51,400	27,384	28,465	26,485	26,485
Capital Outlay	0	58,740	0	0	0
Other Charges	75,000	80,094	80,630	108,578	108,578
<b>TOTAL</b>	<b>\$ 133,107</b>	<b>\$ 206,218</b>	<b>\$ 195,122</b>	<b>\$ 164,108</b>	<b>\$ 164,108</b>

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Notes:

## Stormwater Fund

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### Revenues

	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2012</b>
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Recommended</b>	<b>Adopted</b>
Stormwater Fees	5,112,892	5,099,839	5,186,062	5,200,768	5,200,768
Intergovernmental	20,000	0	0	0	0
Other Revenues	10,777	0	0	0	0
Investment Income	80,030	66,007	58,000	57,000	57,000
Other Financing Sources					
Interfund Transfer	140,500	0	0	830,789	830,789
Fund Balance	0	1,025,386	0	278,486	278,486
<b>TOTAL</b>	<b>\$ 5,364,199</b>	<b>\$ 6,191,232</b>	<b>\$ 5,244,062</b>	<b>\$ 6,367,043</b>	<b>\$ 6,367,043</b>

### Expenditures

	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2012</b>
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Recommended</b>	<b>Adopted</b>
Personnel	1,422,932	1,487,735	1,410,654	1,511,543	1,511,543
Operating	441,499	555,843	568,231	597,377	597,377
Contract Services	622,915	742,885	611,115	327,930	327,930
Capital Outlay	900,929	3,105,500	38,396	338,000	338,000
Other Charges	217,865	299,269	3,351,885	3,592,193	3,592,193
<b>TOTAL</b>	<b>\$ 3,606,140</b>	<b>\$ 6,191,232</b>	<b>\$ 5,980,281</b>	<b>\$ 6,367,043</b>	<b>\$ 6,367,043</b>

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Notes:

## Emergency Telephone System Fund

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### Revenues

	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Estimated</b>	<b>FY 2012 Recommended</b>	<b>FY 2012 Adopted</b>
Intergovernmental	1,060,306	1,060,306	1,060,306	637,221	637,221
Investment Income	10,186	10,500	5,005	3,275	3,275
Other Financing Sources					
Interfund Transfer	5,999	0	0	0	0
Fund Balance	0	0	0	71,632	71,632
<b>TOTAL</b>	<b>\$1,076,491</b>	<b>\$1,070,806</b>	<b>\$1,065,311</b>	<b>\$ 712,128</b>	<b>\$ 712,128</b>

### Expenditures

	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Estimated</b>	<b>FY 2012 Recommended</b>	<b>FY 2012 Adopted</b>
Personnel	54,012	54,964	0	0	0
Operating	466,961	488,130	572,852	552,296	552,296
Contract Services	139,911	144,110	141,752	148,840	148,840
Capital Outlay	289,830	297,691	654,389	0	0
Other Charges	0	85,911	11,027	10,992	10,992
<b>TOTAL</b>	<b>\$ 950,714</b>	<b>\$1,070,806</b>	<b>\$1,380,020</b>	<b>\$ 712,128</b>	<b>\$ 712,128</b>

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Notes:

## Risk Management Fund

### Revenues

	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Estimated</b>	<b>FY 2012 Recommended</b>	<b>FY 2012 Adopted</b>
Interfund Charges	11,368,374	14,022,088	12,124,198	13,407,591	13,407,591
Other Revenues					
Employee Contributions	2,594,800	3,304,633	2,703,000	3,142,882	3,142,882
Refunds and Sundry	433,438	71,417	306,938	108,947	108,947
Investment Income	192,007	309,000	122,400	126,500	126,500
Other Financing Sources					
Interfund Transfer	1,921,100	0	439,641	500,183	500,183
Fund Balance	0	19,409	0	288,098	288,098
<b>TOTAL</b>	<b>\$ 16,509,719</b>	<b>\$ 17,726,547</b>	<b>\$ 15,696,177</b>	<b>\$ 17,574,201</b>	<b>\$ 17,574,201</b>

### Expenditures

	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Estimated</b>	<b>FY 2012 Recommended</b>	<b>FY 2012 Adopted</b>
Personnel	385,240	384,989	341,820	336,711	336,711
Operating	13,210,868	17,099,473	13,130,703	16,301,722	16,301,722
Contract Services	205,816	230,148	231,650	435,585	435,585
Capital Outlay	0	8,000	0	0	0
Other Charges	2,576,435	3,937	0	500,183	500,183
<b>TOTAL</b>	<b>\$ 16,378,359</b>	<b>\$ 17,726,547</b>	<b>\$ 13,704,173</b>	<b>\$ 17,574,201</b>	<b>\$ 17,574,201</b>

**Notes:**



## Transit Fund

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### Revenues

	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2012</b>
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Recommended</b>	<b>Adopted</b>
Other Taxes	602,284	608,300	612,983	623,750	623,750
Federal Operating Grant	1,055,485	1,153,128	1,068,428	1,230,282	1,230,282
State Operating Grant	533,998	533,998	587,762	552,496	552,496
Fares					
Buses	651,055	679,241	761,635	785,424	785,424
Contract Transportation	173,641	0	93,000	93,000	93,000
Other Revenues	44,004	20,643	31,981	31,981	31,981
Other Financing Sources					
Interfund Transfers	2,073,707	2,710,048	2,766,157	2,947,923	2,947,923
Capital Lease Proceeds	98,191	0	0	0	0
<b>TOTAL</b>	<b>\$ 5,232,365</b>	<b>\$ 5,705,358</b>	<b>\$ 5,921,946</b>	<b>\$ 6,264,856</b>	<b>\$ 6,264,856</b>

### Expenditures

	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2012</b>
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Recommended</b>	<b>Adopted</b>
Personnel	3,303,743	3,663,180	3,711,471	4,140,748	4,140,748
Operating	1,205,065	1,297,503	1,350,546	1,619,053	1,619,053
Contract Services	225,613	229,268	361,119	17,381	17,381
Capital Outlay	0	0	0	0	0
Other Charges	446,629	515,407	498,810	487,674	487,674
<b>TOTAL</b>	<b>\$ 5,181,050</b>	<b>\$ 5,705,358</b>	<b>\$ 5,921,946</b>	<b>\$ 6,264,856</b>	<b>\$ 6,264,856</b>

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### Notes:

## Airport Fund

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### Revenues

	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2012</b>
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Recommended</b>	<b>Adopted</b>
Intergovernmental	145,595	145,995	143,740	146,583	146,583
Property Leases	1,992,345	2,010,100	2,259,856	2,258,771	2,258,771
Franchise Fees	1,105,228	998,322	1,316,015	1,315,954	1,315,954
Landing Fees	388,025	397,685	384,769	384,578	384,578
Training Facility Fees	25,200	19,850	37,550	37,550	37,550
Other Revenues	224,904	178,489	211,654	190,306	190,306
Public Safety Reimb.	84,297	84,297	84,297	84,298	84,298
Investment Income	44,004	67,000	32,150	32,400	32,400
Other Financing Sources					
Interfund Transfers	90,688	0	30,076	0	0
Fund Balance	0	0	0	0	0
<b>TOTAL</b>	<b>\$ 4,100,286</b>	<b>\$ 3,901,738</b>	<b>\$ 4,500,107</b>	<b>\$ 4,450,440</b>	<b>\$ 4,450,440</b>

### Expenditures

	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2012</b>
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Recommended</b>	<b>Adopted</b>
Personnel	1,070,081	1,296,137	1,276,200	1,355,848	1,355,848
Operating	1,161,177	1,271,204	1,232,814	1,271,131	1,271,131
Contract Services	126,363	152,152	147,345	156,455	156,455
Capital Outlay	64,646	108,000	199,255	114,000	114,000
Other Charges	529,301	1,074,245	1,801,153	1,553,006	1,553,006
<b>TOTAL</b>	<b>\$ 2,951,568</b>	<b>\$ 3,901,738</b>	<b>\$ 4,656,767</b>	<b>\$ 4,450,440</b>	<b>\$ 4,450,440</b>

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Notes:

# Recycling Fund

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## Revenues

	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Estimated</b>	<b>FY 2012 Recommended</b>	<b>FY 2012 Adopted</b>
Recycling Fees	2,258,683	2,253,910	2,268,927	2,268,727	2,268,727
Intergovernmental	296,121	296,130	298,005	298,180	298,180
Other Revenues	4,067	1,400	157,900	105,900	105,900
Investment Income	12,361	19,000	9,000	8,000	8,000
Other Financing Sources					
Interfund Transfers	0	0	0	0	0
<b>TOTAL</b>	<b>\$ 2,571,232</b>	<b>\$ 2,570,440</b>	<b>\$ 2,733,832</b>	<b>\$ 2,680,807</b>	<b>\$ 2,680,807</b>

## Expenditures

	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Estimated</b>	<b>FY 2012 Recommended</b>	<b>FY 2012 Adopted</b>
Personnel	0	0	0	32,193	32,193
Operating	21,684	38,750	43,696	73,542	73,542
Contract Services	1,873,452	1,950,060	1,859,552	1,944,659	1,944,659
Capital Outlay	0	55,000	55,000	0	0
Other Charges	479,777	526,630	474,534	630,413	630,413
<b>TOTAL</b>	<b>\$ 2,374,913</b>	<b>\$ 2,570,440</b>	<b>\$ 2,432,782</b>	<b>\$ 2,680,807</b>	<b>\$ 2,680,807</b>

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Notes:

## LEOSSA Fund

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### Revenues

	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2012</b>
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Recommended</b>	<b>Adopted</b>
Interfund Charges	511,937	499,573	700,884	706,000	706,000
Investment Income	25,308	42,000	18,500	20,100	20,100
Fund Balance	0	12,537	0	0	0
<b>TOTAL</b>	<b>\$ 537,245</b>	<b>\$ 554,110</b>	<b>\$ 719,384</b>	<b>\$ 726,100</b>	<b>\$ 726,100</b>

### Expenditures

	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2012</b>
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Recommended</b>	<b>Adopted</b>
Personnel	472,047	554,110	517,993	529,722	529,722
Operating	0	0	0	0	0
Contract Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Other Charges	0	0	0	196,378	196,378
<b>TOTAL</b>	<b>\$ 472,047</b>	<b>\$ 554,110</b>	<b>\$ 517,993</b>	<b>\$ 726,100</b>	<b>\$ 726,100</b>

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Notes:

## Warranty Vehicle Lease Fund

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### Revenues

	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Estimated</b>	<b>FY 2012 Recommended</b>	<b>FY 2012 Adopted</b>
Interfund Charges	298,021	0	0	0	0
Investment Income	12,025	0	0	0	0
Other Revenues	2,525	0	0	0	0
Other Financing Sources					
Fund Balance	0	0	0	0	0
<b>TOTAL</b>	<b>\$ 312,571</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

### Expenditures

	<b>FY 2010 Actual</b>	<b>FY 2011 Budget</b>	<b>FY 2011 Estimated</b>	<b>FY 2012 Recommended</b>	<b>FY 2012 Adopted</b>
Personnel	0	0	0	0	0
Operating	151,083	0	12	0	0
Contract Services	442	0	0	0	0
Capital Outlay	0	0	102,203	0	0
Other Charges	0	0	1,007,000	0	0
<b>TOTAL</b>	<b>\$ 151,525</b>	<b>\$ 0</b>	<b>\$ 1,109,215</b>	<b>\$ 0</b>	<b>\$ 0</b>

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**Notes:**

## City of Fayetteville Finance Corporation

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### Revenues

	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2012</b>
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Recommended</b>	<b>Adopted</b>
Property Leases	3,535,342	1,449,475	1,450,010	1,414,250	1,414,250
Investment Income	635	0	0	0	0
<b>TOTAL</b>	<b>\$3,535,977</b>	<b>\$1,449,475</b>	<b>\$1,450,010</b>	<b>\$ 1,414,250</b>	<b>\$1,414,250</b>

### Expenditures

	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2012</b>
	<b>Actual</b>	<b>Budget</b>	<b>Estimated</b>	<b>Recommended</b>	<b>Adopted</b>
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	3,890,333	1,449,475	1,450,010	1,414,250	1,414,250
<b>TOTAL</b>	<b>\$3,890,333</b>	<b>\$1,449,475</b>	<b>\$1,450,010</b>	<b>\$ 1,414,250</b>	<b>\$1,414,250</b>

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**Notes:**

## Fund Balance Projections

	<b>General Fund</b>	<b>Parking Fund</b>	<b>CBTD Fund</b>	<b>Lake Valley Dr. MSD</b>
Available Fund Balance at June 30, 2010	\$33,334,058	\$222,762	\$121,406	\$0
FY11 Estimated Revenues and Other Sources	137,055,889	289,867	133,150	500,000
FY11 Estimated Expenditures and Other Uses	138,646,981	317,634	195,122	500,000
Less: Fund Balance designated at 6/30/10 for Capital Improvement Plan	800,000	0	0	0
Less: Fund Balance use recommended for FY13 to FY16 Capital Improvement Plan	2,005,037	0	0	0
Less: Misc. Designations (i.e., senior recreation)	661,700	0	0	0
Less: Fund Balance reserved for County Recreation	3,322,718	0	0	0
Less: Designation for Capital Funding Plan	3,876,488	0	0	0
Projected Available Fund Balance at June 30, 2011	\$21,077,023	194,995	59,434	0
FY12 Estimated Revenues and Other Sources	134,796,920	313,696	134,132	4,500
FY12 Estimated Expenditures and Other Uses	138,474,729	381,866	164,108	600
Projected Available Fund Balance at June 30, 2012	\$17,399,214	\$126,825	\$29,458	\$3,900
	<b>Stormwater Fund</b>	<b>Emergency Telephone System Fund</b>	<b>Risk Fund</b>	<b>Transit Fund</b>
Available Fund Balance at June 30, 2010	\$7,220,443	\$584,299	\$11,559,489	(\$113,852)
FY11 Estimated Revenues and Other Sources	5,244,062	1,065,311	15,696,177	5,921,946
FY11 Estimated Expenditures and Other Uses	5,980,281	1,380,020	13,704,173	5,921,946
Projected Available Fund Balance at June 30, 2011	\$6,484,224	269,590	13,551,493	(113,852)
FY12 Estimated Revenues and Other Sources	6,088,557	640,496	17,286,103	6,264,856
FY12 Estimated Expenditures and Other Uses	5,558,125	712,128	17,074,018	6,264,856
Projected Available Fund Balance at June 30, 2012	\$7,014,656	\$197,958	\$13,763,578	(\$113,852)

## Fund Balance Projections

	<b>Airport Fund</b>	<b>Recycling Fund</b>	<b>LEOSSA Fund</b>	<b>Warranty Fund</b>
Available Fund Balance at June 30, 2010	\$3,907,743	\$465,728	\$2,194,889	\$1,110,065
FY 11 Estimated Revenues and Other Sources	4,500,107	2,733,832	719,384	0
FY 11 Estimated Expenditures and Other Uses	4,656,767	2,432,782	517,993	1,109,215
Projected Available Fund Balance at June 30, 2011	3,751,083	766,778	2,396,280	850
FY 12 Estimated Revenues and Other Sources	4,450,440	2,680,807	726,100	0
FY 12 Estimated Expenditures and Other Uses	4,412,246	2,526,347	529,722	0
Projected Available Fund Balance at June 30, 2012	\$3,789,277	\$921,238	\$2,592,658	\$850
<b>Finance Corporation</b>				
Available Fund Balance at June 30, 2010	\$0			
FY 11 Estimated Revenues and Other Sources	1,450,010			
FY 11 Estimated Expenditures and Other Uses	1,450,010			
Projected Available Fund Balance at June 30, 2011	0			
FY 12 Estimated Revenues and Other Sources	1,414,250			
FY 12 Estimated Expenditures and Other Uses	1,414,250			
Projected Available Fund Balance at June 30, 2012	\$0			



# Capital Funding Plan

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## 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 a planned revenue bond issuance as expenditures of the Stormwater Fund.

The City is also currently reviewing financing options to purchase the Festival Plaza Building for which the City entered into a master lease to foster economic development. This budget assumes that the City will acquire the building, and funds debt service sufficient to assume the existing loans on the building as an expenditure of the Community Development department.

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

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- 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, 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 2012 also include \$555,556 in contributions from Progress Energy for debt service associated with the development of Festival Park, and \$129,725 from a 45% Federal interest rebate and \$98,608 in contributions from PWC for parking deck debt service.

## Outstanding Debt Instruments

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- **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 \$13,851,260 of general obligation bonds outstanding over three series of bonds as of June 30, 2011. They bear interest at rates varying from 3.0 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, 2011, the City of Fayetteville is projected to have \$5,260,000 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

four 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, 2011 will total \$12,118,497, at interest rates from 1.81 to 5.1 percent.

- 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, 2011, \$2,576,050 is outstanding.

- **Planned capital lease** financings include: \$2,692,000 in fiscal year 2011 for Fire Station 19, and \$6,160,890 in fiscal year 2012 for upgrades of the 800 MHz radio system.

## 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 2012 budget includes a \$385,200 transfer to PWC to fund a portion of this debt service.
- Other expenditures for capital improvements in fiscal year 2012 include \$50,000 for way-finding signage.

### SUMMARY OF OUTSTANDING DEBT ISSUES SERVICED THROUGH THE CAPITAL FUNDING PLAN

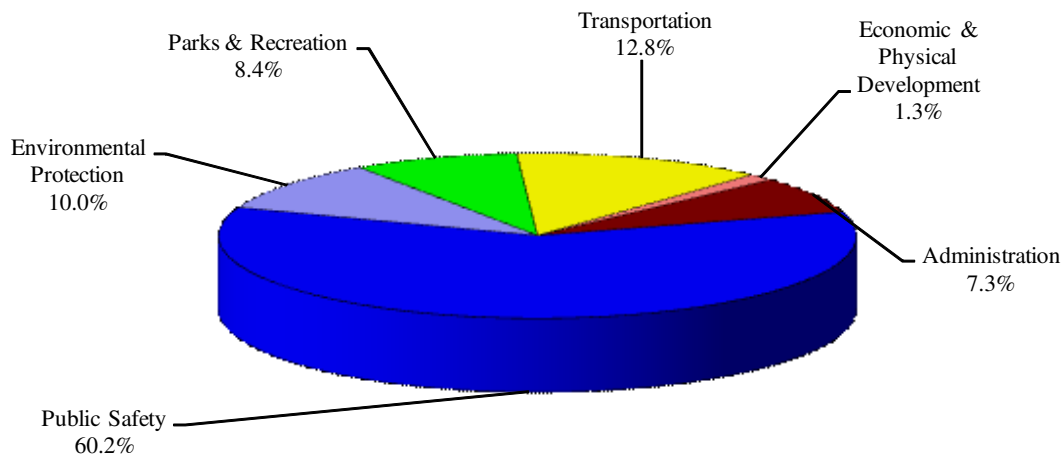
Description	Debt Type	Purpose	Amount Outstanding @ 06/30/11	FY2012 Principal & Interest
<i>General Obligation Bonds</i>				
2002 Refunding Bonds	General Obligation	Refunded Series 1991 and a portion of Series 1994 Public Improvement Bonds	1,620,000	423,025
2005 Public Improvement Bonds	General Obligation	Street, Sidewalk and Drainage Improvements, Fire Station and Park Land Acquisition	5,900,000	657,900
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	6,331,260	1,500,798
			13,851,260	2,581,723
<i>Revenue Bonds</i>				
2005 Refunding and Municipal Building Bonds	Revenue - COPs	Westover Recreation Center, Festival Park and Refunded Police Administrative Building	5,260,000	1,410,250
			5,260,000	1,410,250
<i>Other Financings</i>				
Capital Lease - Construction	Lease Agreement	Cliffdale and Myers Recreation Centers, Douglas Byrd Ballfield Improvements, and School Road Fire Station	1,129,504	423,611
Capital Lease - Construction	Lease Agreement	E.E. Miller Recreation Center and Buhmann Drive Fire Station	3,478,367	444,527
Capital Lease - Construction	Lease Agreement	Franklin Street Parking Deck	5,751,667	684,944
Capital Lease - Equipment	Lease Agreement	800 MHz Radios and CAD/RMS System	1,758,959	602,825
Interfund Loan		Hope VI Infrastructure	2,576,050	500,183
			14,694,547	2,656,090
<i>Planned Financings</i>				
Capital Lease - Construction	Lease Agreement	Fire Station 19	2,692,000	356,129
			\$36,497,807	\$7,004,192

## Authorized Strength by Department

DEPARTMENT	Actual 2008-09	Actual 2009-10	Adopted 2010-11	Recommended 2011-12	Adopted 2011-12
Airport	16	16	17	17	17
City Attorney	9	9	9	6	6
City Manager	6	6	6	6	6
Community Development	10	10	10	10	10
Development Services	46	46	43	44	44
Engineering & Infrastructure	124	123	120	123	123
Environmental Services	108	108	105	101	101
Finance	19	19	19	19	19
Fire & Emergency Mgmt.	302	326	330	330	330
Human Relations	4	4	3	3	3
Human Resource Development	14	14	14	14	14
Information Technology	10	20	20	20	20
Management Services	14	11	10	10	10
Mayor and Council	1	1	1	1	1
Parks, Recreation & Maintenance	180	179	161	161	161
Police	529	548	537	539	539
Risk Management	6	6	5	4	4
Transit	70	70	84	92	92
<b>TOTAL</b>	<b>1468</b>	<b>1516</b>	<b>1494</b>	<b>1500</b>	<b>1500</b>

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

### FY12 Adopted Positions by Function



# Department Summaries

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## 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

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## Mission Statement

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

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## 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:

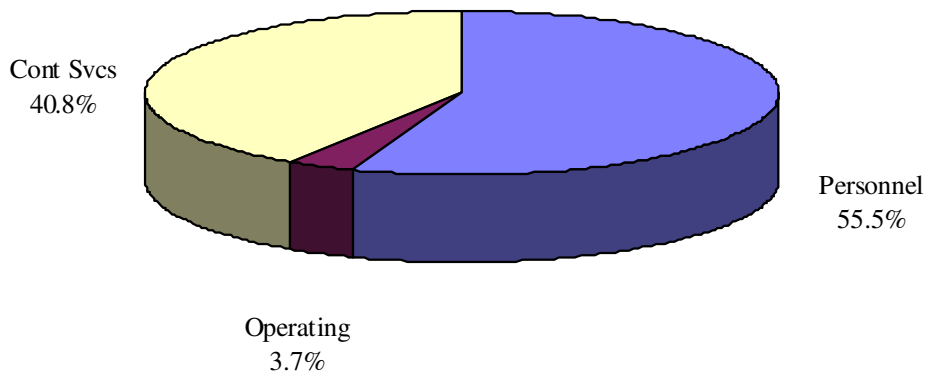
**Budget Summary**

	2009-10 Actual	2010-11 Orig Budget	2011-12 Recommended	2011-12 Adopted	% Change
<b>Expenditures</b>					
Personnel	542,133	580,211	544,587	544,587	-6.14%
Operating	40,112	37,525	36,117	36,117	-3.75%
Contract Services	571,382	300,000	400,024	400,024	33.34%
Capital Outlay	0	0	0	0	0.00%
Other Charges	282	300	300	300	0.00%
<b>Total</b>	\$ 1,153,909	\$ 918,036	\$ 981,028	\$ 981,028	6.86%
<b>Revenues</b>					
General Fund	1,153,909	918,036	981,028	981,028	6.86%
<b>Total</b>	\$ 1,153,909	\$ 918,036	\$ 981,028	\$ 981,028	6.86%
<b>Personnel</b>					
Full-time	9	9	6	6	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

**Budget Highlights**

- Personnel includes \$11,727 for employee pay adjustments and reflects the transfer of the Real Estate division to Engineering and Infrastructure
- Contract services includes \$400,000 for contract legal services

**Budget by Expenditure Category**



# City Manager

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## 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.

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## Goals and Objectives

- Assist in the preparation and implementation of the City's Strategic Plan
  - Prepare and manage the City's annual budget
  - 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

- Providing administrative and support services to the City Council
  - Providing services to the Citizenry
  - Providing internal management of and leadership for the City departments
  - Enhancing intergovernmental relationships
  - Performing the long-range planning of resources for the City's infrastructure
  - Developing organizational resources
  - Managing special projects of major community impact
  - Managing City growth and service expansion
- 

## Notes:

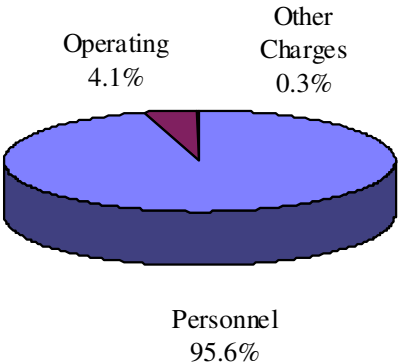
**Budget Summary**

	<b>2009-10 Actual</b>	<b>2010-11 Orig Budget</b>	<b>2011-12 Recommended</b>	<b>2011-12 Adopted</b>	<b>% Change</b>
<b>Expenditures</b>					
Personnel	811,616	844,942	825,185	825,185	-2.34%
Operating	35,084	36,032	35,444	35,444	-1.63%
Contract Services	6,016	50	50	50	0.00%
Capital Outlay	0	0	0	0	0.00%
Other Charges	2,119	2,500	2,500	2,500	0.00%
<b>Total</b>	<b>\$ 854,835</b>	<b>\$ 883,524</b>	<b>\$ 863,179</b>	<b>\$ 863,179</b>	<b>-2.30%</b>
<b>Revenues</b>					
General Fund	854,835	883,524	863,179	863,179	-2.30%
<b>Total</b>	<b>\$ 854,835</b>	<b>\$ 883,524</b>	<b>\$ 863,179</b>	<b>\$ 863,179</b>	<b>-2.30%</b>
<b>Personnel</b>					
Full-time	6	6	6	6	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

**Budget Highlights**

- Personnel includes \$15,927 for employee pay adjustments
- Other Charges includes \$1,250 each for employee appreciation and community relations

**Budget by Expenditure Category**





# Community Development

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## 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.

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## 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

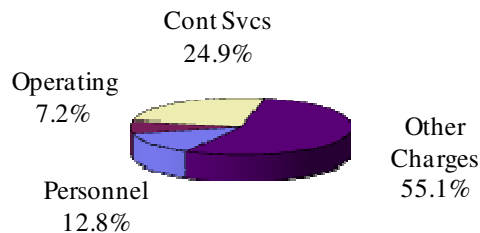
### Budget Summary

	2009-10 Actual	2010-11 Orig Budget	2011-12 Recommended	2011-12 Adopted	% Change
<b>Expenditures</b>					
Personnel	137,663	143,368	178,164	178,164	24.27%
Operating	384,695	769,399	99,807	99,807	-87.03%
Contract Services	78,279	8,188	345,542	345,542	4120.10%
Capital Outlay	0	0	0	0	0.00%
Other Charges	158,395	148,641	766,853	766,853	415.91%
<b>Total</b>	\$ 759,032	\$ 1,069,596	\$ 1,390,366	\$ 1,390,366	29.99%
<b>Revenues</b>					
Functional Revenues	0	353,115	347,308	347,308	-1.64%
General Fund	759,032	716,481	1,043,058	1,043,058	45.58%
<b>Total</b>	\$ 759,032	\$ 1,069,596	\$ 1,390,366	\$ 1,390,366	29.99%
<b>Personnel</b>					
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 \$3,767 for employee pay adjustments and 50% of the cost for the CD director as compared to 20% in FY11
- Contract Services includes \$40,000 for a downtown development plan, \$100,000 for the Goodyear Incentive, and \$135,218 for permit reimbursements for the Hope VI Project
- Other Charges includes \$163,199 for the local share of the HOME program, offset by a \$30,763 cost redistribution to the Central Business Tax District for the Downtown Manager position
- Expenditures for the Festival Park Plaza Building totaling \$793,869 are included in this budget
- Revenues include \$347,308 in projected rent payments for the Festival Plaza master lease agreement

### Budget by Expenditure Category



# Development Services

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## 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
  - Continue our collaboration with Community Development, Police and other Departments to achieve a greater positive impact on our neighborhoods
  - Manage the service delivery of the proposed PROP program
  - Evaluate policies, practices and procedures to maximize the efficiency and effectiveness of all operations
  - 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 customer's service needs within the guidelines of State law
  - Manage the development of a new sub-area plan for the Bragg Blvd. corridor and/or the development of implementation tools such as overlay standards and a rezoning plan for portions of the Ramsey Street corridor consistent with the adopted sub-area plan, funding permitting
  - Collaborate with FSU in drafting development standards along the lower Murchison corridor area
- 

## Services and Programs

- North Carolina State Construction Code Compliance for Accessibility, Building, Electrical, Energy Conservation, Fuel Gas, Mechanical, Plumbing, & Residential
  - Contractor's Licenses
  - Taxicabs
  - PROP 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, Appearance Commission, Historic Resources Commission and the Technical Review Committee
-

# Development Services

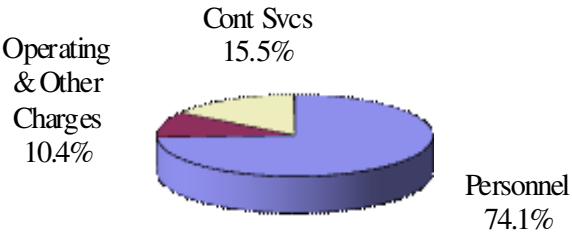
**Budget Summary**

	2009-10 Actual	2010-11 Orig Budget	2011-12 Recommended	2011-12 Adopted	% Change
<b>Expenditures</b>					
Personnel	2,632,548	2,844,708	2,828,105	2,828,105	-0.58%
Operating	265,348	358,770	390,441	390,441	8.83%
Contract Services	246,270	566,012	589,488	589,488	4.15%
Capital Outlay	42,087	0	0	0	0.00%
Other Charges	9,121	5,000	6,200	6,200	24.00%
<b>Total</b>	<b>\$ 3,195,374</b>	<b>\$ 3,774,490</b>	<b>\$ 3,814,234</b>	<b>\$ 3,814,234</b>	<b>1.05%</b>
<b>Revenues</b>					
Functional Revenues	1,781,578	1,848,300	2,712,680	2,712,680	46.77%
Other Revenues	125,603	143,000	141,000	141,000	-1.40%
General Fund	1,288,193	1,783,190	960,554	960,554	-46.13%
<b>Total</b>	<b>\$ 3,195,374</b>	<b>\$ 3,774,490</b>	<b>\$ 3,814,234</b>	<b>\$ 3,814,234</b>	<b>1.05%</b>
<b>Personnel</b>					
Full-time	46	43	44	44	
Part-time	0	0	1	1	
Temporary	0	0	0	0	

**Budget Highlights**

- Personnel includes \$50,657 for employee pay adjustments
  - Personnel reflects the addition of a full-time Code Enforcement Administrator position and a part-time Office Assistant II position for the new PROP program
- Contract Services includes \$137,488 for the Metropolitan Planning Organization, \$350,000 for contracted lot cleanings and demolitions, and \$100,000 for planning consulting services
  - Functional revenues include various permit fees and fines for violations
  - 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.

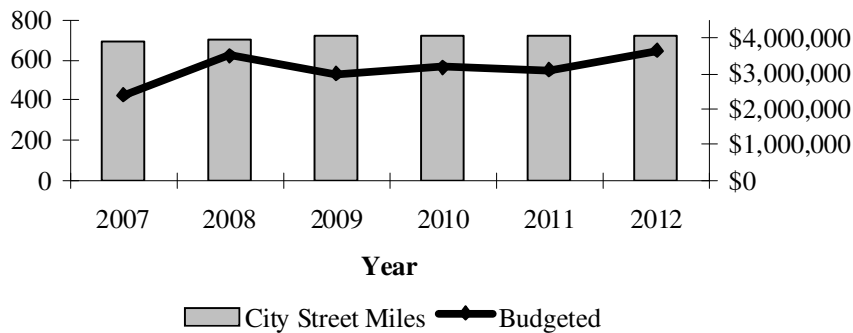
## Goals and Objectives

- Maintain employee retention and staff development
- Continue to utilize technology to enhance the department's capabilities
- Complete the design for Phase II of the Cape Fear River Multipurpose Trail and begin construction
- Effectively manage the construction of the projects identified in the FY12-FY16 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
- Complete the construction of the Franklin Street parking deck
- Continue efforts to establish uniformity for street lights throughout the City

## 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

**Street Resurfacing  
Multi-Year Miles and Contract Dollars**



*In FY2012, approximately 21.1 miles of city streets will be resurfaced along with the rehabilitation of 2.0 miles of Fort Bragg Road.*

## Engineering & Infrastructure

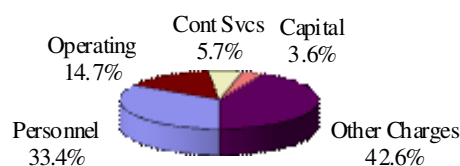
### Budget Summary

	2009-10 Actual	2010-11 Orig Budget	2011-12 Recommended	2011-12 Adopted	% Change
<b>Expenditures</b>					
Personnel	3,785,844	4,246,272	4,136,958	4,136,958	-2.57%
Operating	1,726,459	1,670,492	1,833,327	1,833,327	9.75%
Contract Services	1,191,497	501,370	700,949	700,949	39.81%
Capital Outlay	428,955	401,300	444,500	444,500	10.77%
Other Charges	6,208,330	3,823,429	5,288,803	5,288,803	38.33%
<b>Total</b>	<b>\$ 13,341,085</b>	<b>\$10,642,863</b>	<b>\$ 12,404,537</b>	<b>\$ 12,404,537</b>	<b>16.55%</b>
<b>Revenues</b>					
Functional Revenues	473,924	446,673	656,948	656,948	47.08%
PWC Transfers	313,769	0	65,000	65,000	100.00%
Other Revenues	126,548	88,900	95,970	95,970	7.95%
General Fund	12,426,844	10,107,290	11,586,619	11,586,619	14.64%
<b>Total</b>	<b>\$ 13,341,085</b>	<b>\$10,642,863</b>	<b>\$ 12,404,537</b>	<b>\$ 12,404,537</b>	<b>16.55%</b>
<b>Personnel</b>					
Full-time	83	80	83	83	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

### Budget Highlights

- Personnel includes \$83,189 for employee pay adjustments and the transfer of the Real Estate division from the Legal department
- Three authorized positions are frozen and unfunded
- Contract Services includes \$180,000 for Disposal of street sweepings at the landfill, \$110,000 for traffic signal repairs and upgrades, \$180,000 for sidewalk repairs, \$55,000 for pavement marking services, and \$75,000 for asphalt repairs
- Operating includes \$302,247 for streetlight utility costs, including \$135,000 for residential streetlights in the Progress Energy service area
- Other Charges includes a \$53,000 transfer to the General Government Fund for parking lot maintenance and a \$5,146,000 transfer to the Transportation Fund for street resurfacing, including Fort Bragg Road rehabilitation (\$3,650,000), sidewalks (\$156,000), Ramsey Street project (\$150,000), and municipal agreement projects (\$1,190,000)

### Budget by Expenditure Category



# Environmental Services

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## 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.

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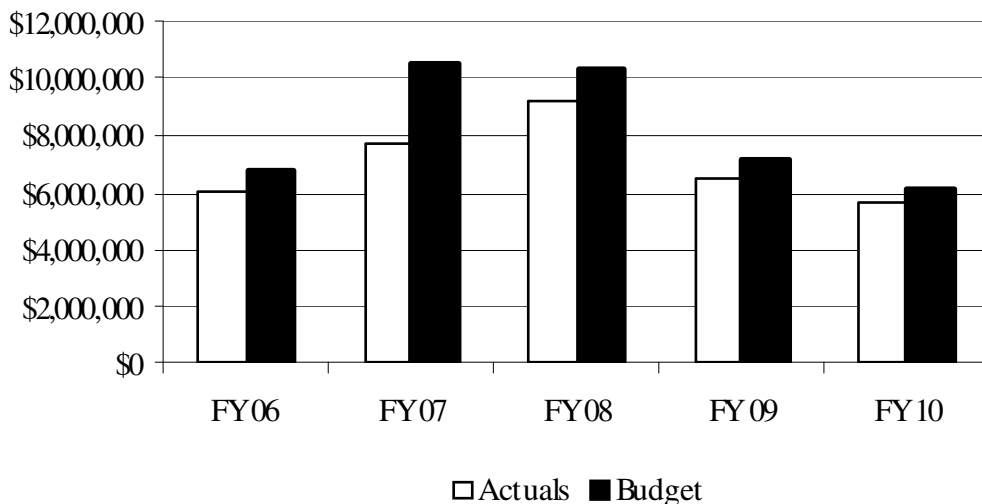
## Services and Programs

- 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
- 

## 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
- 

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



## Environmental Services

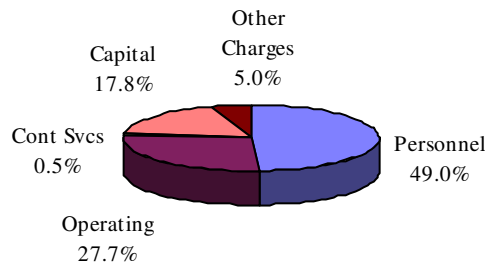
### Budget Summary

	2009-10 Actual	2010-11 Orig Budget	2011-12 Recommended	2011-12 Adopted	% Change
<b>Expenditures</b>					
Personnel	4,129,570	4,543,210	4,099,691	4,099,691	-9.76%
Operating	1,892,363	1,895,570	2,316,265	2,316,265	22.19%
Contract Services	58,587	68,349	40,317	40,317	-41.01%
Capital Outlay	458,111	1,250,000	1,494,230	1,494,230	19.54%
Other Charges	625,130	485,677	423,357	423,357	-12.83%
<b>Total</b>	\$ 7,163,761	\$ 8,242,806	\$ 8,373,860	\$ 8,373,860	1.59%
<b>Revenues</b>					
Intergovernmental	141,302	151,400	134,662	134,662	-11.06%
Functional	81,563	79,893	179,771	179,771	125.01%
General Fund	6,940,896	8,011,513	8,059,427	8,059,427	0.60%
<b>Total</b>	\$ 7,163,761	\$ 8,242,806	\$ 8,373,860	\$ 8,373,860	1.59%
<b>Personnel</b>					
Full-time	108	105	100	100	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

### Budget Highlights

- Personnel includes \$82,525 for employee pay adjustments
- Personnel reflects the addition of a grant funded Energy Efficiency & Sustainability Engineer, the elimination of six positions as of July 1, 2011 and four positions as of January 1, 2012 due to efficiency improvements
- Operating includes \$1,275,270 for vehicle maintenance, and \$557,147 for fuel
- Other Charges includes \$1,405,000 for fuel inventory, offset by \$1,485,000 for fuel charges to user departments, \$544,049 in debt service for vehicle and equipment financing, and a \$45,001 cost redistribution to the EECBG ARRA Grant

### Budget by Expenditure Category





# Finance

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## 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.

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## Goals and Objectives

- Obtain financing for stormwater system improvements and 800 megahertz radio system digital 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 2012-2013 annual budget and update of the five-year capital improvement and information technology plans
  - Complete implementation of the integrated cashing 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:

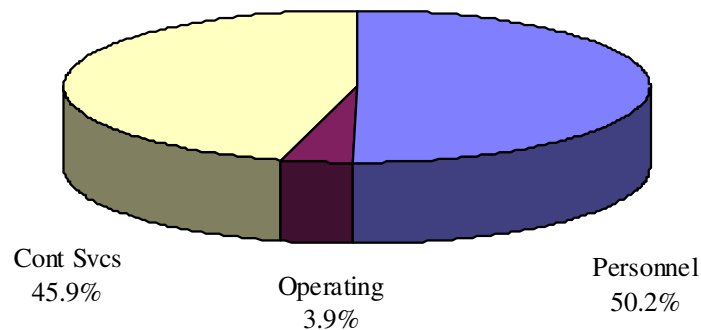
**Budget Summary**

	2009-10 Actual	2010-11 Orig Budget	2011-12 Recommended	2011-12 Adopted	% Change
<b>Expenditures</b>					
Personnel	1,186,031	1,294,284	1,247,864	1,247,864	-3.59%
Operating	89,869	98,409	97,177	97,177	-1.25%
Contract Services	1,086,592	1,126,695	1,139,425	1,139,425	1.13%
Capital Outlay	35,620	0	0	0	0.00%
Other Charges	0	0	0	0	0.00%
<b>Total</b>	\$ 2,398,112	\$ 2,519,388	\$ 2,484,466	\$ 2,484,466	-1.39%
<b>Revenues</b>					
General Fund	2,398,112	2,519,388	2,484,466	2,484,466	-1.39%
<b>Total</b>	\$ 2,398,112	\$ 2,519,388	\$ 2,484,466	\$ 2,484,466	-1.39%
<b>Personnel</b>					
Full-time	19	19	19	19	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

**Budget Highlights**

- Personnel includes \$27,083 for employee pay adjustments
- Contract Services includes \$653,333 for tax collection services, \$294,408 for PWC purchasing management and \$60,000 for the annual audit
- Operating includes \$23,253 for maintenance of software systems and equipment, \$24,000 for postage, and \$18,000 for supplies

**Budget by Expenditure Category**



# Fire and Emergency Management

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## 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.

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## Goals and Objectives

- To provide the safest work environment possible for all employees through proactive actions
- To ensure the department is constantly prepared to meet future operational needs
- To 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
- To ensure the effective communication of goals and objectives throughout the organization
- To implement innovative ways to improve service delivery through annual review and revisions of policies, procedures and the established Standard of Coverage
- To 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
- To establish an effective recruiting and retention plan that ensures we maintain a highly qualified and diverse workforce
- To maximize efficiency by partnering with national, state, and local organizations and supporting each others' efforts with common goals in mind

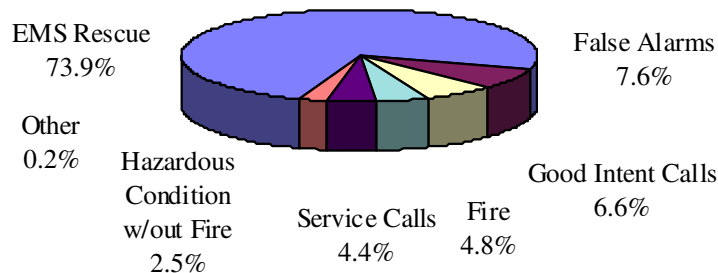
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## Services and Programs

- Public Fire Education
- Code Enforcement
- Fire Prevention Inspections
- Basic Life Support/EMT Defibrillator
- Fire Suppression
- Local and Regional HazMat Response
- Emergency Management Coordination
- Pre-Disaster & Terrorism (WMD) Planning
- 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

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**2010 Response Statistics (25,152 Total Calls)**



# Fire and Emergency Management

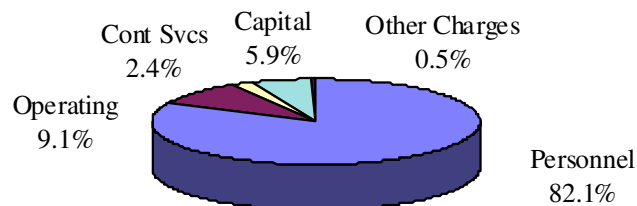
## Budget Summary

	2009-10 Actual	2010-11 Orig Budget	2011-12 Recommended	2011-12 Adopted	% Change
<b>Expenditures</b>					
Personnel	18,085,359	19,023,244	19,484,403	19,484,403	2.42%
Operating	1,869,735	1,856,927	2,163,130	2,163,130	16.49%
Contract Services	537,349	534,977	559,536	559,536	4.59%
Capital Outlay	1,035,467	1,481,660	1,398,000	1,398,000	-5.65%
Other Charges	586,933	144,678	113,558	113,558	-21.51%
<b>Total</b>	<b>\$ 22,114,843</b>	<b>\$ 23,041,486</b>	<b>\$ 23,718,627</b>	<b>\$ 23,718,627</b>	<b>2.94%</b>
<b>Revenues</b>					
Functional Revenues	365,558	420,114	410,929	410,929	-2.19%
Intergovernmental	1,039,521	991,172	735,881	735,881	-25.76%
Other Revenues	100	5,000	5,000	5,000	0.00%
General Fund	20,709,664	21,625,200	22,566,817	22,566,817	4.35%
<b>Total</b>	<b>\$ 22,114,843</b>	<b>\$ 23,041,486</b>	<b>\$ 23,718,627</b>	<b>\$ 23,718,627</b>	<b>2.94%</b>
<b>Personnel</b>					
Full-time	320	324	324	324	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

## Budget Highlights

- Personnel includes \$465,334 for employee pay adjustments
- Operating includes expenditures to operate 15 fire stations and \$903,511 for vehicle maintenance and fuel
- Contract Services includes \$476,941 for payments to volunteer fire departments for contracted fire protection
- Other Charges includes \$85,941 in debt service, an indirect cost allocation of \$84,757 for HazMat operations, offset by a \$75,000 allocation of HazMat costs to the Stormwater Fund, and \$12,860 for grant matches
- 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 \$375,401 for the SAFER Grant

## Budget by Expenditure Category



# Human Relations

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## 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.

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## 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
- Seek "substantial equivalency" status with the federal fair housing laws for funding from HUD
- Support the City's Fair Housing Board and Ordinance

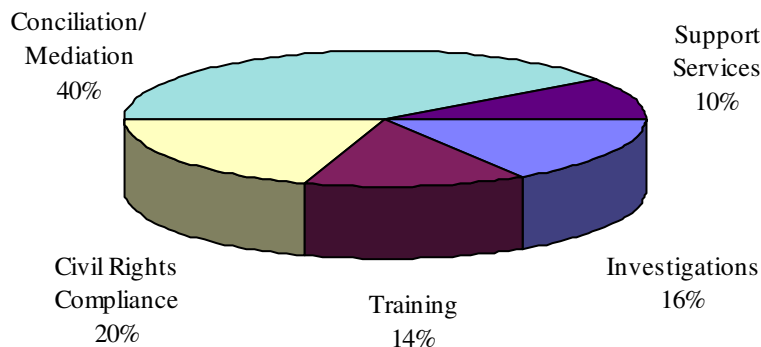
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## Services and Programs

- Investigate unfair treatment and all equal opportunity/equal access complaints
- Administer the City's Fair Housing Ordinance
- Provide staff support to the Human Relations Commission and the Fair Housing Board
- Provide staff support to the Faith Dialogue Study Circle and Feed Fayetteville Programs
- Provide staff support to the Diversity, Hate Crimes, Publicity, and Martin Luther King, Jr. Scholarship committees
- 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 Feed Fayetteville Project and Annual Recognition Banquet
- Provide staff support to Fayetteville Cumberland United

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## Calendar Year 2010 Resolution Type



# Human Relations

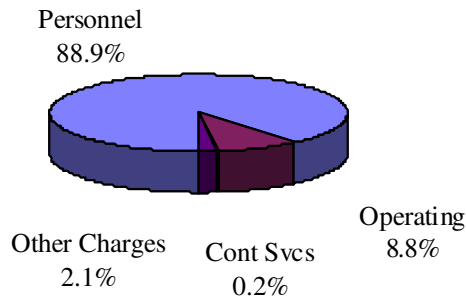
## Budget Summary

	2009-10 Actual	2010-11 Orig Budget	2011-12 Recommended	2011-12 Adopted	% Change
<b>Expenditures</b>					
Personnel	207,403	217,439	215,219	215,219	-1.02%
Operating	20,228	31,515	21,250	21,250	-32.57%
Contract Services	75	575	575	575	0.00%
Capital Outlay	0	0	0	0	0.00%
Other Charges	2,280	5,000	5,000	5,000	0.00%
<b>Total</b>	\$ 229,986	\$ 254,529	\$ 242,044	\$ 242,044	-4.91%
<b>Revenues</b>					
Other Revenues	9,320	17,600	11,600	11,600	-34.09%
General Fund	220,666	236,929	230,444	242,044	-2.74%
<b>Total</b>	\$ 229,986	\$ 254,529	\$ 242,044	\$ 242,044	-4.91%
<b>Personnel</b>					
Full-time	4	3	3	3	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

## Budget Highlights

- Personnel includes \$5,045 for employee pay adjustments
- Operating includes \$6,600 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.

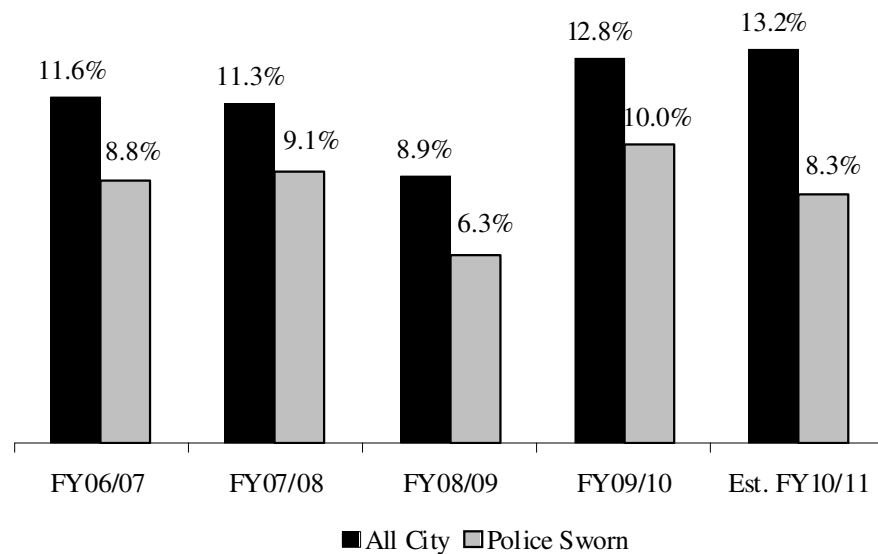
## Goals and Objectives

- 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
- Lead the recruitment and selection efforts for key management personnel
- Develop strategies to effectively manage major employee relations issues
- Update city personnel policies
- Leverage telephonic open enrollment for annual benefit elections and data
- Initiate a comprehensive pay study

## 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

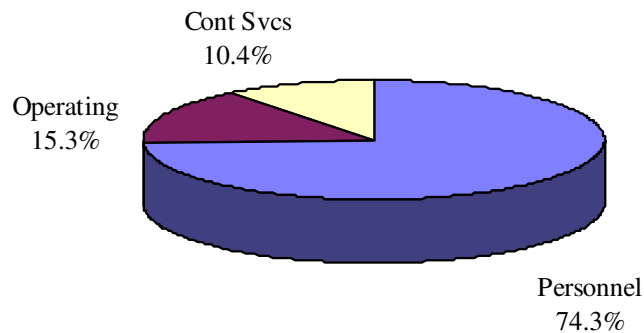
## Budget Summary

	2009-10 Actual	2010-11 Orig Budget	2011-12 Recommended	2011-12 Adopted	% Change
<b>Expenditures</b>					
Personnel	843,553	972,069	924,710	924,710	-4.87%
Operating	172,017	188,695	189,895	189,895	0.64%
Contract Services	78,072	39,240	129,089	129,089	228.97%
Capital Outlay	0	0	0	0	0.00%
Other Charges	886	750	850	850	13.33%
<b>Total</b>	<b>\$ 1,094,528</b>	<b>\$ 1,200,754</b>	<b>\$ 1,244,544</b>	<b>\$ 1,244,544</b>	<b>3.65%</b>
<b>Revenues</b>					
General Fund	1,094,528	1,200,754	1,244,544	1,244,544	3.65%
<b>Total</b>	<b>\$ 1,094,528</b>	<b>\$ 1,200,754</b>	<b>\$ 1,244,544</b>	<b>\$ 1,244,544</b>	<b>3.65%</b>
<b>Personnel</b>					
Full-time	14	14	14	14	
Part-time	2	1	1	1	
Temporary	0	0	0	0	

## Budget Highlights

- Personnel includes \$20,972 for employee pay adjustments
- Operating includes \$89,823 for city-wide internal development and training and \$14,120 for employment advertising for all city positions
- Contract Services includes \$18,225 for the Employee Assistance Program, \$17,644 for Flexible Spending Account administration, \$8,120 for position reclassification services, and \$85,000 for a compensation study

## Budget by Expenditure Category





# Information Technology

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## Mission Statement

Taking each challenge as an opportunity to excel, the City IT Team will consistently and professionally provide information services to our customers in a timely fashion so that they can in turn well serve their customers and thus maintain and improve the quality of life in our community.

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## Goals and Objectives

- Review, revise and enhance the City's IT strategic plan, policies & procedures
- Provide timely and high-quality support for all the City's enterprise computer hardware & software
- Continue to enhance the technology training available for City staff
- Identify ways to leverage IT to reduce or contain the City's recurring operating costs
- Upgrade/streamline the City's enterprise IT hardware and software infrastructure in order to enhance the City's service delivery to the community
- Increase the use of mapping solutions for external & internal GIS users
- Continue to enhance services for citizens through web-based applications

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## 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 Desktop Computer Support
- End-user IT Training
- IT Help Desk Management
- IT Asset Procurement & Inventory Management

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## Notes:

## Information Technology

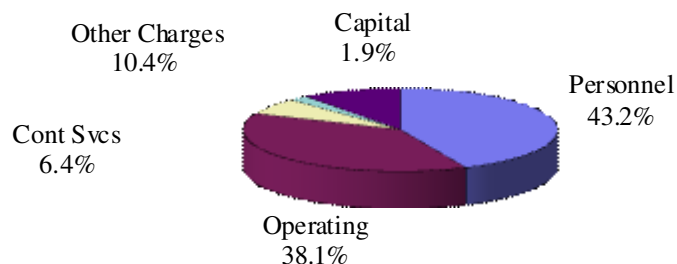
### Budget Summary

	2009-10 Actual	2010-11 Orig Budget	2011-12 Recommended	2011-12 Adopted	% Change
<b>Expenditures</b>					
Personnel	1,169,608	1,361,435	1,297,416	1,297,416	-4.70%
Operating	803,572	1,233,955	1,145,459	1,145,459	-7.17%
Contract Services	149,440	153,275	191,575	191,575	24.99%
Capital Outlay	65,495	183,121	57,630	57,630	-68.53%
Other Charges	416,209	283,500	311,000	311,000	9.70%
<b>Total</b>	\$ 2,604,324	\$ 3,215,286	\$ 3,003,080	\$ 3,003,080	-6.60%
<b>Revenues</b>					
General Fund	2,604,324	3,215,286	3,003,080	3,003,080	-6.60%
<b>Total</b>	\$ 2,604,324	\$ 3,215,286	\$ 3,003,080	\$ 3,003,080	-6.60%
<b>Personnel</b>					
Full-time	20	20	20	20	
Part-time	0	0	0	0	
Temporary	4	4	4	4	

### Budget Highlights

- Personnel includes \$25,986 for employee pay adjustments
- Operating includes \$45,283 for departmental small equipment and supplies, \$881,097 for hardware and software maintenance and licensing, \$135,285 for central telephone services and repairs, and \$27,996 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 a transfer to the General Government Capital Fund of \$311,000 for city-wide computer and mobile-data computer replacements

### Budget by Expenditure Category



# Management Services

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## Mission Statement

To provide comprehensive, professional services that proactively communicate information and provide support to the citizens of Fayetteville in a timely and accurate manner. We seek to identify and implement organizational advances, which support efficient and effective City services to coordinate the strategic planning activities of the City, which enhance the quality of life for the citizens of Fayetteville.

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## 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 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

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## Services and Programs

- Communication and marketing of City services and programs
- 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

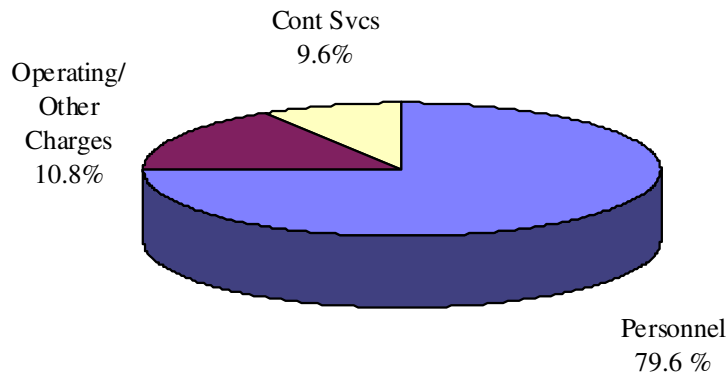
## Budget Summary

	2009-10 Actual	2010-11 Orig Budget	2011-12 Recommended	2011-12 Adopted	% Change
<b>Expenditures</b>					
Personnel	491,840	594,164	558,804	558,804	-5.95%
Operating	115,937	126,071	118,191	118,191	-6.25%
Contract Services	92,762	59,070	67,176	67,176	13.72%
Capital Outlay	0	0	0	0	0.00%
Other Charges	(41,080)	(37,500)	(42,000)	(42,000)	12.00%
<b>Total</b>	\$ 659,459	\$ 741,805	\$ 702,171	\$ 702,171	-5.34%
<b>Revenues</b>					
General Fund	659,459	741,805	702,171	702,171	-5.34%
<b>Total</b>	\$ 659,459	\$ 741,805	\$ 702,171	\$ 702,171	-5.34%
<b>Personnel</b>					
Full-time	11	10	10	10	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

## Budget Highlights

- Personnel includes \$10,835 for employee pay adjustments
- Operating includes \$13,600 for supplies, \$57,050 for printing and copying, \$7,600 for advertising and \$13,752 for the postage equipment lease
- Contract Services includes \$25,800 for the Kaleidoscope program and \$26,114 for strategic plan consulting
- Other Charges includes \$120,000 for postage and printing inventories, less \$162,000 for service charges to other departments

## Budget by Expenditure Category



# Mayor and Council

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## 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

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## Services and Programs

- Setting the City vision
- Providing community leadership
- Providing policy guidance and strategic planning for the City government
- Providing oversight of the City government, including the City Public Works Commission
- Building consensus on community items with other local, state, regional and national groups as applicable

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## Notes:

# Mayor and Council

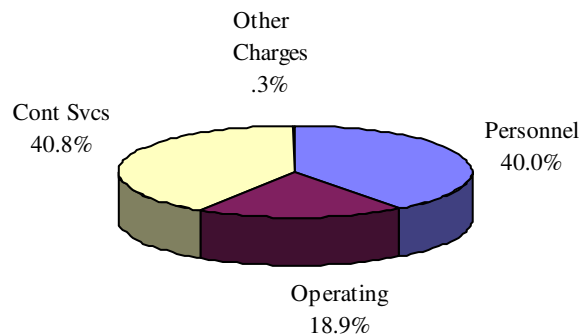
## Budget Summary

	2009-10 Actual	2010-11 Orig Budget	2011-12 Recommended	2011-12 Adopted	% Change
<b>Expenditures</b>					
Personnel	267,069	320,633	321,973	321,973	0.42%
Operating	123,310	153,384	151,640	151,640	-1.14%
Contract Services	276,172	61,700	328,675	328,675	432.70%
Capital Outlay	0	0	0	0	0.00%
Other Charges	1,976	2,600	2,600	2,600	0.00%
<b>Total</b>	\$ 668,527	\$ 538,317	\$ 804,888	\$ 804,888	49.52%
<b>Revenues</b>					
General Fund	668,527	538,317	804,888	804,888	49.52%
<b>Total</b>	\$ 668,527	\$ 538,317	\$ 804,888	\$ 804,888	49.52%
<b>Personnel</b>					
Full-time	1	1	1	1	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

## Budget Highlights

- Personnel includes \$5,808 for employee and council pay adjustments
- Operating includes \$42,888 for travel and training, and \$87,877 for organizational memberships and dues
- Contract Services includes \$215,000 for Board of Elections, \$50,000 for the 250<sup>th</sup> Celebration, \$50,000 for the legislative affairs agreement through the Chamber of Commerce, \$6,000 for closed captioning, \$1,550 for sign language services, and \$5,300 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. The annual appropriation for general vehicle replacements is now budgeted in departmental budgets.

### Budget Summary

	2009-10 Actual	2010-11 Orig Budget	2011-12 Recommended	2011-12 Adopted	% Change
<b>Expenditures</b>					
Personnel	29,801	32,368	35,348	35,348	9.21%
Operating	4,453,593	2,642,128	2,511,516	2,511,516	-4.94%
Contract Services	7,214,380	7,581,804	6,866,185	6,949,185	-8.34%
Capital Outlay	0	0	0	0	0.00%
Other Charges	17,875,225	9,761,267	11,320,183	11,320,183	15.97%
<b>Total</b>	<b>\$ 29,572,999</b>	<b>\$ 20,017,567</b>	<b>\$ 20,733,232</b>	<b>\$ 20,816,232</b>	<b>3.99%</b>
<b>Revenues</b>					
Other Revenues	555,556	555,556	800,289	800,289	44.05%
Interfund Transfer	0	0	27,216	27,216	100.00%
General Fund	29,017,443	19,462,011	19,905,727	19,988,727	2.71%
<b>Total</b>	<b>\$ 29,572,999</b>	<b>\$ 20,017,567</b>	<b>\$ 20,733,232</b>	<b>\$ 20,816,232</b>	<b>3.99%</b>
<b>Personnel</b>					
Full-time	0	0	0	0	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

### Budget Highlights

- Personnel consists of retiree benefits for former employees and unemployment benefit costs
- Operating includes \$1,086,322 for insurance and claim settlements for the General Fund, and \$1,414,250 rent to be paid to the City of Fayetteville Finance Corporation for facility debt service
- Contract Services includes \$5,588,678 for payments under the sales tax agreement, \$205,219 for payments to Spring Lake under the Ft. Bragg annexation agreement, \$1,019,288 to Fort Bragg to fund a water infrastructure project and \$83,000 for All-America City marketing
- Other Charges includes \$128,125 for the Chamber of Commerce, \$75,000 for the Arts Council, \$56,250 for the ASOM Foundation and \$48,000 for Fascinate-U Children's Museum
- Other Charges also includes: Capital Funding Plan debt service of \$6,378,983; transfers totaling \$3,158,695 to the Transit Funds; transfers totaling \$1,332,130 to PWC for water and sewer projects and the Black and Decker agreement; and a \$50,000 transfer for the Wayfinding project
- Other Revenues and Transfers include \$555,556 from Progress Energy dedicated to fund debt service for the construction of Festival Park, and the following dedicated to debt service for the parking deck: an interest subsidy from the IRS (\$129,725); a contribution from PWC (\$98,608); a contribution from Cumberland County (\$16,400); and a transfer from the CBTD (\$27,216)

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# Parks, Recreation & Maintenance

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## 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.

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## Goals and Objectives

- Begin Phase II construction of the Cape Fear River Trail
  - Construction of Linear Park, Phase 3B
  - Continue to coordinate with Fayetteville Beautiful to improve City appearance
  - Program and solicit sponsorship for Festival Park
  - Completion of Freedom Memorial 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
- 

## Cape Fear River Trail



## Parks, Recreation & Maintenance

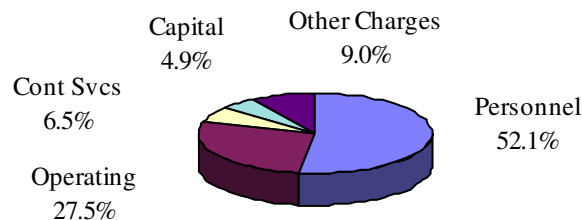
### Budget Summary

	2009-10 Actual	2010-11 Orig Budget	2011-12 Recommended	2011-12 Adopted	% Change
<b>Expenditures</b>					
Personnel	8,534,680	9,021,262	8,770,288	8,770,288	-2.78%
Operating	4,217,170	4,330,570	4,624,684	4,624,684	6.79%
Contract Services	723,428	741,956	1,098,135	1,098,135	48.01%
Capital Outlay	225,381	334,506	818,500	818,500	144.69%
Other Charges	565,031	802,355	1,507,071	1,507,071	87.83%
<b>Total</b>	<b>\$ 14,265,690</b>	<b>\$ 15,230,649</b>	<b>\$ 16,818,678</b>	<b>\$ 16,818,678</b>	<b>10.43%</b>
<b>Revenues</b>					
Intergovernmental	3,429,038	3,422,042	3,526,595	3,526,595	3.06%
Functional	1,233,533	1,133,800	1,304,951	1,304,951	15.10%
Other	43,576	32,921	33,679	33,679	2.30%
General Fund	9,559,543	10,641,886	11,953,453	11,953,453	12.32%
<b>Total</b>	<b>\$ 14,265,690</b>	<b>\$ 15,230,649</b>	<b>\$ 16,818,678</b>	<b>\$ 16,818,678</b>	<b>10.43%</b>
<b>Personnel</b>					
Full-time	179	161	161	161	
Part-time	0	0	0	0	
Temporary	204	193	193	193	

### Budget Highlights

- Personnel includes \$167,880 for employee pay adjustments
- Budget includes \$3,906,051 for operation of the District Parks & Recreation program, including JP Riddle Stadium and \$534,299 for the projected excess of district revenues over expenditures
- Other Charges includes transfers to capital project funds of \$818,310 for building maintenance projects and \$67,000 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

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## Mission Statement

To lead the community problem solving efforts that improve 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.

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## Goals and Objectives

- Creation of Family Justice Center
- Continue community education, involvement and crime prevention
- Juvenile Repeat Offender Program
- Adult Repeat Offender
- Crime Analysis Initiatives

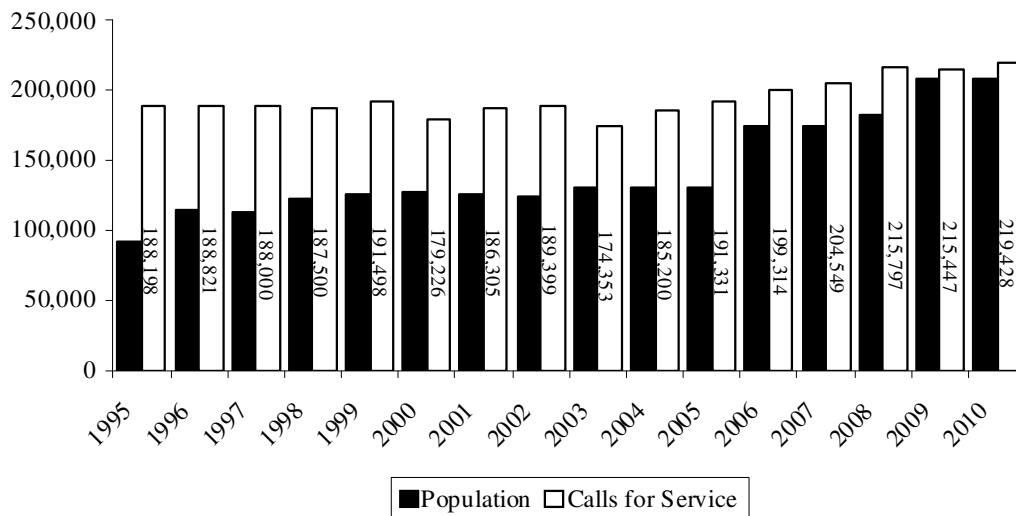
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## Services and Programs

- 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

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City Population / Calls for Service



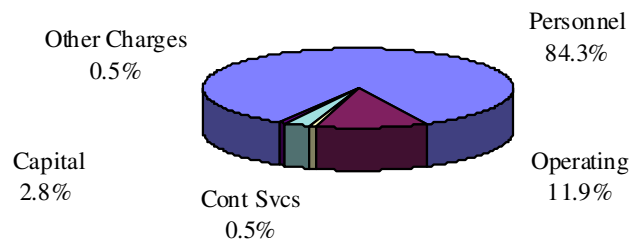
**Budget Summary**

	2009-10 Actual	2010-11 Orig Budget	2011-12 Recommended	2011-12 Adopted	% Change
<b>Expenditures</b>					
Personnel	32,979,992	35,676,467	34,764,690	34,764,690	-2.56%
Operating	4,294,535	4,393,682	4,902,574	4,902,574	11.58%
Contract Services	278,034	189,019	211,712	211,712	12.01%
Capital Outlay	797,360	1,440,859	1,166,500	1,286,500	-10.71%
Other Charges	992,999	218,125	181,618	181,618	-16.74%
<b>Total</b>	<b>\$ 39,342,920</b>	<b>\$ 41,918,152</b>	<b>\$ 41,227,094</b>	<b>\$ 41,347,094</b>	<b>-1.36%</b>
<b>Revenues</b>					
Functional Revenues	627,982	861,544	728,135	728,135	-15.48%
Intergovernmental	345,770	328,736	378,248	378,248	15.06%
Other Revenues	50	15,000	15,000	15,000	0.00%
Interfund Transfer	70,649	0	0	0	0.00%
General Fund	38,298,469	40,712,872	40,105,711	40,225,711	-1.20%
<b>Total</b>	<b>\$ 39,342,920</b>	<b>\$ 41,918,152</b>	<b>\$ 41,227,094</b>	<b>\$ 41,347,094</b>	<b>-1.36%</b>
<b>Personnel</b>					
Full-time	545	517	520	520	
Part-time	10	10	9	9	
Temporary	0	0	0	0	

**Budget Highlights**

- Personnel includes \$1,076,287 for employee pay adjustments and reflects the upgrade of a part-time forensic technician to full-time, the transfer of the E-911 Coordinator to the General Fund, and the addition of a Paralegal I for the new PROP program
- 17 grant-funded Police Officer positions are assigned to the State and Federal Assistance Fund for FY2012 and not reflected in this budget
- One authorized support position is frozen and unfunded and four are frozen to fund temporary services
- Capital Outlay includes \$1,016,500 for vehicle replacements and \$270,000 for in-car cameras
- Other Charges includes \$100,000 for confidential/evidence funds and \$72,796 for grant matches

**Budget by Expenditure Category**



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# Department Summaries

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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
Stormwater Fund .....	E-6

# Central Business Tax District Fund

## Description

This fund is used to account for the proceeds from the tax levied on downtown business property. 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

	2009-10 Actual	2010-11 Orig Budget	2011-12 Recommended	2011-12 Adopted	% Change
<b>Expenditures</b>					
Personnel	0	0	0	0	0.00%
Operating	6,707	40,000	29,045	29,045	-27.39%
Contract Services	51,400	27,384	26,485	26,485	-3.28%
Capital Outlay	0	58,740	0	0	-100.00%
Other Charges	75,000	80,094	108,578	108,578	35.56%
<b>Total</b>	\$ 133,107	\$ 206,218	\$ 164,108	\$ 164,108	-20.42%
<b>Revenues</b>					
Ad Valorem Taxes	128,404	131,287	133,582	133,582	1.75%
Investment Income	930	840	550	550	-34.52%
Fund Balance	0	74,091	29,976	29,976	-59.54%
<b>Total</b>	\$ 129,334	\$ 206,218	\$ 164,108	\$ 164,108	-20.42%
<b>Personnel</b>					
Full-time	0	0	0	0	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

## Budget Highlights

- Operating expenditures include \$17,600 in advertising expenses to air the downtown promotional commercial on local television and at movie theaters, and \$11,060 for additional holiday decorations
- Contract Services includes \$25,000 for a portion of the parking contract and \$1,485 for tax collection services
- Other Charges consists of a \$31,362 cost allocation for the Downtown Development Manager, a \$27,216 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

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**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**

	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2011-12</b>	<b>%</b>
	<b>Actual</b>	<b>Orig Budget</b>	<b>Recommended</b>	<b>Adopted</b>	<b>Change</b>
<b>Expenditures</b>					
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	3,890,333	1,449,475	1,414,250	1,414,250	-2.43%
<b>Total</b>	\$ 3,890,333	\$ 1,449,475	\$ 1,414,250	\$ 1,414,250	-2.43%
<b>Revenues</b>					
Property Use/Rent	3,535,342	1,449,475	1,414,250	1,414,250	-2.43%
Investment Income	635	0	0	0	0.00%
<b>Total</b>	\$ 3,535,977	\$ 1,449,475	\$ 1,414,250	\$ 1,414,250	-2.43%
<b>Personnel</b>					
Full-time	0	0	0	0	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

**Budget Highlights**

- For fiscal year 2012, Other Charges includes \$270,250 of bond interest and \$1,140,000 of principal payments for Westover Recreation Center, Festival Park and the Police Administration Building, and \$4,000 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

	2009-10 Actual	2010-11 Orig Budget	2011-12 Recommended	2011-12 Adopted	% Change
<b>Expenditures</b>					
Personnel	54,012	54,964	0	0	-100.00%
Operating	466,961	488,130	552,296	552,296	13.15%
Contract Services	139,911	144,110	148,840	148,840	3.28%
Capital Outlay	289,830	297,691	0	0	-100.00%
Other Charges	0	85,911	10,992	10,992	-87.21%
<b>Total</b>	\$ 950,714	\$ 1,070,806	\$ 712,128	\$ 712,128	-33.50%
<b>Revenues</b>					
Intergovernmental	1,060,306	1,060,306	637,221	637,221	-39.90%
Investment Income	10,186	10,500	3,275	3,275	-68.81%
Interfund Transfer	5,999	0	0	0	0.00%
Fund Balance	0	0	71,632	71,632	100.00%
<b>Total</b>	\$ 1,076,491	\$ 1,070,806	\$ 712,128	\$ 712,128	-33.50%
<b>Personnel</b>					
Full-time	1	1	0	0	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

## Budget Highlights

- Personnel reflects the transfer of the E911 Coordinator to the General Fund
- Operating includes \$237,302 for maintenance services and \$277,020 for telephone service
- Contract Services includes \$148,840 for street naming services under an interlocal agreement with Cumberland County
- Other Charges reflects a redistribution of eligible expenditures for the E911 Coordinator position from the General Fund
- Intergovernmental revenues reduction reflects distribution changes being implemented by the NC 911 board

## 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

	2009-10 Actual	2010-11 Orig Budget	2011-12 Recommended	2011-12 Adopted	% Change
<b>Expenditures</b>					
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	0	0	4,500	4,500	100.00%
<b>Total</b>	\$ 0	\$ 0	\$ 4,500	\$ 4,500	100.00%
<b>Revenues</b>					
Ad Valorem Taxes	0	0	4,500	4,500	100.00%
<b>Total</b>	\$ 0	\$ 0	\$ 4,500	\$ 4,500	100.00%
<b>Personnel</b>					
Full-time	0	0	0	0	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

### Budget Highlights

- Other Charges includes a \$600 transfer to the General Fund and \$3,900 to balance an anticipated excess of revenues over expenditures for fiscal year 2012
- The tax rate for fiscal year 2012 is \$0.345 per \$100 of assessed valuation

# Stormwater Fund

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## 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.

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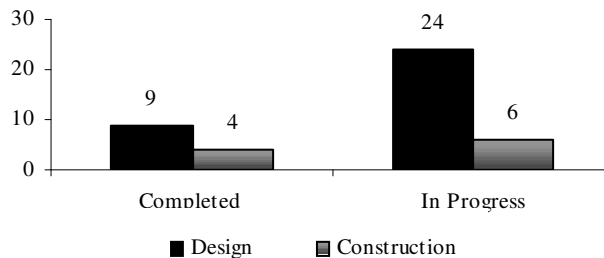
## Goals and Objectives

- 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
  - Develop and implement a funding strategy for drainage improvement projects to include innovative short-term financing and revenue bonds
  - 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
  - Monitor non-point source pollutants through sampling and laboratory analysis
  - Perform limited cleaning of waterways to improve flow and remove debris and obstructions
  - 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 FY2011



# Stormwater Fund

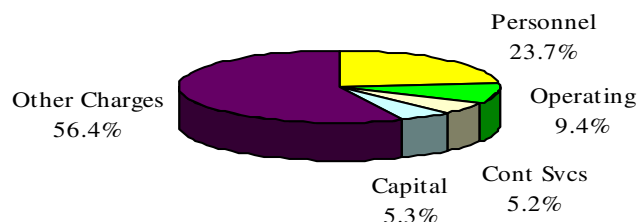
## Budget Summary

	2009-10 Actual	2010-11 Orig Budget	2011-12 Recommended	2011-12 Adopted	% Change
<b>Expenditures</b>					
Personnel	1,422,932	1,487,735	1,511,543	1,511,543	1.60%
Operating	441,499	555,843	597,377	597,377	7.47%
Contract Services	622,915	742,885	327,930	327,930	-55.86%
Capital Outlay	900,929	3,105,500	338,000	338,000	-89.12%
Other Charges	217,865	299,269	3,592,193	3,592,193	1100.32%
<b>Total</b>	\$ 3,606,140	\$ 6,191,232	\$ 6,367,043	\$ 6,367,043	2.84%
<b>Revenues</b>					
Stormwater Fee	5,112,892	5,099,839	5,200,768	5,200,768	1.98%
Intergovernmental	20,000	0	0	0	0.00%
Other Revenues	10,777	0	0	0	0.00%
Investment Income	80,030	66,007	57,000	57,000	-13.65%
Interfund Transfer	140,500	0	830,789	830,789	100.00%
Fund Balance	0	1,025,386	278,486	278,486	-72.84%
<b>Total</b>	\$ 5,364,199	\$ 6,191,232	\$ 6,367,043	\$ 6,367,043	2.84%
<b>Personnel</b>					
Full-time	40	40	40	40	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

## Budget Highlights

- Personnel budget includes \$30,868 for employee pay adjustments
- Personnel counts include 13 frozen and unfunded positions
- Expenditure projections for the Stormwater Quality Fund total \$2,033,882 and exceed FY12 revenue by \$278,486. Significant expenditures include \$254,690 in contract services for beaver management, water quality testing and monitoring, and technical assistance
- Expenditure projections for the Stormwater Improvement Fund total \$4,333,161 and include a \$2,081,550 transfer to a capital project fund for drainage improvement projects, \$72,740 in contract services for miscellaneous stormwater services, and \$808,918 to balance the anticipated excess of revenues over expenditures

## Budget by Expenditure Category



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# Department Summaries

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## Proprietary Funds

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

# Airport Fund

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## Mission Statement

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

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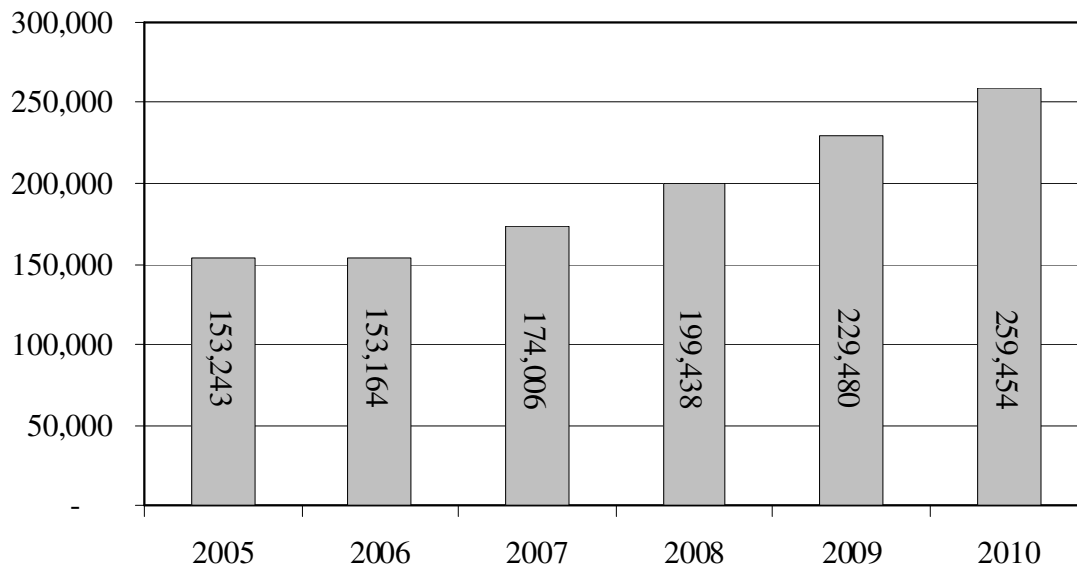
## Goals and Objectives

- Establish direct airline service to new markets, including the Washington D.C. 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  
2005 to 2010 Enplanements**



# Airport Fund

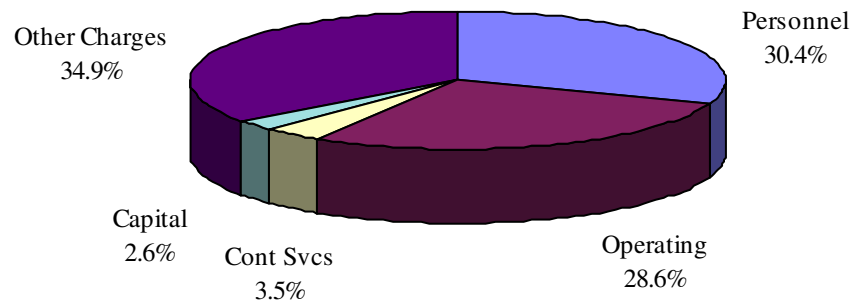
## Budget Summary

	2009-10 Actual	2010-11 Orig Budget	2011-12 Recommended	2011-12 Adopted	% Change
<b>Expenditures</b>					
Personnel	1,070,081	1,296,137	1,355,848	1,355,848	4.61%
Operating	1,161,177	1,271,204	1,271,131	1,271,131	-0.01%
Contract Services	126,363	152,152	156,455	156,455	2.83%
Capital Outlay	64,646	108,000	114,000	114,000	5.56%
Other Charges	529,301	1,074,245	1,553,006	1,553,006	44.57%
<b>Total</b>	<b>\$ 2,951,568</b>	<b>\$ 3,901,738</b>	<b>\$ 4,450,440</b>	<b>\$ 4,450,440</b>	<b>14.06%</b>
<b>Revenues</b>					
Intergovernmental	145,945	145,995	146,583	146,583	0.40%
Airport Revenues	3,910,337	3,688,743	4,271,457	4,271,457	15.80%
Investment Income	44,004	67,000	32,400	32,400	-51.64%
Fund Balance	0	0	0	0	0.00%
<b>Total</b>	<b>\$ 4,100,286</b>	<b>\$ 3,901,738</b>	<b>\$ 4,450,440</b>	<b>\$ 4,450,440</b>	<b>14.06%</b>
<b>Personnel</b>					
Full-time	22	23	23	23	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

## Budget Highlights

- Personnel includes \$25,118 for employee pay adjustments
- Operating includes \$489,629 for utilities and stormwater fees, and \$379,416 for maintenance of Airport facilities and equipment
- Contract services includes \$73,000 for management consulting services, \$35,000 for engineering/architect services and \$16,728 for landscaping services
- Other charges includes \$601,073 in payments to the General Fund for police services (\$415,391) and indirect cost allocations (\$185,682)
- Other charges also includes \$896,039 for local matches for capital projects and \$38,194 to balance the anticipated excess of revenues over expenditures

## Budget by Expenditure Category





# Recycling Fund

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## Mission Statement

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

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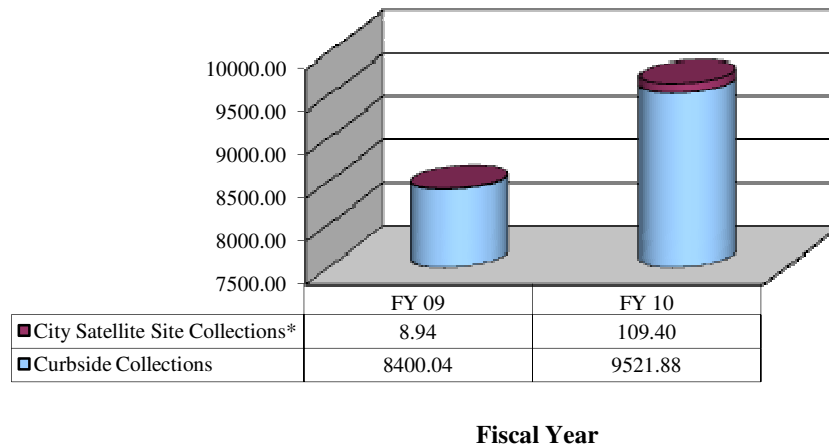
## Goals and Objectives

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

## Services and Programs

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

### Increase in Tons Recycled



\* FY09 reflects pickups for approximately three months

# Recycling Fund

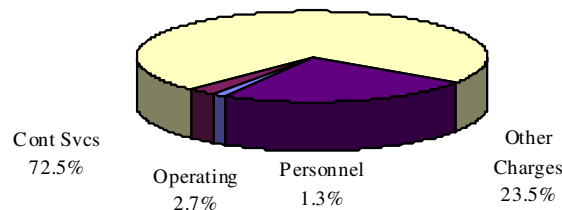
## Budget Summary

	2009-10 Actual	2010-11 Orig Budget	2011-12 Recommended	2011-12 Adopted	% Change
<b>Expenditures</b>					
Personnel	0	0	32,193	32,193	100.00%
Operating	21,684	38,750	73,542	73,542	89.79%
Contract Services	1,873,452	1,950,060	1,944,659	1,944,659	-0.28%
Capital Outlay	0	55,000	0	0	-100.00%
Other Charges	479,777	526,630	630,413	630,413	19.71%
<b>Total</b>	\$ 2,374,913	\$ 2,570,440	\$ 2,680,807	\$ 2,680,807	4.29%
<b>Revenues</b>					
Intergovernmental	296,121	296,130	298,180	298,180	0.69%
Functional Revenues	2,258,683	2,253,910	2,268,727	2,268,727	0.66%
Investment Income	12,361	19,000	8,000	8,000	-57.89%
Other Revenues	4,067	1,400	105,900	105,900	7464.29%
Interfund Transfers	0	0	0	0	0.00%
<b>Total</b>	\$ 2,571,232	\$ 2,570,440	\$ 2,680,807	\$ 2,680,807	4.29%
<b>Personnel</b>					
Full-time	0	0	1	1	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

## Budget Highlights

- Personnel reflects the addition of a Maintenance Worker position for carts maintenance
- Operating includes \$31,744 for carts and replacement parts, and \$26,250 for advertising and printing
- Contract Services includes \$1,944,659 for contracted collection services based upon 59,636 households and reflects the addition of holiday pickups in FY2012
- Other charges includes \$427,245 for repayment of an interfund loan from the General Fund, \$48,708 for an indirect cost allocation from the General Fund and \$154,460 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

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## 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.

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## Goals and Objectives

- Reduce costs associated with workers' compensation and liability claims, and property and casualty insurance
  - Update safety policies and procedures
  - Develop and implement a safety and accident accountability system
  - Maximize the efficiency and effectiveness of claims processes
  - 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
- 

## 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

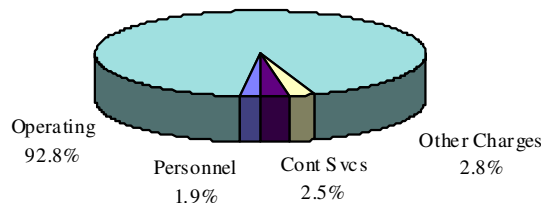
## Budget Summary

	2009-10 Actual	2010-11 Orig Budget	2011-12 Recommended	2011-12 Adopted	% Change
<b>Expenditures</b>					
Personnel	385,240	384,989	336,711	336,711	-12.54%
Operating	13,210,868	17,099,473	16,301,722	16,301,722	-4.67%
Contract Services	205,816	230,148	435,585	435,585	89.26%
Capital Outlay	0	8,000	0	0	-100.00%
Other Charges	2,576,435	3,937	500,183	500,183	12604.67%
<b>Total</b>	<b>\$ 16,378,359</b>	<b>\$ 17,726,547</b>	<b>\$ 17,574,201</b>	<b>\$ 17,574,201</b>	<b>-0.86%</b>
<b>Revenues</b>					
Interfund Charges	11,368,374	14,022,088	13,407,591	13,407,591	-4.38%
Functional Revenues	3,028,238	3,376,050	3,251,829	3,251,829	-3.68%
Investment Income	192,007	309,000	126,500	126,500	-59.06%
Interfund Transfer	1,921,100	0	500,183	500,183	100.00%
Fund Balance	0	19,409	288,098	288,098	1384.35%
<b>Total</b>	<b>\$ 16,509,719</b>	<b>\$ 17,726,547</b>	<b>\$ 17,574,201</b>	<b>\$ 17,574,201</b>	<b>-0.86%</b>
<b>Personnel</b>					
Full-time	6	5	4	4	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

## Budget Highlights

- Personnel reflects a \$4,716 increase for employee pay adjustments, a 50% share of costs for a Benefits Analyst in Human Resource Development and the elimination of a claims adjuster position in exchange for contracted claims administration services
- Contract Services includes medical services for safety and wellness programs, consulting services for the healthcare plan and contracted liability claims administration
- Operating includes \$16,117,184 for claims payments, processing and reinsurance programs: \$13,348,184 for health, life and dental, \$1,359,000 for property and liability and \$1,410,000 for workers' compensation
- Other Charges reflects the expected increase in fund balance from the repayment of an interfund loan made to the General Fund

## Budget by Expenditure Category



# Transit Fund

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## Mission Statement

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

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## 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

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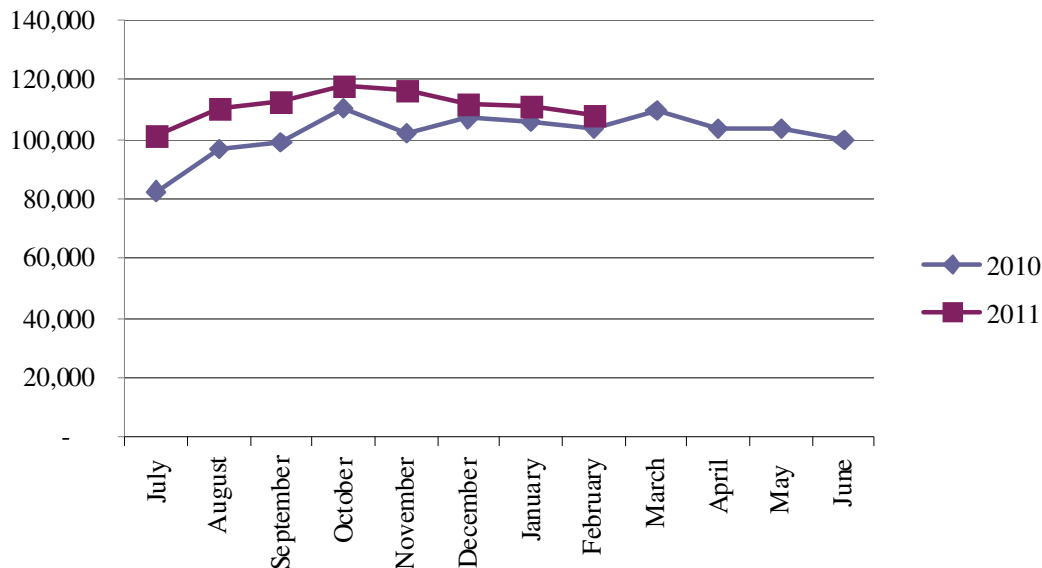
## Services and Programs

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

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## Ridership for FY10 and FY11

- Ridership equaled approximately 110,500 customers in October of 2010, with an annual monthly average of 101,930. The average monthly ridership for the first eight months of FY11 was 111,164, as compared to 101,930 for the first eight months of FY10. The increase in average monthly ridership represents a 9.06% increase between the first eight months of FY10 and the first eight months of FY11. FY10 ridership totaled 1,223,158.



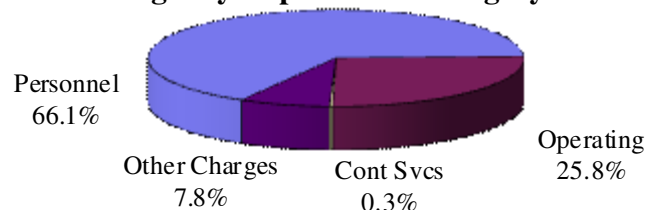
**Budget Summary**

	2009-10 Actual	2010-11 Orig Budget	2011-12 Recommended	2011-12 Adopted	% Change
<b>Expenditures</b>					
Personnel	3,303,743	3,663,180	4,140,748	4,140,748	13.04%
Operating	1,205,065	1,297,503	1,619,053	1,619,053	24.78%
Contract Services	225,613	229,268	17,381	17,381	-92.42%
Capital Outlay	0	0	0	0	0.00%
Other Charges	446,629	515,407	487,674	487,674	-5.38%
<b>Total</b>	<b>\$ 5,181,050</b>	<b>\$ 5,705,358</b>	<b>\$ 6,264,856</b>	<b>\$ 6,264,856</b>	<b>9.81%</b>
<b>Revenues</b>					
Other Taxes	602,284	608,300	623,750	623,750	2.54%
Functional Revenues	868,700	699,884	910,405	910,405	30.08%
Federal Grant	1,055,485	1,153,128	1,230,282	1,230,282	6.69%
State Grant	533,998	533,998	552,496	552,496	3.46%
General Fund Transfer	2,073,707	2,710,048	2,947,923	2,947,923	8.78%
Capital Lease Proceeds	98,191	0	0	0	0.00%
<b>Total</b>	<b>\$ 5,232,365</b>	<b>\$ 5,705,358</b>	<b>\$ 6,264,856</b>	<b>\$ 6,264,856</b>	<b>9.81%</b>
<b>Personnel</b>					
Full-time	70	84	92	92	
Part-time	0	0	0	0	
Temporary	15	15	10	10	

**Budget Highlights**

- Personnel includes \$73,623 for employee pay adjustments
- Personnel count and expenditure increase reflects the addition of eight full-time positions, and a reduction of five temporary positions to support route and service hour enhancements
- The previously frozen positions of Director and Assistant Director are now funded as a result of the cancellation of the management contract with First Transit
- Operating includes \$331,876 for vehicle maintenance and \$853,212 for fuel costs
- Other charges includes \$535,318 for indirect cost allocations offset by a \$76,662 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

	2009-10 Actual	2010-11 Orig Budget	2011-12 Recommended	2011-12 Adopted	% Change
<b>Expenditures</b>					
Personnel	0	0	0	0	0.00%
Operating	151,083	0	0	0	0.00%
Contract Services	442	0	0	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Other Charges	0	0	0	0	0.00%
<b>Total</b>	\$ 151,525	\$ 0	\$ 0	\$ 0	0.00%
<b>Revenues</b>					
Interfund Charges	298,021	0	0	0	0.00%
Investment Income	12,025	0	0	0	0.00%
Other Revenues	2,525	0	0	0	0.00%
Interfund Transfers	0	0	0	0	0.00%
Fund Balance	0	0	0	0	0.00%
<b>Total</b>	\$ 312,571	\$ 0	\$ 0	\$ 0	0.00%
<b>Personnel</b>					
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 will be closed out in fiscal year 2011 and any remaining fund balance will be transferred to the General Fund
- City management will be examining alternatives for long-term vehicle replacement funding

# Department Summaries

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## Other Funds

LEOSSA Fund ..... G-2

Parking Fund .....G-3



# 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

	2009-10 Actual	2010-11 Orig Budget	2011-12 Recommended	2011-12 Adopted	% Change
<b>Expenditures</b>					
Personnel	472,047	554,110	529,722	529,722	-4.40%
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	0	196,378	196,378	100.00%
<b>Total</b>	\$ 472,047	\$ 554,110	\$ 726,100	\$ 726,100	31.04%
<b>Revenues</b>					
Interfund Charges	511,937	499,573	706,000	706,000	41.32%
Investment Income	25,308	42,000	20,100	20,100	-52.14%
Fund Balance	0	12,537	0	0	-100.00%
<b>Total</b>	\$ 537,245	\$ 554,110	\$ 726,100	\$ 726,100	31.04%
<b>Personnel</b>					
Full-time	0	0	0	0	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

## Budget Highlights

- Interfund Charges for the LEOSSA fund are based on an actuarial valuation which determines the City's annual required contribution to fund the plan (estimated at 3.68% of annual covered payroll)
- Annual allowance projected for retired officers ranges from \$4,338 to \$28,878 in fiscal year 2012
- Personnel consists of projected benefit payments for thirty-one current retired officers and assumes an additional nine retirees by the end of fiscal year 2012

## Parking Fund

### Description

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

### Budget Summary

	2009-10 Actual	2010-11 Orig Budget	2011-12 Recommended	2011-12 Adopted	% Change
<b>Expenditures</b>					
Personnel	0	0	0	0	0.00%
Operating	94,956	95,216	134,233	134,233	40.98%
Contract Services	190,759	219,713	247,633	247,633	12.71%
Capital Outlay	0	0	0	0	0.00%
Other Charges	0	17,256	0	0	-100.00%
<b>Total</b>	\$ 285,715	\$ 332,185	\$ 381,866	\$ 381,866	14.96%
<b>Revenues</b>					
Functional Revenues	310,906	329,185	297,800	297,800	-9.53%
Other Revenues	1,195	0	14,496	14,496	100.00%
Investment Income	2,556	3,000	1,400	1,400	-53.33%
Fund Balance	0	0	68,170	68,170	100.00%
<b>Total</b>	\$ 314,657	\$ 332,185	\$ 381,866	\$ 381,866	14.96%
<b>Personnel</b>					
Full-time	0	0	0	0	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

### Budget Highlights

- Operating includes \$9,362 in utilities for lighting, \$33,600 for six months of parking deck operations (\$11,000 for utilities and \$22,600 for maintenance), and \$91,271 estimated for annual lease payments for the Franklin Common parking lot
- Contract Services includes \$247,633 for the parking management contract (including \$18,000 for six months 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 \$14,496 contribution from PWC to fund a portion of the parking deck operating costs.
- Revenue projections reflect the recommended increase in leased parking fees as outlined in the fee schedule

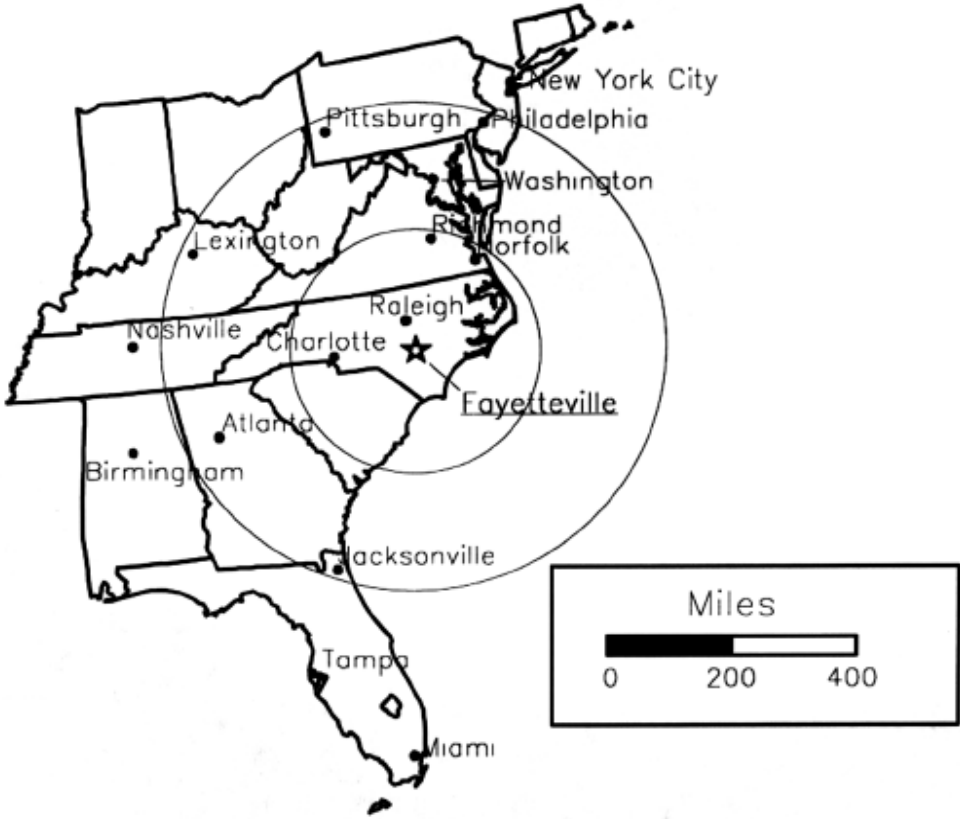
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# Geographic Location

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	200,564
Median Age*	28.2
Median Education*	22.1% with 4 or more yrs of college
Median Household Income*	\$41,697
Median Value of Owner Occupied Housing Unit*	\$117,900

## 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,  
2007-2009 American Community  
Survey Data for Fayetteville

## Economy/Employment

Rates of Unemployment (February 2011)
Fayetteville – 9.3%
North Carolina – 9.7%
United States – 8.9%

### Building Construction

<u>Year</u>	<u># of Permits</u>	<u>\$ Value</u>
2001	2,683	98.4M
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

## City of Fayetteville's Major Employers\*

Cumberland County Schools	6,782
U.S. Department of Defense (Civil Service, Nonappropriated and Contracts)	5,958
Cape Fear Valley Health System	4,850
Wal-Mart	3,448
The Goodyear Tire & Rubber Co.	2,650
Cumberland County	2,486
City of Fayetteville	1,967
FTCC	1,400
State of North Carolina	1,193
Veterans Administration	1,013

\*Source: City of Fayetteville Comprehensive  
Annual Financial Report 2010

## 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	0.89%
Carolina Telephone	Utility	60,278,482	0.47%
Centurion Aviation Services	Transportation	48,350,000	0.38%
Piedmont Natural Gas Co Inc	Utility	45,012,673	0.35%
Wal-Mart Real Estate Business	Real Estate	40,915,217	0.32%
Hidden Creek Village	Property Rental	24,803,500	0.19%
DDRM Fayetteville Pavilion LLC	Real Estate	23,680,399	0.19%
Fayetteville Publishing Co	Publications	22,942,342	0.18%
Eagle Point Village Apartments	Property Rental	22,919,500	0.18%
Cross Creek Phase 1 LLC	Investment Company	21,519,399	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 200,564 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

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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, provides 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"> <li>• Finance prepares budget instructions and conducts budget workshops for department heads and budget representatives</li> <li>• Department requests for capital improvement and information technology projects reviewed</li> </ul>	<ul style="list-style-type: none"> <li>• Departments prepare current year estimates and new year base operating requirements</li> <li>• Departments prepare capital requests, new initiatives and program priorities</li> </ul>	<ul style="list-style-type: none"> <li>• City Council strategic planning retreat</li> <li>• Capital improvement and information technology project requests prioritized to develop recommended 5-year Capital Improvement and Information Technology Plans</li> <li>• Finance submits current year estimates and new year base budget and initiative requests to City Management</li> </ul>	<ul style="list-style-type: none"> <li>• Recommended Capital Improvement and Information Technology Plans presented to City Council</li> <li>• City Manager and his staff review budget requests</li> <li>• City Manager determines program priorities and develops recommended budget</li> </ul>
May	May & June		July
<ul style="list-style-type: none"> <li>• City Manager presents the recommended budget to the City Council</li> <li>• PWC submits budget to Council</li> </ul>	<ul style="list-style-type: none"> <li>• City Council conducts workshops to review the recommended budget</li> <li>• City Council holds a public hearing on the budget</li> <li>• City Council formally adopts the budget ordinance for the next fiscal year</li> </ul>		<ul style="list-style-type: none"> <li>• Beginning of the new fiscal year</li> <li>• Budget for the new fiscal year implemented</li> <li>• Adopted budget document is printed and distributed</li> </ul>

## **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

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## **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 designated reserves are re-appropriated by City Council. Encumbrances and designated reserves 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**

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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.
- **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.
- **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.
- **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.
- **Stormwater Fund** - The Stormwater Fund is a special revenue fund used to account for the proceeds from the Stormwater Quality and Improvement Fees, which are legally restricted to providing storm water quantity and quality programs.
- **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.
- **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.

# Budget Format

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- **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; water, sewer and stormwater; and bond improvements.
- **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.

## Proprietary Funds

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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.

- **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.
- **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.
- **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.

*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 the fund is anticipated to be 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**

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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

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## 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

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## 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 2012 fiscal year.

## **GENERAL FUND REVENUES**

### Ad Valorem Taxes

The recommended tax rate for fiscal year 2012 is 45.6 cents per 100 dollars of property valuation, with total taxable values estimated to be \$13,167,842,839 and collection rates estimated at 99.36 percent for real and personal property and 81.83 percent for motor vehicles.

On this basis, fiscal year 2012 current year property tax collections are projected to be \$58,733,292, a 2.0 percent increase over the fiscal year 2011 estimate. Prior year taxes and penalties are projected to total \$1,308,000, resulting in total ad valorem taxes for fiscal year 2012 of \$60,041,292.

Real and personal property taxable values are projected to be 1.75 percent over estimated fiscal year 2011 values based upon data provided by the Cumberland County Tax Office on April 6, 2011.

Motor vehicle taxable property values for the first six registration cycles of fiscal year 2012 are projected to be 7.5 percent above the same cycles in the current fiscal year, assuming a continuation of the recovery of values experienced since November 2010. The final six registration cycles of fiscal year 2012 are expected to produce taxable motor vehicle values 3.0 percent higher than the same cycles in fiscal year 2011, which is a more traditional rate of growth. Overall, projected taxable motor vehicle property values for fiscal year 2012 are projected to be 5.4 percent above values for fiscal year 2011.

## 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 \$630,750 and \$481,000 respectively. Privilege license tax revenue is projected to be \$1,102,385, approximately 1.5 percent below fiscal year 2011 projections, primarily due to the projected loss of \$101,000 in payments from internet sweepstakes operators, offset by \$5,365 in additional revenues for adjustments to contractor license fees and \$96,000 from enhanced enforcement and collection efforts. Local cablevision franchise tax revenues are projected at \$400,000, down from \$425,470 expected to be received in fiscal year 2011.

## 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 2012 total \$584,634, and include projected SAFER grant proceeds of \$375,401 that partially fund 24 fire positions, \$79,508 in funding from federal law enforcement agencies for police expenditures, and \$129,725 in interest subsidies from the IRS. This represents a decline of \$1.4 million from projected revenues for fiscal year 2011 which included \$1.18 million for projected FEMA reimbursements for the April 2011 tornadoes, and \$647,118 in SAFER grant proceeds. Other public safety grant revenues, including the COPS grant which funds 17 police officer positions, are accounted for in a special revenue fund.

# Revenue Assumptions

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## 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 the 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 2011, 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 (3.2 percent vs. 1.2 percent growth over the first six months of the prior year).

The NCLM is projecting that sales tax revenues based on state-wide sales are projected to be up 2.5 percent over the prior

fiscal year. To meet that projection, state-wide sales taxes for the final six months are projected to exceed taxes for the final six months of fiscal year 2010 by 3.9 percent. Similarly, projections for point-of-delivery taxes for the final six months of the fiscal year are projected to increase 4 percent over the same period in fiscal year 2010. Total sales tax revenues projected for fiscal year 2011 are \$31,579,582, up 2.7 percent from the original budget of \$30,754,690. 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 \$6,026,151.

For fiscal year 2012, sales tax projections are influenced by the 2010 census counts, as well as economic forces. The NCLM is projecting state-wide sales tax collections to be up 3 to 4 percent. However, as a result of the decline in the Cumberland County population as a portion of the state-wide population, it is expected that the County-wide per capita share of sales tax distributions will drop by 2.1 percent. On that basis, per capita sales taxes distributed to the county as a whole for fiscal year 2012 are projected to increase by 1.32 percent, while point-of-delivery based sales tax distributions are projected to increase by 3.5 percent.

The City's share of sales tax distributions made by the state to Cumberland County is also influenced by the census population changes. In fiscal year 2011, the City received approximately 36.9 percent of county-wide sales taxes. In fiscal year 2012, that share is projected to drop to 36.3 percent, primarily due to reduced populations on Fort Bragg. For fiscal year 2012, the City is projected to receive \$31,798,043 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 \$5,588,678.

# Revenue Assumptions

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## Utility Tax Distributions

Utility tax distributions from the State are projected to be \$9,950,719 in fiscal year 2011, up from the fiscal year 2011 original budget projection of \$9,850,241. For fiscal year 2012, \$9,807,674 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. \$1,359,051 in distributions of electric and video programming tax revenues are projected to be received related to the Fort Bragg annexation. Of these revenues, \$1,019,289 is projected to be paid to fund water infrastructure projects for Fort Bragg, and \$101,929 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 \$866,850 in beer and wine tax proceeds for fiscal year 2011, and \$845,076 for fiscal year 2012. These projections reflect a decline in per capita revenues of 2.5 percent in fiscal year 2011 and growth of 1.0 percent in fiscal year 2012 based upon guidance from the NCLM, and impact of the lower projected population due to the census.

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 2012, the per capita rate is projected to be \$19.70 with a population estimate of 200,564, and the per mile rate is projected to be \$1,532 with a municipal street mileage estimate of 725. Powell Bill revenues are expected to decline to \$5,061,811 in fiscal year 2012, a 2.3 percent decline from fiscal year 2011. 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 2012, the City anticipates receiving \$134,662 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 2012, projected payments related to Powell Bill, beer and wine taxes and solid waste disposal fees total \$44,154.

In fiscal year 2011, it is also anticipated that the City will receive \$393,764 from the State in reimbursements for the April 2011 tornadoes.

## 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 2012 under the same provisions that existed in fiscal year 2011.

The fiscal year 2012 budget includes anticipated reimbursements of \$91,296 from the towns of Eastover and Spring Lake for the county-wide sales tax agreement.

Also, consistent with the agreement to construct the Franklin Street Parking Deck, the County and PWC are anticipated to remit \$115,008 to the City in fiscal year 2012.



# Revenue Assumptions

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## **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 2012 include approximately \$286,000 related to recommended increases for a variety of fees. The fee schedule in the appendix includes a comprehensive list of the current and recommended fees for fiscal year 2012.

Permit and fee revenues for fiscal year 2011 are projected to be 20.0 percent above the current budget, and 41.7 percent above actual fiscal year 2010 revenues. The growth over the prior year is primarily associated with increased building permit activity, some of which is attributed to the Hope VI project for which fees are reimbursed to the developer. Fiscal year 2012 revenue projections assume a continuation of the current level of permit activity, and approximately \$150,000 in additional revenues associated with recommended fee increases.

Significant leases projected in fiscal year 2012 property use revenues include \$347,308 in projected subtenant leases in the Festival Plaza building, \$99,086 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, and a \$28,000 rental charge to the Stormwater Fund for the Alexander Street building.

Planning and Development revenues for fiscal year 2011 are projected to be 7 percent above the current budget and actual revenues for fiscal year 2010, primarily due to increased site plan and subdivision reviews. Projections for fiscal year 2012 assume a continuation of current levels of revenues, plus approximately \$16,000 in additional revenues associated with recommended fee adjustments.

Public safety revenues for fiscal year 2011 are projected to be 15.4 percent below budget primarily related to lower than anticipated revenues for false alarm fees. Fiscal year 2012 projections assume growth of 3 percent based upon currently authorized fees and an additional \$21,000 in revenues from recommended new fees for use of the new fire training tower.

Environmental Services revenue projections for fiscal year 2012 total \$154,075 and include \$78,000 projected to be generated from new pickup fees as proposed in the fee schedule in the appendix.

Parks and Recreation revenues are projected to be 13.8 percent above budget for fiscal year 2011, primarily related to higher than expected recreation center revenues and park facility rental fees. Fiscal year 2012 revenues are projected to be inline with fiscal year 2011, with the exception of \$20,000 projected to be generated from rental fees for the new NC State Veterans Park.

## **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 2012 consist of transfers from other funds. Transfers represent an appropriation from one fund to another fund within the same governmental unit.

## Revenue Assumptions

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The regular Electric Fund transfer from the Public Works Commission (PWC) to the General Fund is budgeted at \$9,769,900, consistent with the terms of the current transfer agreement. In addition, a \$65,000 transfer is projected to be received from PWC to fund one half of the expected utility costs for residential streetlights in the Progress Energy service area through December 2011.

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 \$455,061 in fiscal year 2012.

### **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 2012 fund balance appropriation for the General Fund of \$4,212,108 is associated with specific expenditures, including: \$2,247,310 for capital improvement plan projects including \$607,310 for a variety of building maintenance projects, \$1,540,000 for road and transportation projects, \$50,000 for sidewalk improvements, and \$50,000 to secure the recently acquired Texfi property; \$265,000 for a facility and space needs analysis; \$845,000 for a replacement aerial fire truck; \$218,125 for expenses associated with the biennial election; \$270,000 for the purchase of 45 in-car camera systems for police vehicles; \$65,000 to fund expected costs for the final six months of residential streetlight utilities for the Progress Energy service area; \$85,000 for a compensation study; \$50,000 for a corridor planning study; \$50,000 for a celebration of

the City's 250<sup>th</sup> anniversary, \$83,000 for marketing of the City's receipt of the All America City award, and \$30,188 to fund the last year of property taxes for the Festival Plaza building being acquired by the City and \$3,485 for capital funding plan expenditures in excess of current year revenues.

### **CENTRAL BUSINESS TAX DISTRICT FUND**

The recommended tax rate for the Central Business Tax District for fiscal year 2011 remains at 10.0 cents per 100 dollars of property valuation, with total taxable values estimated to be \$134,120,385 and collection rates estimated at 98.69 percent for real and personal property and 93.78 percent for motor vehicles. On this basis, fiscal year 2012 current year property tax collections are projected to be \$132,182, an increase of 1.7 percent over fiscal year 2011 projections.

### **LAKE VALLEY DRIVE MSD FUND**

The recommended tax rate for the Lake Valley Municipal Service District Fund for fiscal year 2012 is 34.5 cents per 100 dollars of property valuation, with total taxable values estimated to be \$1,312,677 and collection rates estimated at 99.36 percent for real and personal property. On this basis, fiscal year 2012 current year property tax collections are projected to be \$4,500.

### **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

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## EMERGENCY TELEPHONE SYSTEM FUND

Enhanced 911 operations are funded by service charges collected by the state on voice communications services. In fiscal year 2011, the E911 Fund is projected to receive \$1,060,306 in these dedicated revenues from the State. These revenues are projected to decline to \$637,221 for fiscal year 2012 based upon changes being implemented by the State.

## 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 2012 assume that collections will be in-line with fiscal year 2011 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 2012 based upon known leases and agreements and historical trends. These revenues are expected to comprise 80.3 percent of total Airport revenues.

The Airport also receives funding from the Federal Aviation Administration and airlines to fund security services at the Airport. These revenues are projected to total \$230,881 for fiscal year 2012 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 \$384,578 in fiscal year 2012.

## RECYCLING FUND

The single-family residential recycling fee is recommended to remain at \$38 per single-family residential parcel in fiscal year 2012 and is expected to generate \$2,260,727 to support the curbside recycling program.

In addition, the Recycling Fund is projected to receive \$298,180 from Cumberland County in fiscal year 2012 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 \$1,230,282 in fiscal year 2012. The grant proceeds fund ADA services, and vehicle and general maintenance.

The Transit Fund also receives funding under the State Maintenance Assistance Program. Fiscal year 2011 proceeds from this revenue

# Revenue Assumptions

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are projected to be \$587,762. Proceeds for fiscal year 2012 are expected to be \$552,496, reflecting an anticipated 6 percent reduction due to state budget shortfalls.

In fiscal year 2009, the City implemented a \$5 vehicle license tax committed to support transit operations. In fiscal year 2012, \$623,750 is projected to be generated from this tax.

The Transit system is projected to generate a total of \$785,424 in fare revenue in fiscal year 2012 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 2012 budget.

For fiscal year 2012, \$93,000 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 \$2,947,923. The originally estimated transfer from the General Fund for fiscal year 2011 was \$2,710,048. The expected fiscal year 2011 transfer is \$2,766,157.

## 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 2012, monthly lease rates for lots other than the Franklin Common lot are recommended to increase from \$45 to \$50 per month consistent with the parking plan. Also, additional revenues are projected to be received with the anticipated opening of the Franklin Street Parking Deck in January, 2012.

Revenue projections for the Parking Fund for fiscal year 2012 are \$313,696, requiring the use of \$68,170 in fund balance for fiscal year 2012.

## WARRANTY VEHICLE LEASE FUND

The Warranty Vehicle Lease Fund is not budgeted for fiscal year 2012. It is anticipated that this fund will be closed out in fiscal year 2011.

# City Attorney

Description	FY 2010 Actual	FY 2011 Orig Budget	FY 2011 Estimate	FY 2012 Recommend	FY 2012 Adopted
Salaries & Wages	444,975	465,650	407,204	436,756	436,756
Social Security & Pension	51,696	62,506	55,242	60,642	60,642
Insurance & Benefits	45,462	52,055	45,771	47,189	47,189
Temporary Services	0	0	2,791	0	0
<b>Personnel Services</b>	<b>542,133</b>	<b>580,211</b>	<b>511,008</b>	<b>544,587</b>	<b>544,587</b>
Utilities	0	0	0	0	0
Supplies	20,986	17,000	19,102	17,000	17,000
Small Equipment/Computers	1,022	0	1,207	0	0
General Maintenance	0	0	0	0	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	5,754	7,260	6,456	5,652	5,652
Travel and Development	8,445	9,750	10,120	9,750	9,750
Memberships and Dues	3,905	3,515	2,615	3,715	3,715
Insurance	0	0	0	0	0
Other Services	0	0	0	0	0
<b>Operating Expenses</b>	<b>40,112</b>	<b>37,525</b>	<b>39,500</b>	<b>36,117</b>	<b>36,117</b>
Accounting, Auditing & Legal	571,382	300,000	428,000	400,000	400,000
Medical Services	0	0	0	0	0
Other Contract Services	0	0	24	24	24
<b>Professional/Cont Services</b>	<b>571,382</b>	<b>300,000</b>	<b>428,024</b>	<b>400,024</b>	<b>400,024</b>
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
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	282	300	306	300	300
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
<b>Other Charges</b>	<b>282</b>	<b>300</b>	<b>306</b>	<b>300</b>	<b>300</b>
<b>Total Expenditures</b>	<b>1,153,909</b>	<b>918,036</b>	<b>978,838</b>	<b>981,028</b>	<b>981,028</b>

# City Manager

Description	FY 2010 Actual	FY 2011 Orig Budget	FY 2011 Estimate	FY 2012 Recommend	FY 2012 Adopted
Salaries & Wages	626,314	641,969	638,585	628,136	628,136
Social Security & Pension	109,591	121,071	119,093	120,115	120,115
Insurance & Benefits	75,711	81,902	81,308	76,934	76,934
Temporary Services	0	0	0	0	0
<b>Personnel Services</b>	<b>811,616</b>	<b>844,942</b>	<b>838,986</b>	<b>825,185</b>	<b>825,185</b>
Utilities	0	0	0	0	0
Supplies	4,798	5,100	5,100	5,100	5,100
Small Equipment/Computers	0	0	0	0	0
General Maintenance	0	0	0	0	0
Vehicle Maintenance	220	200	200	200	200
Vehicle Fuel	133	150	318	364	364
Communications	9,358	11,150	11,300	11,120	11,120
Travel and Development	14,380	12,550	17,050	12,550	12,550
Memberships and Dues	6,195	6,882	5,960	6,110	6,110
Insurance	0	0	0	0	0
Other Services	0	0	0	0	0
<b>Operating Expenses</b>	<b>35,084</b>	<b>36,032</b>	<b>39,928</b>	<b>35,444</b>	<b>35,444</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	50	50	50	50
Other Contract Services	6,016	0	0	0	0
<b>Professional/Cont Services</b>	<b>6,016</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>
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
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	2,119	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
<b>Other Charges</b>	<b>2,119</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>
<b>Total Expenditures</b>	<b>854,835</b>	<b>883,524</b>	<b>881,464</b>	<b>863,179</b>	<b>863,179</b>

# Community Development

Description	FY 2010 Actual	FY 2011 Orig Budget	FY 2011 Estimate	FY 2012 Recommend	FY 2012 Adopted
Salaries & Wages	97,954	101,995	102,539	130,831	130,831
Social Security & Pension	12,118	14,373	14,253	19,117	19,117
Insurance & Benefits	27,591	27,000	27,192	28,216	28,216
Temporary Services	0	0	0	0	0
<b>Personnel Services</b>	<b>137,663</b>	<b>143,368</b>	<b>143,984</b>	<b>178,164</b>	<b>178,164</b>
Utilities	374	410	654	56,982	56,982
Supplies	2,598	2,000	1,000	1,600	1,600
Small Equipment/Computers	779	0	0	0	0
General Maintenance	0	0	0	27,309	27,309
Vehicle Maintenance	2,368	0	0	0	0
Vehicle Fuel	25	0	0	0	0
Communications	3,525	1,504	2,584	2,810	2,810
Travel and Development	4,122	5,300	3,145	3,840	3,840
Memberships and Dues	1,495	1,705	1,785	1,785	1,785
Insurance	0	0	0	5,481	5,481
Other Services	369,409	758,480	361,038	0	0
<b>Operating Expenses</b>	<b>384,695</b>	<b>769,399</b>	<b>370,206</b>	<b>99,807</b>	<b>99,807</b>
Accounting, Auditing & Legal	16,300	0	700	2,548	2,548
Medical Services	0	0	0	0	0
Other Contract Services	61,979	8,188	841,620	342,994	342,994
<b>Professional/Cont Services</b>	<b>78,279</b>	<b>8,188</b>	<b>842,320</b>	<b>345,542</b>	<b>345,542</b>
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
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	0	0	0	48,817	48,817
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	1,697	0	0	585,600	585,600
Inventory	0	0	0	0	0
Cost Redistribution	(25,000)	(30,094)	(30,630)	(30,763)	(30,763)
Other Financing Uses	181,698	178,735	178,735	163,199	163,199
<b>Other Charges</b>	<b>158,395</b>	<b>148,641</b>	<b>148,105</b>	<b>766,853</b>	<b>766,853</b>
<b>Total Expenditures</b>	<b>759,032</b>	<b>1,069,596</b>	<b>1,504,615</b>	<b>1,390,366</b>	<b>1,390,366</b>

## Development Services

Description	FY 2010 Actual	FY 2011 Orig Budget	FY 2011 Estimate	FY 2012 Recommend	FY 2012 Adopted
Salaries & Wages	2,056,876	2,136,484	2,050,740	2,150,698	2,150,698
Social Security & Pension	251,039	300,528	284,331	313,134	313,134
Insurance & Benefits	324,633	403,196	359,335	364,273	364,273
Temporary Services	0	4,500	0	0	0
<b>Personnel Services</b>	<b>2,632,548</b>	<b>2,844,708</b>	<b>2,694,406</b>	<b>2,828,105</b>	<b>2,828,105</b>
Utilities	0	0	0	0	0
Supplies	20,843	38,340	42,124	46,524	46,524
Small Equipment/Computers	0	4,364	10,300	4,400	4,400
General Maintenance	9,612	14,500	19,236	38,775	38,775
Vehicle Maintenance	2,462	1,244	1,244	1,244	1,244
Vehicle Fuel	86	353	373	558	558
Communications	80,074	112,006	134,235	111,038	111,038
Travel and Development	146,149	179,828	159,929	178,537	178,537
Memberships and Dues	5,946	7,935	7,934	9,165	9,165
Insurance	0	0	0	0	0
Other Services	176	200	200	200	200
<b>Operating Expenses</b>	<b>265,348</b>	<b>358,770</b>	<b>375,575</b>	<b>390,441</b>	<b>390,441</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	246,270	566,012	848,153	589,488	589,488
<b>Professional/Cont Services</b>	<b>246,270</b>	<b>566,012</b>	<b>848,153</b>	<b>589,488</b>	<b>589,488</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	42,087	0	37,955	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>42,087</b>	<b>0</b>	<b>37,955</b>	<b>0</b>	<b>0</b>
Other Charges	810	0	0	0	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	8,311	5,000	5,900	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	0	0
<b>Other Charges</b>	<b>9,121</b>	<b>5,000</b>	<b>5,900</b>	<b>6,200</b>	<b>6,200</b>
<b>Total Expenditures</b>	<b>3,195,374</b>	<b>3,774,490</b>	<b>3,961,989</b>	<b>3,814,234</b>	<b>3,814,234</b>



# Engineering & Infrastructure

Description	FY 2010 Actual	FY 2011 Orig Budget	FY 2011 Estimate	FY 2012 Recommend	FY 2012 Adopted
Salaries & Wages	2,929,039	3,157,349	2,870,814	3,072,532	3,072,532
Social Security & Pension	356,100	444,919	396,694	447,819	447,819
Insurance & Benefits	500,705	644,004	577,745	616,607	616,607
Temporary Services	0	0	0	0	0
<b>Personnel Services</b>	<b>3,785,844</b>	<b>4,246,272</b>	<b>3,845,253</b>	<b>4,136,958</b>	<b>4,136,958</b>
Utilities	441,714	230,456	450,086	371,106	371,106
Supplies	454,610	554,467	557,128	539,713	539,713
Small Equipment/Computers	20,452	0	3,254	0	0
General Maintenance	19,817	49,719	52,988	35,912	35,912
Vehicle Maintenance	544,264	552,727	563,359	573,149	573,149
Vehicle Fuel	171,383	192,465	197,175	225,285	225,285
Communications	31,045	36,249	34,280	33,686	33,686
Travel and Development	27,207	39,285	41,985	39,285	39,285
Memberships and Dues	4,676	5,909	5,977	6,241	6,241
Insurance	0	0	0	0	0
Other Services	11,291	9,215	10,726	8,950	8,950
<b>Operating Expenses</b>	<b>1,726,459</b>	<b>1,670,492</b>	<b>1,916,958</b>	<b>1,833,327</b>	<b>1,833,327</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	702	1,384	1,384	1,384	1,384
Other Contract Services	1,190,795	499,986	784,745	699,565	699,565
<b>Professional/Cont Services</b>	<b>1,191,497</b>	<b>501,370</b>	<b>786,129</b>	<b>700,949</b>	<b>700,949</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	8,777	0	40,000	10,000	10,000
Equipment - Other	318,150	0	0	0	0
Equipment - Motor Vehicles	90,802	346,000	317,424	422,000	422,000
Infrastructure	11,226	55,300	52,500	12,500	12,500
<b>Capital Outlay</b>	<b>428,955</b>	<b>401,300</b>	<b>409,924</b>	<b>444,500</b>	<b>444,500</b>
Other Charges	9,440	5,488	5,695	6,123	6,123
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	200,355	83,680	83,678	83,680	83,680
Inventory	0	0	0	0	0
Cost Redistribution	(756)	0	0	0	0
Other Financing Uses	5,999,291	3,734,261	3,754,261	5,199,000	5,199,000
<b>Other Charges</b>	<b>6,208,330</b>	<b>3,823,429</b>	<b>3,843,634</b>	<b>5,288,803</b>	<b>5,288,803</b>
<b>Total Expenditures</b>	<b>13,341,085</b>	<b>10,642,863</b>	<b>10,801,898</b>	<b>12,404,537</b>	<b>12,404,537</b>

## Environmental Services

Description	FY 2010 Actual	FY 2011 Orig Budget	FY 2011 Estimate	FY 2012 Recommend	FY 2012 Adopted
Salaries & Wages	2,678,012	3,268,807	2,713,005	2,944,231	2,944,231
Social Security & Pension	324,228	460,642	377,032	429,955	429,955
Insurance & Benefits	580,597	813,761	636,271	723,079	723,079
Temporary Services	546,733	0	560,940	2,426	2,426
<b>Personnel Services</b>	<b>4,129,570</b>	<b>4,543,210</b>	<b>4,287,248</b>	<b>4,099,691</b>	<b>4,099,691</b>
Utilities	41,784	51,599	42,412	46,229	46,229
Supplies	293,212	388,548	302,234	306,314	306,314
Small Equipment/Computers	3,402	0	1,000	0	0
General Maintenance	10,935	23,077	44,991	22,623	22,623
Vehicle Maintenance	1,079,688	923,914	1,257,216	1,252,602	1,252,602
Vehicle Fuel	430,663	462,145	511,392	621,858	621,858
Communications	26,186	34,104	41,594	54,129	54,129
Travel and Development	5,614	8,782	9,067	8,782	8,782
Memberships and Dues	879	3,401	3,728	3,728	3,728
Insurance	0	0	0	0	0
Other Services	0	0	17,255	0	0
<b>Operating Expenses</b>	<b>1,892,363</b>	<b>1,895,570</b>	<b>2,230,889</b>	<b>2,316,265</b>	<b>2,316,265</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	458	666	1,292	1,328	1,328
Other Contract Services	58,129	67,683	1,622,851	38,989	38,989
<b>Professional/Cont Services</b>	<b>58,587</b>	<b>68,349</b>	<b>74,143</b>	<b>40,317</b>	<b>40,317</b>
Land	0	0	0	0	0
Buildings	69,371	0	2,735	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	24,230	24,230
Equipment - Motor Vehicles	388,740	1,250,000	1,603,930	1,470,000	1,470,000
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>458,111</b>	<b>1,250,000</b>	<b>1,606,665</b>	<b>1,494,230</b>	<b>1,494,230</b>
Other Charges	3,068	2,627	3,817	2,647	2,647
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	676,883	544,050	544,047	544,049	544,049
Inventory	1,169,315	1,423,500	1,360,000	1,545,000	1,545,000
Cost Redistribution	(1,251,576)	(1,484,500)	(1,471,311)	(1,668,339)	(1,668,339)
Other Financing Uses	27,440	0	0	0	0
<b>Other Charges</b>	<b>625,130</b>	<b>485,677</b>	<b>436,553</b>	<b>423,357</b>	<b>423,357</b>
<b>Total Expenditures</b>	<b>7,163,761</b>	<b>8,242,806</b>	<b>10,185,498</b>	<b>8,373,860</b>	<b>8,373,860</b>

# Finance

Description	FY 2010 Actual	FY 2011 Orig Budget	FY 2011 Estimate	FY 2012 Recommend	FY 2012 Adopted
Salaries & Wages	915,079	976,034	952,120	961,178	961,178
Social Security & Pension	111,626	135,986	131,615	138,797	138,797
Insurance & Benefits	122,182	161,164	149,851	147,889	147,889
Temporary Services	37,144	21,100	37,062	0	0
<b>Personnel Services</b>	<b>1,186,031</b>	<b>1,294,284</b>	<b>1,270,648</b>	<b>1,247,864</b>	<b>1,247,864</b>
Utilities	0	0	0	0	0
Supplies	17,706	18,000	19,320	18,000	18,000
Small Equipment/Computers	1,798	0	0	0	0
General Maintenance	20,623	27,533	23,694	23,253	23,253
Vehicle Maintenance	7	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	39,139	41,100	40,798	43,500	43,500
Travel and Development	8,961	9,680	9,271	9,680	9,680
Memberships and Dues	1,635	2,096	2,639	2,744	2,744
Insurance	0	0	0	0	0
Other Services	0	0	0	0	0
<b>Operating Expenses</b>	<b>89,869</b>	<b>98,409</b>	<b>95,722</b>	<b>97,177</b>	<b>97,177</b>
Accounting, Auditing & Legal	74,645	61,270	113,875	61,350	61,350
Medical Services	0	0	0	0	0
Other Contract Services	1,011,947	1,065,425	1,026,215	1,078,075	1,078,075
<b>Professional/Cont Services</b>	<b>1,086,592</b>	<b>1,126,695</b>	<b>1,140,090</b>	<b>1,139,425</b>	<b>1,139,425</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	35,620	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
<b>Capital Outlay</b>	<b>35,620</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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
<b>Other Charges</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures</b>	<b>2,398,112</b>	<b>2,519,388</b>	<b>2,506,460</b>	<b>2,484,466</b>	<b>2,484,466</b>

## Fire & Emergency Management

Description	FY 2010 Actual	FY 2011 Orig Budget	FY 2011 Estimate	FY 2012 Recommend	FY 2012 Adopted
Salaries & Wages	13,789,872	14,124,716	14,107,938	14,570,410	14,570,410
Social Security & Pension	1,671,104	1,989,699	1,954,233	2,128,628	2,128,628
Insurance & Benefits	2,624,383	2,908,829	2,844,414	2,785,365	2,785,365
Temporary Services	0	0	7,800	0	0
<b>Personnel Services</b>	<b>18,085,359</b>	<b>19,023,244</b>	<b>18,914,385</b>	<b>19,484,403</b>	<b>19,484,403</b>
Utilities	184,814	195,500	196,700	214,403	214,403
Supplies	629,246	610,802	638,792	609,902	609,902
Small Equipment/Computers	112,232	122,200	140,433	100,160	100,160
General Maintenance	41,957	85,152	89,377	100,505	100,505
Vehicle Maintenance	536,033	476,928	626,753	639,200	639,200
Vehicle Fuel	190,359	192,999	234,775	267,761	267,761
Communications	115,073	116,987	154,114	174,702	174,702
Travel and Development	40,255	44,172	43,712	44,272	44,272
Memberships and Dues	19,766	12,187	12,289	12,225	12,225
Insurance	0	0	0	0	0
Other Services	0	0	0	0	0
<b>Operating Expenses</b>	<b>1,869,735</b>	<b>1,856,927</b>	<b>2,136,945</b>	<b>2,163,130</b>	<b>2,163,130</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	25,027	75,505	75,505	75,505	75,505
Other Contract Services	512,322	459,472	486,668	484,031	484,031
<b>Professional/Cont Services</b>	<b>537,349</b>	<b>534,977</b>	<b>562,173</b>	<b>559,536</b>	<b>559,536</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	16,903	0	0
Equipment - Other	27,370	27,660	77,209	21,000	21,000
Equipment - Motor Vehicles	1,008,097	1,454,000	1,382,000	1,377,000	1,377,000
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>1,035,467</b>	<b>1,481,660</b>	<b>1,476,112</b>	<b>1,398,000</b>	<b>1,398,000</b>
Other Charges	0	6,330	6,330	5,000	5,000
Indirect Cost Allocation	79,891	67,407	82,288	84,757	84,757
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	496,438	85,941	85,941	85,941	85,941
Inventory	0	0	0	0	0
Cost Redistribution	(75,000)	(55,000)	(75,000)	(75,000)	(75,000)
Other Financing Uses	85,604	40,000	101,000	12,860	12,860
<b>Other Charges</b>	<b>586,933</b>	<b>144,678</b>	<b>200,559</b>	<b>113,558</b>	<b>113,558</b>
<b>Total Expenditures</b>	<b>22,114,843</b>	<b>23,041,486</b>	<b>23,290,174</b>	<b>23,718,627</b>	<b>23,718,627</b>

# Human Relations

Description	FY 2010 Actual	FY 2011 Orig Budget	FY 2011 Estimate	FY 2012 Recommend	FY 2012 Adopted
Salaries & Wages	165,103	169,229	169,458	168,391	168,391
Social Security & Pension	20,076	23,846	23,550	24,544	24,544
Insurance & Benefits	22,224	24,364	24,116	22,284	22,284
Temporary Services	0	0	0	0	0
<b>Personnel Services</b>	<b>207,403</b>	<b>217,439</b>	<b>217,124</b>	<b>215,219</b>	<b>215,219</b>
Utilities	0	0	0	0	0
Supplies	8,122	14,100	6,548	7,600	7,600
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	6,956	9,810	8,020	7,000	7,000
Travel and Development	4,025	6,200	5,700	5,700	5,700
Memberships and Dues	1,125	1,405	1,000	950	950
Insurance	0	0	0	0	0
Other Services	0	0	0	0	0
<b>Operating Expenses</b>	<b>20,228</b>	<b>31,515</b>	<b>21,268</b>	<b>21,250</b>	<b>21,250</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	75	575	575	575	575
<b>Professional/Cont Services</b>	<b>75</b>	<b>575</b>	<b>575</b>	<b>575</b>	<b>575</b>
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
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	0	5,000	13,739	5,000	5,000
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	2,280	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
<b>Other Charges</b>	<b>2,280</b>	<b>5,000</b>	<b>13,739</b>	<b>5,000</b>	<b>5,000</b>
<b>Total Expenditures</b>	<b>229,986</b>	<b>254,529</b>	<b>252,706</b>	<b>242,044</b>	<b>242,044</b>

## Human Resource Development

Description	FY 2010 Actual	FY 2011 Orig Budget	FY 2011 Estimate	FY 2012 Recommend	FY 2012 Adopted
Salaries & Wages	663,433	750,567	672,715	704,528	704,528
Social Security & Pension	78,197	103,093	89,733	102,077	102,077
Insurance & Benefits	98,856	118,409	107,998	118,105	118,105
Temporary Services	3,067	0	19,244	0	0
<b>Personnel Services</b>	<b>843,553</b>	<b>972,069</b>	<b>889,690</b>	<b>924,710</b>	<b>924,710</b>
Utilities	0	0	0	0	0
Supplies	14,093	13,319	18,425	13,219	13,219
Small Equipment/Computers	17,474	0	5,461	500	500
General Maintenance	24,413	20,983	22,186	21,983	21,983
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	25,030	44,285	32,663	44,075	44,075
Travel and Development	87,829	106,823	105,665	106,823	106,823
Memberships and Dues	3,178	3,285	3,284	3,295	3,295
Insurance	0	0	0	0	0
Other Services	0	0	0	0	0
<b>Operating Expenses</b>	<b>172,017</b>	<b>188,695</b>	<b>187,684</b>	<b>189,895</b>	<b>189,895</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	78,072	39,240	63,425	129,089	129,089
<b>Professional/Cont Services</b>	<b>78,072</b>	<b>39,240</b>	<b>63,425</b>	<b>129,089</b>	<b>129,089</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	50,000	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>50,000</b>	<b>0</b>	<b>0</b>
Other Charges	886	750	150	850	850
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
<b>Other Charges</b>	<b>886</b>	<b>750</b>	<b>150</b>	<b>850</b>	<b>850</b>
<b>Total Expenditures</b>	<b>1,094,528</b>	<b>1,200,754</b>	<b>1,190,949</b>	<b>1,244,544</b>	<b>1,244,544</b>

# Information Technology

Description	FY 2010 Actual	FY 2011 Orig Budget	FY 2011 Estimate	FY 2012 Recommend	FY 2012 Adopted
Salaries & Wages	904,617	1,022,417	914,646	1,000,598	1,000,598
Social Security & Pension	108,887	140,667	124,450	142,614	142,614
Insurance & Benefits	126,109	168,351	132,567	154,204	154,204
Temporary Services	29,995	30,000	115,177	0	0
<b>Personnel Services</b>	<b>1,169,608</b>	<b>1,361,435</b>	<b>1,286,840</b>	<b>1,297,416</b>	<b>1,297,416</b>
Utilities	0	0	0	0	0
Supplies	26,807	34,213	38,666	33,583	33,583
Small Equipment/Computers	58,708	28,738	79,503	11,700	11,700
General Maintenance	480,452	896,949	952,549	881,097	881,097
Vehicle Maintenance	3,730	2,579	2,000	2,000	2,000
Vehicle Fuel	826	1,100	1,015	1,171	1,171
Communications	169,339	194,133	115,257	139,085	139,085
Travel and Development	28,431	41,558	46,283	41,558	41,558
Memberships and Dues	7,125	6,689	7,124	7,269	7,269
Insurance	0	0	0	0	0
Other Services	28,154	27,996	27,996	27,996	27,996
<b>Operating Expenses</b>	<b>803,572</b>	<b>1,233,955</b>	<b>1,270,393</b>	<b>1,145,459</b>	<b>1,145,459</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	149,440	153,275	163,932	191,575	191,575
<b>Professional/Cont Services</b>	<b>149,440</b>	<b>153,275</b>	<b>163,932</b>	<b>191,575</b>	<b>191,575</b>
Land	0	0	0	0	0
Buildings	0	7,200	71,008	25,000	25,000
Improvements	0	0	0	0	0
Equipment - Office	65,495	175,921	272,051	32,630	32,630
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>65,495</b>	<b>183,121</b>	<b>343,059</b>	<b>57,630</b>	<b>57,630</b>
Other Charges	47	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	416,162	283,500	283,500	311,000	311,000
<b>Other Charges</b>	<b>416,209</b>	<b>283,500</b>	<b>283,500</b>	<b>311,000</b>	<b>311,000</b>
<b>Total Expenditures</b>	<b>2,604,324</b>	<b>3,215,286</b>	<b>3,347,724</b>	<b>3,003,080</b>	<b>3,003,080</b>

## Management Services

Description	FY 2010 Actual	FY 2011 Orig Budget	FY 2011 Estimate	FY 2012 Recommend	FY 2012 Adopted
Salaries & Wages	385,936	452,336	415,949	425,992	425,992
Social Security & Pension	47,376	63,740	56,965	62,247	62,247
Insurance & Benefits	58,528	78,088	66,832	70,565	70,565
Temporary Services	0	0	0	0	0
<b>Personnel Services</b>	<b>491,840</b>	<b>594,164</b>	<b>539,746</b>	<b>558,804</b>	<b>558,804</b>
Utilities	0	0	0	0	0
Supplies	24,495	29,620	39,962	14,500	14,500
Small Equipment/Computers	4,945	1,101	1,101	0	0
General Maintenance	11,989	11,000	12,600	10,000	10,000
Vehicle Maintenance	2,531	1,166	1,166	1,166	1,166
Vehicle Fuel	177	200	233	245	245
Communications	44,735	58,216	69,690	67,727	67,727
Travel and Development	11,788	8,976	17,302	8,976	8,976
Memberships and Dues	1,525	2,040	1,945	1,825	1,825
Insurance	0	0	0	0	0
Other Services	13,752	13,752	13,752	13,752	13,752
<b>Operating Expenses</b>	<b>115,937</b>	<b>126,071</b>	<b>157,751</b>	<b>118,191</b>	<b>118,191</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	92,762	59,070	83,353	67,176	67,176
<b>Professional/Cont Services</b>	<b>92,762</b>	<b>59,070</b>	<b>83,353</b>	<b>67,176</b>	<b>67,176</b>
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
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	196	500	1,500	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	120,753	131,000	120,000	120,000	120,000
Cost Redistribution	(162,029)	(169,000)	(162,000)	(162,000)	(162,000)
Other Financing Uses	0	0	0	0	0
<b>Other Charges</b>	<b>(41,080)</b>	<b>(37,500)</b>	<b>(40,500)</b>	<b>(42,000)</b>	<b>(42,000)</b>
<b>Total Expenditures</b>	<b>659,459</b>	<b>741,805</b>	<b>740,350</b>	<b>702,171</b>	<b>702,171</b>



# Mayor & Council

Description	FY 2010 Actual	FY 2011 Orig Budget	FY 2011 Estimate	FY 2012 Recommend	FY 2012 Adopted
Salaries & Wages	217,143	222,359	222,445	227,548	227,548
Social Security & Pension	18,749	20,206	20,095	20,938	20,938
Insurance & Benefits	31,177	78,068	60,530	73,487	73,487
Temporary Services	0	0	0	0	0
<b>Personnel Services</b>	<b>267,069</b>	<b>320,633</b>	<b>303,070</b>	<b>321,973</b>	<b>321,973</b>
Utilities	0	0	0	0	0
Supplies	9,283	3,100	6,000	5,300	5,300
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	11,571	13,270	15,760	14,475	14,475
Travel and Development	21,010	42,888	61,186	42,888	42,888
Memberships and Dues	80,946	93,126	86,872	87,877	87,877
Insurance	0	0	0	0	0
Other Services	500	1,000	0	1,100	1,100
<b>Operating Expenses</b>	<b>123,310</b>	<b>153,384</b>	<b>169,818</b>	<b>151,640</b>	<b>151,640</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	276,172	61,700	61,310	328,675	328,675
<b>Professional/Cont Services</b>	<b>276,172</b>	<b>61,700</b>	<b>61,310</b>	<b>328,675</b>	<b>328,675</b>
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
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	1,976	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
<b>Other Charges</b>	<b>1,976</b>	<b>2,600</b>	<b>2,600</b>	<b>2,600</b>	<b>2,600</b>
<b>Total Expenditures</b>	<b>668,527</b>	<b>538,317</b>	<b>536,798</b>	<b>804,888</b>	<b>804,888</b>

## Other Appropriations

Description	FY 2010 Actual	FY 2011 Orig Budget	FY 2011 Estimate	FY 2012 Recommend	FY 2012 Adopted
Salaries & Wages	0	0	0	0	0
Social Security & Pension	0	0	0	0	0
Insurance & Benefits	29,801	32,368	32,505	35,348	35,348
Temporary Services	0	0	0	0	0
<b>Personnel Services</b>	<b>29,801</b>	<b>32,368</b>	<b>32,505</b>	<b>35,348</b>	<b>35,348</b>
Utilities	18,730	7,914	10,694	10,944	10,944
Supplies	0	0	13,085	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	21,400	0	0
Travel and Development	0	0	30,000	0	0
Memberships and Dues	0	0	0	0	0
Insurance	903,521	1,184,739	841,297	1,086,322	1,086,322
Other Services	3,531,342	1,449,475	1,450,010	1,414,250	1,414,250
<b>Operating Expenses</b>	<b>4,453,593</b>	<b>2,642,128</b>	<b>2,366,486</b>	<b>2,511,516</b>	<b>2,511,516</b>
Accounting, Auditing & Legal	15,149	50,000	57,800	53,000	53,000
Medical Services	0	0	0	0	0
Other Contract Services	7,199,231	7,531,804	7,377,112	6,813,185	6,896,185
<b>Professional/Cont Services</b>	<b>7,214,380</b>	<b>7,581,804</b>	<b>7,434,912</b>	<b>6,866,185</b>	<b>6,949,185</b>
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
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	54,183	60,000	84,500	93,000	93,000
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	376,500	307,375	376,500	307,375	307,375
Debt Service	13,152,017	5,406,353	5,390,194	6,378,983	6,378,983
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Financing Uses	4,292,525	3,987,539	5,601,426	4,540,825	4,540,825
<b>Other Charges</b>	<b>17,875,225</b>	<b>9,761,267</b>	<b>11,452,620</b>	<b>11,320,183</b>	<b>11,320,183</b>
<b>Total Expenditures</b>	<b>29,572,999</b>	<b>20,017,567</b>	<b>21,286,523</b>	<b>20,733,232</b>	<b>20,816,232</b>

## Parks, Recreation & Maintenance

Description	FY 2010 Actual	FY 2011 Orig Budget	FY 2011 Estimate	FY 2012 Recommend	FY 2012 Adopted
Salaries & Wages	6,286,008	6,522,620	6,285,811	6,332,964	6,332,964
Social Security & Pension	748,108	890,129	845,784	898,695	898,695
Insurance & Benefits	1,085,819	1,301,505	1,217,057	1,216,110	1,216,110
Temporary Services	414,745	307,008	352,400	322,519	322,519
<b>Personnel Services</b>	<b>8,534,680</b>	<b>9,021,262</b>	<b>8,701,052</b>	<b>8,770,288</b>	<b>8,770,288</b>
Utilities	997,694	1,109,834	1,123,475	1,221,312	1,221,312
Supplies	855,163	942,159	1,048,917	962,053	962,053
Small Equipment/Computers	19,657	0	37,703	12,300	12,300
General Maintenance	557,363	570,883	593,623	596,513	596,513
Vehicle Maintenance	1,020,933	964,703	948,251	964,963	964,963
Vehicle Fuel	232,159	270,475	265,071	303,775	303,775
Communications	293,042	285,501	326,714	337,856	337,856
Travel and Development	25,551	28,537	30,472	29,166	29,166
Memberships and Dues	6,016	6,914	5,823	5,823	5,823
Insurance	112,998	114,899	100,229	107,300	107,300
Other Services	96,594	36,665	100,708	83,623	83,623
<b>Operating Expenses</b>	<b>4,217,170</b>	<b>4,330,570</b>	<b>4,580,986</b>	<b>4,624,684</b>	<b>4,624,684</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	420	584	648	460	460
Other Contract Services	723,008	741,372	835,548	1,097,675	1,097,675
<b>Professional/Cont Services</b>	<b>723,428</b>	<b>741,956</b>	<b>836,196</b>	<b>1,098,135</b>	<b>1,098,135</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	18,400	154,000	308,160	200,000	200,000
Equipment - Office	3,760	0	37,083	0	0
Equipment - Other	122,165	0	45,670	312,500	312,500
Equipment - Motor Vehicles	81,056	180,506	432,191	306,000	306,000
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>225,381</b>	<b>334,506</b>	<b>823,104</b>	<b>818,500</b>	<b>818,500</b>
Other Charges	2,246	517,792	395,368	545,199	545,199
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	160,765	16,563	16,561	16,562	16,562
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Financing Uses	342,020	208,000	295,998	885,310	885,310
<b>Other Charges</b>	<b>565,031</b>	<b>802,355</b>	<b>767,927</b>	<b>1,507,071</b>	<b>1,507,071</b>
<b>Total Expenditures</b>	<b>14,265,690</b>	<b>15,230,649</b>	<b>15,709,265</b>	<b>16,818,678</b>	<b>16,818,678</b>

# Police

Description	FY 2010 Actual	FY 2011 Orig Budget	FY 2011 Estimate	FY 2012 Recommend	FY 2012 Adopted
Salaries & Wages	24,771,237	25,856,995	24,722,588	25,070,109	25,070,109
Social Security & Pension	4,506,880	5,171,537	5,084,108	5,299,195	5,299,195
Insurance & Benefits	3,658,027	4,592,357	4,213,265	4,211,137	4,211,137
Temporary Services	43,848	55,578	94,844	184,249	184,249
<b>Personnel Services</b>	<b>32,979,992</b>	<b>35,676,467</b>	<b>34,114,805</b>	<b>34,764,690</b>	<b>34,764,690</b>
Utilities	201,160	175,750	201,937	220,112	220,112
Supplies	805,770	783,032	832,185	823,896	823,896
Small Equipment/Computers	156,688	0	36,775	17,550	17,550
General Maintenance	303,583	453,770	398,033	419,914	419,914
Vehicle Maintenance	968,273	948,420	1,178,068	1,163,000	1,163,000
Vehicle Fuel	882,663	967,100	1,072,491	1,223,164	1,223,164
Communications	696,926	745,584	701,276	712,865	712,865
Travel and Development	98,760	121,900	130,315	121,900	121,900
Memberships and Dues	7,002	8,764	6,990	6,990	6,990
Insurance	0	0	0	0	0
Other Services	173,710	189,362	192,147	193,183	193,183
<b>Operating Expenses</b>	<b>4,294,535</b>	<b>4,393,682</b>	<b>4,750,217</b>	<b>4,902,574</b>	<b>4,902,574</b>
Accounting, Auditing & Legal	1,950	3,150	4,000	4,000	4,000
Medical Services	43,889	40,376	26,500	27,250	27,250
Other Contract Services	232,195	145,493	180,242	180,462	180,462
<b>Professional/Cont Services</b>	<b>278,034</b>	<b>189,019</b>	<b>210,742</b>	<b>211,712</b>	<b>211,712</b>
Land	0	0	0	0	0
Buildings	0	0	7,051	0	0
Improvements	0	0	0	0	0
Equipment - Office	24,700	28,000	129,490	0	0
Equipment - Other	16,658	0	244,000	150,000	270,000
Equipment - Motor Vehicles	756,002	1,412,859	2,150,646	1,016,500	1,016,500
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>797,360</b>	<b>1,440,859</b>	<b>2,531,187</b>	<b>1,166,500</b>	<b>1,286,500</b>
Other Charges	125,408	116,100	116,745	116,814	116,814
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	852,440	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	(11,027)	(10,992)	(10,992)
Other Financing Uses	12,151	99,025	124,514	72,796	72,796
<b>Other Charges</b>	<b>992,999</b>	<b>218,125</b>	<b>233,232</b>	<b>181,618</b>	<b>181,618</b>
<b>Total Expenditures</b>	<b>39,342,920</b>	<b>41,918,152</b>	<b>41,840,183</b>	<b>41,227,094</b>	<b>41,347,094</b>

# Central Business Tax District Fund

Description	FY 2010 Actual	FY 2011 Orig Budget	FY 2011 Estimate	FY 2012 Recommend	FY 2012 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
<b>Personnel Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Utilities	0	0	0	0	0
Supplies	6,707	18,000	23,024	11,060	11,060
Small Equipment/Computers	0	0	39,718	0	0
General Maintenance	0	0	1,285	385	385
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	0	22,000	22,000	17,600	17,600
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
<b>Operating Expenses</b>	<b>6,707</b>	<b>40,000</b>	<b>86,027</b>	<b>29,045</b>	<b>29,045</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	51,400	27,384	28,465	26,485	26,485
<b>Professional/Cont Services</b>	<b>51,400</b>	<b>27,384</b>	<b>28,465</b>	<b>26,485</b>	<b>26,485</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	37,700	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	21,040	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>0</b>	<b>58,740</b>	<b>0</b>	<b>0</b>	<b>0</b>
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	25,000	30,094	30,630	31,362	31,362
Other Financing Uses	50,000	50,000	50,000	77,216	77,216
<b>Other Charges</b>	<b>75,000</b>	<b>80,094</b>	<b>80,630</b>	<b>108,578</b>	<b>108,578</b>
<b>Total Expenditures</b>	<b>133,107</b>	<b>206,218</b>	<b>195,122</b>	<b>164,108</b>	<b>164,108</b>

# City of Fayetteville Finance Corporation

Description	FY 2010 Actual	FY 2011 Orig Budget	FY 2011 Estimate	FY 2012 Recommend	FY 2012 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
<b>Personnel Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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
<b>Operating Expenses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	0	0	0	0	0
<b>Professional/Cont Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	6,370	3,225	3,760	4,000	4,000
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	3,883,963	1,446,250	1,446,250	1,410,250	1,410,250
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Financing Uses	0	0	0	0	0
<b>Other Charges</b>	<b>3,890,333</b>	<b>1,449,475</b>	<b>1,450,010</b>	<b>1,414,250</b>	<b>1,414,250</b>
<b>Total Expenditures</b>	<b>3,890,333</b>	<b>1,449,475</b>	<b>1,450,010</b>	<b>1,414,250</b>	<b>1,414,250</b>

# Emergency Telephone System Fund

Description	FY 2010 Actual	FY 2011 Orig Budget	FY 2011 Estimate	FY 2012 Recommend	FY 2012 Adopted
Salaries & Wages	42,137	41,442	0	0	0
Social Security & Pension	5,222	5,840	0	0	0
Insurance & Benefits	6,653	7,682	0	0	0
Temporary Services	0	0	0	0	0
<b>Personnel Services</b>	<b>54,012</b>	<b>54,964</b>	<b>0</b>	<b>0</b>	<b>0</b>
Utilities	0	0	0	0	0
Supplies	4,405	4,702	5,500	5,775	5,775
Small Equipment/Computers	35,698	0	12,024	0	0
General Maintenance	158,734	230,557	260,835	237,302	237,302
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	268,124	247,621	263,828	277,020	277,020
Travel and Development	0	5,250	30,665	32,199	32,199
Memberships and Dues	0	0	0	0	0
Insurance	0	0	0	0	0
Other Services	0	0	0	0	0
<b>Operating Expenses</b>	<b>466,961</b>	<b>488,130</b>	<b>572,852</b>	<b>552,296</b>	<b>552,296</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	139,911	144,110	141,752	148,840	148,840
<b>Professional/Cont Services</b>	<b>139,911</b>	<b>144,110</b>	<b>141,752</b>	<b>148,840</b>	<b>148,840</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	289,830	0	380,245	0	0
Equipment - Other	0	297,691	274,144	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>289,830</b>	<b>297,691</b>	<b>654,389</b>	<b>0</b>	<b>0</b>
Other Charges	0	85,911	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	11,027	10,992	10,992
Other Financing Uses	0	0	0	0	0
<b>Other Charges</b>	<b>0</b>	<b>85,911</b>	<b>11,027</b>	<b>10,992</b>	<b>10,992</b>
<b>Total Expenditures</b>	<b>950,714</b>	<b>1,070,806</b>	<b>1,380,020</b>	<b>712,128</b>	<b>712,128</b>

## Lake Valley Drive MSD Fund

Description	FY 2010 Actual	FY 2011 Orig Budget	FY 2011 Estimate	FY 2012 Recommend	FY 2012 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
<b>Personnel Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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
<b>Operating Expenses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	0	0	500,000	0	0
<b>Professional/Cont Services</b>	<b>0</b>	<b>0</b>	<b>500,000</b>	<b>0</b>	<b>0</b>
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
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	0	0	0	3,900	3,900
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	600	600
<b>Other Charges</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,500</b>	<b>4,500</b>
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>500,000</b>	<b>4,500</b>	<b>4,500</b>



# Stormwater Fund

Description	FY 2010 Actual	FY 2011 Orig Budget	FY 2011 Estimate	FY 2012 Recommend	FY 2012 Adopted
Salaries & Wages	1,087,191	1,097,314	1,052,237	1,116,703	1,116,703
Social Security & Pension	131,436	154,637	145,456	163,155	163,155
Insurance & Benefits	204,305	232,184	212,961	231,685	231,685
Temporary Services	0	3,600	0	0	0
<b>Personnel Services</b>	<b>1,422,932</b>	<b>1,487,735</b>	<b>1,410,654</b>	<b>1,511,543</b>	<b>1,511,543</b>
Utilities	10,296	15,660	16,420	17,980	17,980
Supplies	62,407	68,200	64,385	64,535	64,535
Small Equipment/Computers	10,215	1,707	4,793	800	800
General Maintenance	34,568	79,648	79,917	90,917	90,917
Vehicle Maintenance	140,684	155,300	183,750	187,353	187,353
Vehicle Fuel	60,990	82,370	70,610	82,587	82,587
Communications	62,866	82,490	89,489	91,836	91,836
Travel and Development	10,346	12,085	13,485	15,225	15,225
Memberships and Dues	1,575	1,757	1,397	1,631	1,631
Insurance	13,708	13,626	7,485	8,013	8,013
Other Services	33,844	43,000	36,500	36,500	36,500
<b>Operating Expenses</b>	<b>441,499</b>	<b>555,843</b>	<b>568,231</b>	<b>597,377</b>	<b>597,377</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	418	500	500	500	500
Other Contract Services	622,497	742,385	610,615	327,430	327,430
<b>Professional/Cont Services</b>	<b>622,915</b>	<b>742,885</b>	<b>611,115</b>	<b>327,930</b>	<b>327,930</b>
Land	35,755	80,000	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	223,000	223,000
Equipment - Motor Vehicles	0	0	0	95,000	95,000
Infrastructure	865,174	3,025,500	38,396	20,000	20,000
<b>Capital Outlay</b>	<b>900,929</b>	<b>3,105,500</b>	<b>38,396</b>	<b>338,000</b>	<b>338,000</b>
Other Charges	16,905	96,037	3,600	812,798	812,798
Indirect Cost Allocation	118,687	122,248	122,248	125,915	125,915
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	0	25,984	25,030	496,930	496,930
Inventory	0	0	0	0	0
Cost Redistribution	75,000	55,000	75,000	75,000	75,000
Other Financing Uses	7,273	0	3,126,007	2,081,550	2,081,550
<b>Other Charges</b>	<b>217,865</b>	<b>299,269</b>	<b>3,351,885</b>	<b>3,592,193</b>	<b>3,592,193</b>
<b>Total Expenditures</b>	<b>3,606,140</b>	<b>6,191,232</b>	<b>5,980,281</b>	<b>6,367,043</b>	<b>6,367,043</b>

# Airport Fund

Description	FY 2010 Actual	FY 2011 Orig Budget	FY 2011 Estimate	FY 2012 Recommend	FY 2012 Adopted
Salaries & Wages	805,028	957,902	922,382	985,164	985,164
Social Security & Pension	97,392	135,041	128,345	144,091	144,091
Insurance & Benefits	111,669	178,028	150,746	188,861	188,861
Temporary Services	55,992	25,166	74,727	37,732	37,732
<b>Personnel Services</b>	<b>1,070,081</b>	<b>1,296,137</b>	<b>1,276,200</b>	<b>1,355,848</b>	<b>1,355,848</b>
Utilities	415,203	451,900	440,131	489,629	489,629
Supplies	136,696	143,400	125,000	116,800	116,800
Small Equipment/Computers	43,080	1,707	12,737	13,000	13,000
General Maintenance	293,465	331,000	311,018	299,500	299,500
Vehicle Maintenance	91,787	80,188	83,546	79,916	79,916
Vehicle Fuel	40,199	37,373	49,594	56,950	56,950
Communications	70,317	139,750	138,201	139,050	139,050
Travel and Development	15,805	26,650	26,450	25,850	25,850
Memberships and Dues	1,200	2,450	1,400	1,400	1,400
Insurance	53,425	56,786	44,737	49,036	49,036
Other Services	0	0	0	0	0
<b>Operating Expenses</b>	<b>1,161,177</b>	<b>1,271,204</b>	<b>1,232,814</b>	<b>1,271,131</b>	<b>1,271,131</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	42	0	42	0	0
Other Contract Services	126,321	152,152	147,303	156,455	156,455
<b>Professional/Cont Services</b>	<b>126,363</b>	<b>152,152</b>	<b>147,345</b>	<b>156,455</b>	<b>156,455</b>
Land	0	0	1,425	0	0
Buildings	0	0	25,861	0	0
Improvements	26,595	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	38,051	108,000	107,914	114,000	114,000
Equipment - Motor Vehicles	0	0	64,055	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>64,646</b>	<b>108,000</b>	<b>199,255</b>	<b>114,000</b>	<b>114,000</b>
Other Charges	246,521	585,173	399,747	456,285	456,285
Indirect Cost Allocation	175,023	185,806	180,274	185,682	185,682
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	49,627	0	0	0	0
Inventory	26,495	15,000	15,000	15,000	15,000
Cost Redistribution	0	0	0	0	0
Other Financing Uses	31,635	288,266	1,206,132	896,039	896,039
<b>Other Charges</b>	<b>529,301</b>	<b>1,074,245</b>	<b>1,801,153</b>	<b>1,553,006</b>	<b>1,553,006</b>
<b>Total Expenditures</b>	<b>2,951,568</b>	<b>3,901,738</b>	<b>4,656,767</b>	<b>4,450,440</b>	<b>4,450,440</b>

# Recycling Fund

Description	FY 2010 Actual	FY 2011 Orig Budget	FY 2011 Estimate	FY 2012 Recommend	FY 2012 Adopted
Salaries & Wages	0	0	0	22,214	22,214
Social Security & Pension	0	0	0	3,246	3,246
Insurance & Benefits	0	0	0	6,733	6,733
Temporary Services	0	0	0	0	0
<b>Personnel Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>32,193</b>	<b>32,193</b>
Utilities	0	0	0	0	0
Supplies	2,578	12,500	17,146	32,626	32,626
Small Equipment/Computers	0	0	0	1,500	1,500
General Maintenance	0	0	0	0	0
Vehicle Maintenance	0	0	0	3,291	3,291
Vehicle Fuel	0	0	0	8,590	8,590
Communications	19,106	26,250	26,250	26,850	26,850
Travel and Development	0	0	300	300	300
Memberships and Dues	0	0	0	0	0
Insurance	0	0	0	385	385
Other Services	0	0	0	0	0
<b>Operating Expenses</b>	<b>21,684</b>	<b>38,750</b>	<b>43,696</b>	<b>73,542</b>	<b>73,542</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	1,873,452	1,950,060	1,859,552	1,944,659	1,944,659
<b>Professional/Cont Services</b>	<b>1,873,452</b>	<b>1,950,060</b>	<b>1,859,552</b>	<b>1,944,659</b>	<b>1,944,659</b>
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	55,000	55,000	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>0</b>	<b>55,000</b>	<b>55,000</b>	<b>0</b>	<b>0</b>
Other Charges	3,162	70,462		154,460	154,460
Indirect Cost Allocation	45,912	28,923	47,289	48,708	48,708
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	430,703	427,245	427,245	427,245	427,245
<b>Other Charges</b>	<b>479,777</b>	<b>526,630</b>	<b>474,534</b>	<b>630,413</b>	<b>630,413</b>
<b>Total Expenditures</b>	<b>2,374,913</b>	<b>2,570,440</b>	<b>2,432,782</b>	<b>2,680,807</b>	<b>2,680,807</b>

## Risk Management Fund

Description	FY 2010 Actual	FY 2011 Orig Budget	FY 2011 Estimate	FY 2012 Recommend	FY 2012 Adopted
Salaries & Wages	302,691	277,388	242,579	239,799	239,799
Social Security & Pension	37,537	39,086	33,976	35,038	35,038
Insurance & Benefits	45,012	68,515	42,470	44,194	44,194
Temporary Services	0	0	22,795	17,680	17,680
<b>Personnel Services</b>	<b>385,240</b>	<b>384,989</b>	<b>341,820</b>	<b>336,711</b>	<b>336,711</b>
Utilities	0	0	0	0	0
Supplies	25,338	25,365	25,915	35,311	35,311
Small Equipment/Computers	1,789	2,460	2,460	0	0
General Maintenance	4,350	4,500	4,763	4,763	4,763
Vehicle Maintenance	41,495	70,000	78,000	81,100	81,100
Vehicle Fuel	0	0	0	0	0
Communications	6,504	10,879	9,799	15,709	15,709
Travel and Development	6,346	7,120	5,900	6,105	6,105
Memberships and Dues	1,155	1,325	1,200	1,200	1,200
Insurance	13,123,551	16,977,474	13,002,316	16,157,184	16,157,184
Other Services	340	350	350	350	350
<b>Operating Expenses</b>	<b>13,210,868</b>	<b>17,099,473</b>	<b>13,130,703</b>	<b>16,301,722</b>	<b>16,301,722</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	95,268	118,448	62,350	118,250	118,250
Other Contract Services	110,548	111,700	169,300	317,335	317,335
<b>Professional/Cont Services</b>	<b>205,816</b>	<b>230,148</b>	<b>231,650</b>	<b>435,585</b>	<b>435,585</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	8,000	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>0</b>	<b>8,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	385	3,937	0	500,183	500,183
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	2,576,050	0	0	0	0
<b>Other Charges</b>	<b>2,576,435</b>	<b>3,937</b>	<b>0</b>	<b>500,183</b>	<b>500,183</b>
<b>Total Expenditures</b>	<b>16,378,359</b>	<b>17,726,547</b>	<b>13,704,173</b>	<b>17,574,201</b>	<b>17,574,201</b>

# Transit Fund

Description	FY 2010 Actual	FY 2011 Orig Budget	FY 2011 Estimate	FY 2012 Recommend	FY 2012 Adopted
Salaries & Wages	2,518,940	2,650,113	2,724,441	3,017,557	3,017,557
Social Security & Pension	302,533	367,635	372,427	431,216	431,216
Insurance & Benefits	476,997	645,432	609,411	691,975	691,975
Temporary Services	5,273	0	5,192	0	0
<b>Personnel Services</b>	<b>3,303,743</b>	<b>3,663,180</b>	<b>3,711,471</b>	<b>4,140,748</b>	<b>4,140,748</b>
Utilities	42,996	50,080	47,455	51,620	51,620
Supplies	89,099	87,828	93,242	97,095	97,095
Small Equipment/Computers	107,968	0	3,790	8,100	8,100
General Maintenance	58,185	62,550	61,885	68,430	68,430
Vehicle Maintenance	300,704	340,900	297,575	331,876	331,876
Vehicle Fuel	500,970	608,349	696,776	853,212	853,212
Communications	30,978	37,300	48,400	66,002	66,002
Travel and Development	4,934	6,660	7,604	5,186	5,186
Memberships and Dues	2,009	2,200	2,210	2,300	2,300
Insurance	67,222	101,636	91,609	135,232	135,232
Other Services	0	0	0	0	0
<b>Operating Expenses</b>	<b>1,205,065</b>	<b>1,297,503</b>	<b>1,350,546</b>	<b>1,619,053</b>	<b>1,619,053</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	3,164	4,861	3,307	3,421	3,421
Other Contract Services	222,449	224,407	357,812	13,960	13,960
<b>Professional/Cont Services</b>	<b>225,613</b>	<b>229,268</b>	<b>361,119</b>	<b>17,381</b>	<b>17,381</b>
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
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	5,466	8,000	10,888	8,000	8,000
Indirect Cost Allocation	504,585	558,574	519,724	535,318	535,318
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	28	23,833	21,018	21,018	21,018
Inventory	12	0	0	0	0
Cost Redistribution	(63,462)	(75,000)	(52,820)	(76,662)	(76,662)
Other Financing Uses	0	0	0	0	0
<b>Other Charges</b>	<b>446,629</b>	<b>515,407</b>	<b>498,810</b>	<b>487,674</b>	<b>487,674</b>
<b>Total Expenditures</b>	<b>5,181,050</b>	<b>5,705,358</b>	<b>5,921,946</b>	<b>6,264,856</b>	<b>6,264,856</b>

## Warranty Vehicle Lease Fund

Description	FY 2010 Actual	FY 2011 Orig Budget	FY 2011 Estimate	FY 2012 Recommend	FY 2012 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
<b>Personnel Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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	126,741	0	12	0	0
Vehicle Fuel	617	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	23,725	0	0	0	0
Other Services	0	0	0	0	0
<b>Operating Expenses</b>	<b>151,083</b>	<b>0</b>	<b>12</b>	<b>0</b>	<b>0</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	442	0	0	0	0
<b>Professional/Cont Services</b>	<b>442</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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	102,203	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>102,203</b>	<b>0</b>	<b>0</b>
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	1,007,000	0	0
<b>Other Charges</b>	<b>0</b>	<b>0</b>	<b>1,007,000</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures</b>	<b>151,525</b>	<b>0</b>	<b>1,109,215</b>	<b>0</b>	<b>0</b>

# LEOSSA Fund

Description	FY 2010 Actual	FY 2011 Orig Budget	FY 2011 Estimate	FY 2012 Recommend	FY 2012 Adopted
Salaries & Wages	443,035	514,733	483,220	492,078	492,078
Social Security & Pension	29,012	39,377	34,773	37,644	37,644
Insurance & Benefits	0	0	0	0	0
Temporary Services	0	0	0	0	0
<b>Personnel Services</b>	<b>472,047</b>	<b>554,110</b>	<b>517,993</b>	<b>529,722</b>	<b>529,722</b>
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
<b>Operating Expenses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	0	0	0	0	0
<b>Professional/Cont Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	0	0	0	196,378	196,378
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
<b>Other Charges</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>196,378</b>	<b>196,378</b>
<b>Total Expenditures</b>	<b>472,047</b>	<b>554,110</b>	<b>517,993</b>	<b>726,100</b>	<b>726,100</b>

## Parking Fund

Description	FY 2010 Actual	FY 2011 Orig Budget	FY 2011 Estimate	FY 2012 Recommend	FY 2012 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
<b>Personnel Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Utilities	8,151	8,800	8,800	20,362	20,362
Supplies	190	0	0	0	0
Small Equipment/Computers	0	0	0	0	0
General Maintenance	0	0	0	22,600	22,600
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	86,615	86,416	89,121	91,271	91,271
<b>Operating Expenses</b>	<b>94,956</b>	<b>95,216</b>	<b>97,921</b>	<b>134,233</b>	<b>134,233</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	190,759	219,713	219,713	247,633	247,633
<b>Professional/Cont Services</b>	<b>190,759</b>	<b>219,713</b>	<b>219,713</b>	<b>247,633</b>	<b>247,633</b>
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
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	0	17,256	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
<b>Other Charges</b>	<b>0</b>	<b>17,256</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Expenditures</b>	<b>285,715</b>	<b>332,185</b>	<b>317,634</b>	<b>381,866</b>	<b>381,866</b>



# Capital Outlay By Fund

Fund	Type of Capital	Department	Description	Price	Recommended		Adopted		Replacement
					Qty	Total	Qty	Total	
<b>General Fund</b>									
<b>Buildings</b>									
		Info. Tech	Clean Agent Air Suppression System for Computer Room	\$25,000	1	\$25,000	1	\$25,000	No
<b>Total Buildings</b>						<b>\$25,000</b>		<b>\$25,000</b>	
<b>Improvements</b>									
		E&I	Signal Equipment	\$10,000		\$10,000		\$10,000	No
		PR & M	Lighting at Tokay Football Field	\$80,000		\$80,000		\$80,000	No
		PR & M	Energy Efficient Lighting at Ball Fields	\$60,000		\$60,000		\$60,000	Yes
		PR & M	Resurface Gym Floors at Four Rec Centers	\$60,000		\$60,000		\$60,000	Yes
<b>Total Improvements</b>						<b>\$210,000</b>		<b>\$210,000</b>	
<b>Office Equipment</b>									
		E&I	Printer/Scanner	\$10,000	1	\$10,000	1	\$10,000	No
		Info. Tech	Server Upgrade for Multitech SIP ATA's	\$23,630	1	\$23,630	1	\$23,630	No
		Info. Tech	One-X Mobile for Avaya PBX	\$9,000	1	\$9,000	1	\$9,000	No
<b>Total Office Equipment</b>						<b>\$42,630</b>		<b>\$42,630</b>	
<b>Other Equipment</b>									
<b>Replacements</b>									
		PR & M	Batwing Mower	\$12,500	1	\$12,500	1	\$12,500	Yes
		PR & M	Mower	\$12,000	3	\$36,000	3	\$36,000	Yes
		PR & M	Tractor	\$40,000	1	\$40,000	1	\$40,000	Yes
		PR & M - Dist	Tractor	\$40,000	1	\$40,000	1	\$40,000	Yes
		PR & M - Dist	Bunker Rake	\$11,000	1	\$11,000	1	\$11,000	Yes
<b>Total Replacements</b>						<b>\$139,500</b>		<b>\$139,500</b>	
<b>Additions</b>									
		ENS	Dual-hose Fuel Dispensing Units	\$6,057	4	\$24,230	4	\$24,230	Yes
		Fire	Hurst Combination Tools	\$7,750	2	\$15,500	2	\$15,500	No
		Fire	Hurst Cutter	\$5,500	1	\$5,500	1	\$5,500	No
		PR & M	Gooseneck Trailer	\$8,000	1	\$8,000	1	\$8,000	No
		PR & M	Top Dresser	\$28,000	1	\$28,000	1	\$28,000	No
		PR & M	Front-End Loader Attachment	\$18,000	2	\$36,000	2	\$36,000	No
		PR & M	Turf Vacuum	\$30,000	1	\$30,000	1	\$30,000	No
		PR & M	Tractor	\$26,000	1	\$26,000	1	\$26,000	No
		PR & M	Batwing Mower	\$14,000	1	\$14,000	1	\$14,000	No
		PR & M	Mower	\$12,000	1	\$12,000	1	\$12,000	No
		PR & M - Dist	Bunker Rake	\$11,000	1	\$11,000	1	\$11,000	No
		PR & M - Dist	Trailer	\$8,000	1	\$8,000	1	\$8,000	No
		Police	In-Car Cameras	\$6,000	25	\$150,000	45	\$270,000	No
<b>Total Additions</b>						<b>\$368,230</b>		<b>\$488,230</b>	
<b>Total Other Equipment</b>						<b>\$507,730</b>		<b>\$627,730</b>	
<b>Rights-of-Way</b>									
		E&I	Rights-of-Way	\$2,500		\$2,500		\$2,500	No
<b>Total Rights-of-Way</b>						<b>\$2,500</b>		<b>\$2,500</b>	

# Capital Outlay By Fund

Fund	Type of Capital	Department	Description	Price	Recommended		Adopted		Replacement
					Qty	Total	Qty	Total	
<b>Vehicles</b>									
<b>Replacements</b>									
	E&I		Heavy Duty Pickup Truck	\$37,000	1	\$37,000	1	\$37,000	Yes
	E&I		Tri-Axle Dump Truck with Plow and Spreader	\$150,000	1	\$150,000	1	\$150,000	Yes
	E&I		Dump Truck with Plow and Spreader	\$140,000	1	\$140,000	1	\$140,000	Yes
	E&I		Flat Bed Dump Truck with Plow	\$95,000	1	\$95,000	1	\$95,000	Yes
	ENS		One-Arm Side Loader	\$245,000	6	\$1,470,000	6	\$1,470,000	Yes
	Fire		Aerial Truck	\$835,000	1	\$835,000	1	\$835,000	Yes
	Fire		Pumper Truck	\$508,000	1	\$508,000	1	\$508,000	Yes
	Fire		SUV	\$34,000	1	\$34,000	1	\$34,000	Yes
	PR & M		Pickup Truck - Mid-Size	\$23,000	6	\$138,000	6	\$138,000	Yes
	PR & M		Pickup Truck - Small	\$12,000	6	\$72,000	6	\$72,000	Yes
	PR & M		Pickup Truck - Crew Cab	\$32,000	1	\$32,000	1	\$32,000	Yes
	PR & M - Dist		Pickup Truck - Crew Cab	\$32,000	1	\$32,000	1	\$32,000	Yes
	Police		Marked Sedan with Camera	\$39,000	16	\$624,000	16	\$624,000	Yes
	Police		Unmarked Sedan	\$28,500	8	\$228,000	8	\$228,000	Yes
	Police		K-9 Unit with Camera	\$41,500	3	\$124,500	3	\$124,500	Yes
	Police		Compact SUV	\$20,000	1	\$20,000	1	\$20,000	Yes
	Police		Compact Van	\$20,000	1	\$20,000	1	\$20,000	Yes
	<b>Total Replacements</b>						<b>\$4,559,500</b>	<b>\$4,559,500</b>	
<b>Additions</b>									
	PR & M		Pickup Truck - Crew Cab	\$32,000	1	\$32,000	1	\$32,000	No
	<b>Total Additions</b>						<b>\$32,000</b>	<b>\$32,000</b>	
<b>Total Vehicles</b>						<b>\$4,591,500</b>	<b>\$4,591,500</b>		
<b>Transfers</b>									
	E&I		Transfer to General Gov't Fund - Parking Lot Maintenance	\$53,000		\$53,000		\$53,000	Yes
	E&I		Transfer to Transportation Fund - Street Resurfacing including Fort Bragg Road	\$3,650,000		\$3,650,000		\$3,650,000	Yes
	E&I		Transfer to Transportation Fund - Sidewalks	\$156,000		\$156,000		\$156,000	No
	E&I		Transfer to Transportation Fund - Ramsey Street Project	\$150,000		\$150,000		\$150,000	No
	E&I		Transfer to Transportation Fund - Municipal Agreement Projects	\$1,190,000		\$1,190,000		\$1,190,000	No
	IT		Transfer to General Gov't Fund - Computer Replacements	\$311,000		\$311,000		\$311,000	Yes
	OAP		Transfer to PWC - Annexation for Sewer/Water Projects	\$926,030		\$926,030		\$926,030	No
	OAP		Transfer to Federal & State Financial Assistance Fund - Wayfinding Signage	\$50,000		\$50,000		\$50,000	No
	PR & M		Transfer to General Gov't Fund - Roof Repairs	\$478,000		\$478,000		\$478,000	Yes
	PR & M		Transfer to General Gov't Fund - HVAC	\$160,000		\$160,000		\$160,000	Yes
	PR & M		Transfer to General Gov't Fund - Building Maintenance Projects	\$180,310		\$180,310		\$180,310	Yes
	PR & M		Transfer to Rec/Cult Fund - Playground Improvements	\$67,000		\$67,000		\$67,000	No
	<b>Total Transfers</b>						<b>\$7,371,340</b>	<b>\$7,371,340</b>	
<b>Total General Fund</b>						<b>\$12,750,700</b>	<b>\$12,870,700</b>		

# Capital Outlay by Fund

Fund	Type of Capital	Department	Description	Price	Recommended		Adopted		Replacement
					Qty	Total	Qty	Total	
<i>Central Business Tax District</i>									
	Transfers		Transfer to Transportation Fund - Paver Brick Project	\$50,000		\$50,000	\$50,000		No
	<b>Total Transfers</b>					<b>\$50,000</b>	<b>\$50,000</b>		
<i>Total Central Business Tax District</i>						<b>\$50,000</b>	<b>\$50,000</b>		
<i>Stormwater Fund</i>									
	Improvements		Water Quality Project	\$20,000		\$20,000	\$20,000		No
	<b>Total Improvements</b>					<b>\$20,000</b>	<b>\$20,000</b>		
	Other Equipment		Tractor/Mower	\$20,000	1	\$20,000	1	\$20,000	Yes
			Flail Attachment for Excavator	\$8,000	1	\$8,000	1	\$8,000	Yes
			Sweeper	\$195,000	1	\$195,000	1	\$195,000	Yes
	<b>Total Other Equipment</b>					<b>\$223,000</b>	<b>\$223,000</b>		
	Vehicles		Dump Truck	\$95,000	1	\$95,000	1	\$95,000	Yes
	<b>Total Vehicles</b>					<b>\$95,000</b>	<b>\$95,000</b>		
	Transfers		Transfer to the Water, Sewer & Stormwater Fund for Drainage Improvements	\$2,081,550		\$2,081,550	\$2,081,550		No
	<b>Total Transfers</b>					<b>\$2,081,550</b>	<b>\$2,081,550</b>		
<i>Total Stormwater Fund</i>						<b>\$2,419,550</b>	<b>\$2,419,550</b>		
<i>Airport</i>									
	Other Equipment		Security Badge Printer	\$6,000	1	\$6,000	1	\$6,000	Yes
			Forklift	\$60,000	1	\$60,000	1	\$60,000	No
			Electric Cart	\$16,000	3	\$48,000	3	\$48,000	Yes
	<b>Total Other Equipment</b>					<b>\$114,000</b>	<b>\$114,000</b>		
	Transfers to Airport Capital Fund		Runway 4 RSA & Twy A Ext - Construction	\$196,691		\$196,691	\$196,691		Yes
			Airline Asphalt - Construction	\$196,691		\$196,691	\$196,691		Yes
			Storm Drainage Improvement	\$100,532		\$100,532	\$100,532		Yes
			Terminal Sinks	\$118,015		\$118,015	\$118,015		Yes
			General Aviation Fencing	\$152,982		\$152,982	\$152,982		Yes
			North General Aviation Parking	\$131,128		\$131,128	\$131,128		Yes
	<b>Total Transfers to Airport Capital Fund</b>					<b>\$896,039</b>	<b>\$896,039</b>		
<i>Total Airport</i>						<b>\$1,010,039</b>	<b>\$1,010,039</b>		

# General Fund Capital By Department

Department	Type of Capital	Description	Price	Qty	Recommended	Adopted	Replacement	
					Total	Qty		Total
<b>Engineering and Infrastructure</b>								
	<b>Vehicles</b>							
		Heavy Duty Pickup Truck	\$37,000	1	\$37,000	1	\$37,000	Yes
		Tri-Axle Dump Truck with Plow and Spreader	\$150,000	1	\$150,000	1	\$150,000	Yes
		Dump Truck with Plow and Spreader	\$140,000	1	\$140,000	1	\$140,000	Yes
		Flat Bed Cump Truck with Plow	\$95,000	1	\$95,000	1	\$95,000	Yes
		<b>Total Vehicles</b>			<b>\$422,000</b>		<b>\$422,000</b>	
	<b>Office Equipment</b>							
		Printer/Scanner	\$10,000	1	\$10,000	1	\$10,000	No
		<b>Total Office Equipment</b>			<b>\$10,000</b>		<b>\$10,000</b>	
	<b>Rights-of-Way</b>							
		Rights-of-Way	\$2,500		\$2,500		\$2,500	No
		<b>Total Rights-of-Way</b>			<b>\$2,500</b>		<b>\$2,500</b>	
	<b>Other Improvements</b>							
		Signal Equipment	10,000		\$10,000		\$10,000	No
		<b>Total Other Improvements</b>			<b>\$10,000</b>		<b>\$10,000</b>	
	<b>Transfers</b>							
		Transfer to General Gov't Fund - Parking Lot Maintenance	\$53,000		\$53,000		\$53,000	Yes
		Transfer to Transportation Fund - Street Resurfacing including Fort Bragg Road Rehabilitation	\$3,650,000		\$3,650,000		\$3,650,000	Yes
		Transfer to Transportation Fund - Sidewalks	\$156,000		\$156,000		\$156,000	No
		Transfer to Transportation Fund - Ramsey Street Project	\$150,000		\$150,000		\$150,000	No
		Transfer to Transportation Fund - Municipal Agreement	\$1,190,000		\$1,190,000		\$1,190,000	No
		<b>Total Transfers</b>			<b>\$5,199,000</b>		<b>\$5,199,000</b>	
		<b>Total Engineering and Infrastructure</b>			<b>\$5,643,500</b>		<b>\$5,643,500</b>	
<b>Environmental Services</b>								
	<b>Vehicles</b>							
		One-Arm Side Loader	\$245,000	6	\$1,470,000	6	\$1,470,000	Yes
		<b>Total Vehicles</b>			<b>\$1,470,000</b>		<b>\$1,470,000</b>	
	<b>Other Equipment</b>							
		Dual-hose Fuel Dispensing Units	\$6,057	4	\$24,230	4	\$24,230	No
		<b>Total Other Equipment</b>			<b>\$24,230</b>		<b>\$24,230</b>	
		<b>Total Environmental Services</b>			<b>\$1,494,230</b>		<b>\$1,494,230</b>	
<b>Fire</b>								
	<b>Vehicles</b>							
		Aerial Truck	\$835,000	1	\$835,000	1	\$835,000	Yes
		Pumper Truck	\$508,000	1	\$508,000	1	\$508,000	Yes
		SUV	\$34,000	1	\$34,000	1	\$34,000	Yes
		<b>Total Vehicles</b>			<b>\$1,377,000</b>		<b>\$1,377,000</b>	
	<b>Other Equipment</b>							
		Hurst Combination Tools	\$7,750	2	\$15,500	2	\$15,500	No
		Hurst Cutter	\$5,500	1	\$5,500	1	\$5,500	No
		<b>Total Other Equipment</b>			<b>\$21,000</b>		<b>\$21,000</b>	
		<b>Total Fire</b>			<b>\$1,398,000</b>		<b>\$1,398,000</b>	

# General Fund Capital By Department

Department	Type of Capital	Description	Price	Qty	Recommended Total	Qty	Adopted Total	Replacement
<b>Information Technology</b>								
	<b>Buildings</b>							
		Clean Agent Air Suppression System for Computer Room	\$25,000	1	<u>\$25,000</u>	1	<u>\$25,000</u>	No
	<b>Total Buildings</b>				<b><u>\$25,000</u></b>		<b><u>\$25,000</u></b>	
	<b>Office Equipment</b>							
		Server Upgrade for Multitech SIP ATA's	\$23,630	1	\$23,630	1	\$23,630	No
		One-X Mobile for Avaya PBX	\$9,000	1	<u>\$9,000</u>	1	<u>\$9,000</u>	No
	<b>Total Office Equipment</b>				<b><u>\$32,630</u></b>		<b><u>\$32,630</u></b>	
	<b>Transfers</b>							
		Transfer to General Govt. Fund - Computer Replacements	\$311,000		<u>\$311,000</u>		<u>\$311,000</u>	Yes
	<b>Total Transfers</b>				<b><u>\$311,000</u></b>		<b><u>\$311,000</u></b>	
	<b>Total Information Technology</b>				<b><u>\$368,630</u></b>		<b><u>\$368,630</u></b>	
<b>Other Appropriations</b>								
	<b>Transfers</b>							
		Transfer to PWC - Annexation for Sewer/Water Projects	\$926,030		\$926,030		\$926,030	No
		Transfer to Federal & State Financial Assistance Fund - Wayfinding Signage	\$50,000		\$50,000		\$50,000	No
	<b>Total Transfers</b>				<b><u>\$976,030</u></b>		<b><u>\$976,030</u></b>	
	<b>Total Other Appropriations</b>				<b><u>\$976,030</u></b>		<b><u>\$976,030</u></b>	
<b>Police</b>								
	<b>Other Equipment</b>							
		In-Car Cameras	\$6,000	25	<u>\$150,000</u>	45	<u>\$270,000</u>	No
	<b>Total Other Equipment</b>				<b><u>\$150,000</u></b>		<b><u>\$270,000</u></b>	
	<b>Vehicles</b>							
		Marked Sedan with Camera	\$39,000	16	\$624,000	16	\$624,000	Yes
		Unmarked Sedan	\$28,500	8	\$228,000	8	\$228,000	Yes
		K-9 Unit with Camera	\$41,500	3	\$124,500	3	\$124,500	Yes
		Compact SUV	\$20,000	1	\$20,000	1	\$20,000	Yes
		Compact Van	\$20,000	1	<u>\$20,000</u>	1	<u>\$20,000</u>	Yes
	<b>Total Vehicles</b>				<b><u>\$1,016,500</u></b>		<b><u>\$1,016,500</u></b>	
	<b>Total Police</b>				<b><u>\$1,166,500</u></b>		<b><u>\$1,286,500</u></b>	

# General Fund Capital By Department

Department	Type of Capital	Description	Price	Qty	Recommended Total	Qty	Adopted Total	Replacement
<b>Parks &amp; Recreation and Maintenance</b>								
	<b>Improvements</b>							
		Lighting at Tokay Football Field	\$80,000		\$80,000		\$80,000	No
		Energy Efficient Lighting at Ball Fields	\$60,000		\$60,000		\$60,000	No
		Resurface Gym Floors at Four Rec Centers	\$60,000		<u>\$60,000</u>		<u>\$60,000</u>	No
		<b>Total Improvements</b>			<b>\$200,000</b>		<b>\$200,000</b>	
	<b>Vehicles</b>							
		Pickup Truck - Mid-Size	\$23,000	6	\$138,000	6	\$138,000	Yes
		Pickup Truck - Small	\$12,000	6	\$72,000	6	\$72,000	Yes
		Pickup Truck - Crew Cab	\$32,000	1	\$32,000	1	\$32,000	Yes
		Pickup Truck - Crew Cab	\$32,000	1	<u>\$32,000</u>	1	<u>\$32,000</u>	No
		<b>Total Vehicles</b>			<b>\$274,000</b>		<b>\$274,000</b>	
	<b>Other Equipment</b>							
		Batwing Mower	\$12,500	1	\$12,500	1	\$12,500	Yes
		Tractor	\$40,000	1	\$40,000	1	\$40,000	Yes
		Mower	\$12,000	3	\$36,000	3	\$36,000	Yes
		Gooseneck Trailer	\$8,000	1	\$8,000	1	\$8,000	No
		Top Dresser	\$28,000	1	\$28,000	1	\$28,000	No
		Front End Loader Attachment	\$18,000	2	\$36,000	2	\$36,000	No
		Turf Vacuum	\$30,000	1	\$30,000	1	\$30,000	No
		Tractor	\$26,000	1	\$26,000	1	\$26,000	No
		Batwing Mower	\$14,000	1	\$14,000	1	\$14,000	No
		Mower	\$12,000	1	<u>\$12,000</u>	1	<u>\$12,000</u>	No
		<b>Total Other Equipment</b>			<b>\$242,500</b>		<b>\$242,500</b>	
	<b>Transfers</b>							
		Transfer to General Gov't Fund - Roof Repairs	\$478,000		\$478,000		\$478,000	Yes
		Transfer to General Gov't Fund - HVAC replacements	\$160,000		\$160,000		\$160,000	Yes
		Transfer to General Gov't Fund - Building Maintenance	\$180,310		\$180,310		\$180,310	Yes
		Transfer to Rec/Cult Fund - Playground Improvements	\$67,000		<u>\$67,000</u>		<u>\$67,000</u>	No
		<b>Total Transfers</b>			<b>\$885,310</b>		<b>\$885,310</b>	
		<b>Total Parks &amp; Recreation and Maintenance</b>			<b>\$1,601,810</b>		<b>\$1,601,810</b>	
<b>PR &amp; M - District</b>								
	<b>Vehicles</b>							
		Pickup Truck - Crew Cab	\$32,000	1	<u>\$32,000</u>	1	<u>\$32,000</u>	Yes
		<b>Total Vehicles</b>			<b>\$32,000</b>		<b>\$32,000</b>	
	<b>Other Equipment</b>							
		Tractor	\$40,000	1	<b>\$40,000</b>	1	\$40,000	Yes
		Bunker Rake	\$11,000	1	<b>\$11,000</b>	1	\$11,000	Yes
		Bunker Rake	\$11,000	1	<b>\$11,000</b>	1	\$11,000	No
		Trailer	\$8,000	1	<u>\$8,000</u>	1	<u>\$8,000</u>	No
		<b>Total Other Equipment</b>			<b>\$70,000</b>		<b>\$70,000</b>	
		<b>Total PR &amp; M - District</b>			<b>\$102,000</b>		<b>\$102,000</b>	
		<b>Total General Fund</b>			<b>\$12,750,700</b>		<b>\$12,870,700</b>	

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## Authorized Positions by Fund/Department

	Adopted 2008-09	Adopted 2009-10	Adopted 2010-11	Recommended 2011-12	Adopted 2011-12
<b>General Fund</b>					
<b>City Attorney</b>					
Full-Time	9	9	9	6	6
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
<b>City Manager</b>					
Full-Time	6	6	6	6	6
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
<b>Community Development</b>					
Full-Time	2	2	2	2	2
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
<b>Development Services</b>					
Full-Time	46	46	43	44	44
Part-Time	0	0	0	1	1
Temporary	0	0	0	0	0
<b>Engineering &amp; Infrastructure</b>					
Full-Time	83	83	80	83	83
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
<b>Environmental Services</b>					
Full-Time	108	108	105	100	100
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
<b>Finance</b>					
Full-Time	19	19	19	19	19
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
<b>Fire &amp; Emergency Management</b>					
Full-Time	296	320	324	324	324
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
<b>Human Relations</b>					
Full-Time	4	4	3	3	3
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
<b>Human Resource Development</b>					
Full-Time	14	14	14	14	14
Part-Time	1	2	1	1	1
Temporary	0	0	0	0	0



## Authorized Positions by Fund/Department

	Adopted 2008-09	Adopted 2009-10	Adopted 2010-11	Recommended 2011-12	Adopted 2011-12
<b>Information Technology</b>					
Full-Time	10	20	20	20	20
Part-Time	0	0	0	0	0
Temporary	0	4	4	4	4
<b>Management Services</b>					
Full-Time	14	11	10	10	10
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
<b>Mayor and Council</b>					
Full-Time	1	1	1	1	1
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
<b>Parks, Recreation &amp; Maintenance</b>					
<i>Parks &amp; Recreation - City Funded</i>					
Full-Time	110	109	99	99	99
Part-Time	0	0	0	0	0
Temporary	88	107	98	98	98
<i>Parks &amp; Recreation - County Funded</i>					
Full-Time	37	37	32	32	32
Part-Time	0	0	0	0	0
Temporary	92	97	95	95	95
<i>Maintenance</i>					
Full-Time	33	33	30	30	30
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
<b>Police</b>					
Full-Time	526	545	517	520	520
Part-Time	9	10	10	9	9
Temporary	0	0	0	0	0
<b><u>Total General Fund</u></b>					
Full-Time	1318	1367	1314	1313	1313
Part-Time	10	12	11	11	11
Temporary	180	208	197	197	197

## Authorized Positions by Fund/Department

	Adopted 2008-09	Adopted 2009-10	Adopted 2010-11	Recommended 2011-12	Adopted 2011-12
<b><u>Airport Fund</u></b>					
<b>Airport</b>					
Full-Time	16	16	17	17	17
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
<b>Fire &amp; Emergency Management</b>					
Full-Time	6	6	6	6	6
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
<b><u>Emergency Telephone System Fund</u></b>					
<b>Police</b>					
Full-Time	1	1	1	0	0
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
<b><u>Recycling Fund</u></b>					
<b>Recycling</b>					
Full-Time	0	0	0	1	1
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
<b><u>Risk Management Fund</u></b>					
<b>Risk Management</b>					
Full-Time	6	6	5	4	4
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
<b><u>Special Revenue Fund</u></b>					
<b>Community Development</b>					
Full-Time	8	8	8	8	8
Part-Time	4	4	4	4	4
Temporary	0	0	0	0	0
<b>Police - Grant funded Positions</b>					
Full-Time	2	2	19	19	19
Part-Time	2	0	0	0	0
Temporary	0	0	0	0	0
<b><u>Stormwater Fund</u></b>					
<b>Engineering &amp; Infrastructure</b>					
Full-Time	41	40	40	40	40
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
<b><u>Transit Fund</u></b>					
<b>Transit</b>					
Full-Time	70	70	84	92	92
Part-Time	0	0	0	0	0
Temporary	15	15	15	10	10

## Authorized Positions by Fund/Department

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	<b>Adopted 2008-09</b>	<b>Adopted 2009-10</b>	<b>Adopted 2010-11</b>	<b>Recommended 2011-12</b>	<b>Adopted 2011-12</b>
<b><u>Total All Funds</u></b>					
Full-Time	1468	1516	1494	1500	1500
Part-Time	16	16	15	15	15
Temporary	195	223	212	207	207

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

**For Fiscal Year 2011-12, 21 of the 1,500 full-time positions are frozen.**

**For Fiscal Year 2010-11, 19 of the 1,494 full-time positions are frozen.**

## Full-Time Regular Positions

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### **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
<b>Total .....</b>	<b>17</b>

### **City Attorney**

Assistant City Attorney .....	3
City Attorney .....	1
Executive Legal Assistant .....	1
Office Assistant II .....	1
<b>Total .....</b>	<b>6</b>

### **City Manager**

Assistant City Manager .....	2
City Manager .....	1
Executive Assistant .....	1
Secretary .....	1
Special Projects Director .....	1
<b>Total .....</b>	<b>6</b>

### **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
<b>Total .....</b>	<b>10</b>

### **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

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## Full-Time Regular Positions

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### Development Services – (cont'd)

Mechanical Inspector .....	3
Office Assistant II .....	5
Office Supervisor .....	1
Planner II .....	4
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
<b>Total .....</b>	<b>44</b>

### Engineering & Infrastructure

#### General Fund

Administrative Secretary .....	1
Assistant City Traffic Engineer .....	1
CAD Technician .....	2
City Engineer .....	1
City Traffic Engineer .....	1
Construction Manager .....	1
Crew Leader .....	1
Engineer II .....	2
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
Survey Supervisor .....	1

## Full-Time Regular Positions

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### **Engineering & Infrastructure – (cont'd)**

Traffic Signal Maintenance Supervisor .....	1
Traffic Signal Management Engineer .....	1
Traffic Signal System Analyst .....	1
Traffic Signal Technician .....	4
Traffic Technician .....	1
<b>Stormwater Fund</b>	
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
<b>Total .....</b>	<b>123</b>

### **Environmental Services**

#### **General Fund**

Contact Center Call Taker .....	5
Energy Efficiency & Sustainability Engineer (Salary funded by grant) .....	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 (4 to be eliminated 01/01/12) .....	31
Solid Waste Superintendent .....	1
Solid Waste Supervisor .....	4
Warehouse Supervisor .....	1
<b>Recycling Fund</b>	
Maintenance Worker .....	1
<b>Total .....</b>	<b>101</b>

#### **Finance**

Accounting Clerk .....	6
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# Full-Time Regular Positions

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## **Finance – (cont'd)**

Budget and Evaluation Manager .....	1
Cash Manager .....	1
Chief Financial Officer .....	1
Financial Analyst .....	3
Financial Assistant .....	1
Finance Manager .....	1
Internal Auditor .....	1
Office Assistant II .....	1
Senior Accounting Clerk .....	2
Senior Financial Analyst .....	1
<b>Total .....</b>	<b>19</b>

## **Fire & Emergency Management**

### **General Fund**

Assistant Fire Chief .....	3
Fire Battalion Commander .....	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
<b>Total .....</b>	<b>330</b>

## **Human Relations**

Human Relations Director .....	1
Human Relations Supervisor .....	1
Office Assistant II .....	1
<b>Total .....</b>	<b>3</b>

## **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 I .....	1
Office Supervisor .....	1
Organization Development Analyst.....	1
Personnel Technician.....	1
Training & Development Specialist .....	1
<b>Total .....</b>	<b>14</b>

## **Information Technology**

Assistant Chief Information Officer .....	1
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## Full-Time Regular Positions

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### **Information Technology – (cont'd)**

Assistant Network Administrator .....	1
Chief Information Officer .....	1
Desktop Support Administrator .....	1
Information Technology Administrative Specialist .....	1
Information Technology Business Analyst .....	1
Network Administrator .....	1
Network Engineer .....	1
Programmer Analyst .....	2
Senior GIS Analyst .....	1
Senior Systems Analyst .....	1
Senior Systems Support Specialist .....	1
Systems Support Specialist .....	5
Telecommunication Analyst .....	1
Web Master .....	1
<b>Total .....</b>	<b>20</b>

### **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
<b>Total .....</b>	<b>10</b>

### **Mayor and Council**

Administrative Secretary .....	1
<b>Total .....</b>	<b>1</b>

### **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
Historical Properties Coordinator.....	1
Historical Properties Manager.....	1
Landscape Architect .....	1
Landscape Technician .....	2
Landscape Worker .....	2
Maintenance Worker .....	18
Office Assistant II .....	1



# Full-Time Regular Positions

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## Parks, Recreation & Maintenance - (cont'd)

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 .....	2
Electrical/Heating/A/C Maintenance Supv.....	1
Electrician II .....	1
Equipment Operator I .....	4
Equipment Operator II.....	7
Facilities Maintenance Manager .....	1
Maintenance Worker .....	2
Office Assistant II .....	1
Senior Skilled Trades Technician .....	7
Skilled Trades Technician .....	2
<b>Total .....</b>	<b>161</b>

## Police

### General Fund

Accounting Clerk.....	1
Administrative Secretary .....	1

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## Full-Time Regular Positions

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### Police - (cont'd)

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 .....	3
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 I .....	1
Paralegal II .....	1
Planner II .....	1
Police Attorney .....	1
Police Captain .....	7
Police Lieutenant .....	20
Police Officer .....	281
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.....	32
Secretary .....	5
Supply Custodian .....	1
Technical Equipment Specialist.....	1
Victim Advocate .....	1
<b>Special Revenue Fund</b>	
Juvenile Program Coordinator .....	1
Office Assistant I.....	1
Police Officer .....	17
<b>Total .....</b>	<b>539</b>

# Full-Time Regular Positions

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## Risk Management

Medical Assistant.....	1
Occupational Health Nurse .....	1
Risk Manager .....	1
Safety Officer .....	1
<b>Total .....</b>	<b>4</b>

## 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
<b>Total .....</b>	<b>92</b>

**GRAND TOTAL .....** 1,500

## Positions and Salary Grade Assignments

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

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## Positions and Salary Grade Assignments

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**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  
Financial Assistant  
Forensic Technician  
Paralegal I  
Senior Accounting Clerk  
Senior Housing Program Specialist  
Traffic Technician

**Grade 112P10** **\$35,531 - \$53,296**

Systems 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

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## Positions and Salary Grade Assignments

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<b>Grade 113 (cont'd)</b>	<b>\$35,326 - \$52,989</b>
Human Resources Specialist	
Investigative Assistant	
Latent Print Examiner	
Mechanical Inspector	
Paralegal II	
Park Ranger	
Plumbing Inspector	
Stormwater Inspector	
Street Maintenance Supervisor	
Training & Development Specialist	
<b>Grade 113P10</b>	<b>\$38,859 - \$58,288</b>
Senior Systems Support Specialist	
<b>Grade 114</b>	<b>\$39,667 - \$59,501</b>
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	
<b>Grade 114P5</b>	<b>\$41,651 - \$62,476</b>
Senior CAD Technician	
<b>Grade 114P10</b>	<b>\$43,634 - \$65,451</b>
Geographic Information Systems Technician	
<b>Grade 115</b>	<b>\$42,607 - \$63,911</b>
Webmaster	
<b>Grade 212</b>	<b>\$32,301 - \$48,451</b>
Para-Transit Supervisor	
Police Records Supervisor	
Signs & Markings Supervisor	
Transit Supervisor	
<b>Grade 212P15</b>	<b>\$37,146 - \$55,718</b>
Programmer Analyst	

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## Positions and Salary Grade Assignments

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<b>Grade 213</b>	<b>\$35,326 - \$52,989</b>
Assistant Network Administrator	
Automotive Technician Supervisor	
Claims Adjuster	
Juvenile Restitution Program Coordinator	
Safety/Training Coordinator	
Solid Waste Supervisor	
Warehouse Supervisor	
<b>Grade 213P15</b>	<b>\$40,625 - \$60,937</b>
IT Business Analyst	
<b>Grade 214</b>	<b>\$39,667 - \$59,501</b>
Airport Maintenance Supervisor	
Athletic Program Coordinator	
Budget Analyst	
Executive Assistant	
Historic Properties Coordinator	
Office Supervisor	
Park Ranger Coordinator	
Parks Supervisor	
Recreation Center Supervisor	
Safety Officer	
Special Events Coordinator	
<b>Grade 214P15</b>	<b>\$45,617 - \$68,426</b>
Engineer I	
<b>Grade 215</b>	<b>\$42,607 - \$63,911</b>
Administrative Manager	
City Clerk	
Crime Analyst	
Forensic Supervisor	
Graphics Supervisor	
Occupational Health Nurse	
Operations Ceasefire Program Coordinator	
Park Ranger Supervisor	
Planner II	
Recreation Division Supervisor	
Site Security Coordinator	
Solid Waste Analyst	
Surveying Supervisor	
Telecommunications Analyst	
Traffic Signal Maintenance Supervisor	
<b>Grade 216</b>	<b>\$45,915 - \$68,872</b>
Community Development Administrator	
Desktop Support Administrator	
Downtown Development Manager	
Economic Development Administrator	

## Positions and Salary Grade Assignments

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<b>Grade 216 (cont'd)</b>	<b>\$45,915 - \$68,872</b>
Financial Analyst	
Human Relations Supervisor	
Human Resources Analyst	
Landscape Architect	
Management Analyst	
Network Administrator	
Organizational Development Analyst	
Real Estate Manager	
Senior Planner	
Solid Waste Superintendent	
Street Maintenance Superintendent	
Transit Analyst	
Transit Operations Superintendent	
<b>Grade 216P15</b>	<b>\$52,802 - \$79,203</b>
Engineer II	
Senior Systems Analyst	
<b>Grade 217</b>	<b>\$49,810 - \$74,716</b>
Assistant Airport Director	
Assistant Transit Director	
Business Manager	
Cash Manager	
Communications Manager	
Communications Officer	
Construction Manager	
Facilities Maintenance Manager	
Historical Properties Manager	
Housing/Code Enforcement Division Manager	
Information Technology Network Engineer	
Parks Superintendent	
Senior Financial Analyst	
Traffic Signal Management Engineer	
<b>Grade 218</b>	<b>\$54,220 - \$81,330</b>
Assistant Chief Information Officer	
Assistant City Traffic Engineer	
Assistant Human Resources Development Director	
Assistant Human Resources Development Director – Org Dev & Training	
Budget & Evaluation Manager	
Building Plan Review & Inspection Division Manager	
Financial Manager	
Internal Auditor	
Management Services Manager	
Parks Division Manager	
Recreation Division Manager	
<b>Grade 219</b>	<b>\$59,292 - \$88,938</b>
Assistant City Attorney	



## Positions and Salary Grade Assignments

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<b>Grade 219 (cont'd)</b> City Traffic Engineer Human Relations Director Planning & Zoning Division Manager Police Attorney Risk Management Director Special Projects Director Stormwater Manager	<b>\$59,292 - \$88,938</b>
<b>Grade 219P15</b> City Engineer	<b>\$68,186 - \$102,278</b>
<b>Grade 221</b> Airport Director Community Development Director Environmental Services Director Transit Director	<b>\$71,860 - \$107,790</b>
<b>Grade 223</b> Chief Information Officer Development Services Director Human Resource Development Director Parks, Recreation & Maintenance Director	<b>\$87,740 - \$131,611</b>
<b>Grade 224</b> Chief Financial Officer Engineering & Infrastructure Director Fire Chief	<b>\$93,637 - \$140,456</b>
<b>Grade 225</b> Assistant City Manager Police Chief	<b>\$99,322 - \$148,983</b>
<b>Grade 301</b> Firefighter	<b>\$29,506 - \$49,931</b>
<b>Grade 303</b> Fire Inspector (PS-40 hrs week) Fire Lieutenant	<b>\$36,372 - \$58,863</b>
<b>Grade 305</b> Police Officer	<b>\$33,813 - \$57,941</b>
<b>Grade 307</b> Police Sergeant	<b>\$43,259 - \$71,883</b>
<b>Grade 401</b> Fire Captain	<b>\$44,232 - \$74,863</b>

## Positions and Salary Grade Assignments

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<b>Grade 402</b> Fire Battalion Commander	\$53,958 - \$78,438
<b>Grade 403</b> Assistant Fire Chief	\$62,737 - \$112,345
<b>Grade 405</b> Police Lieutenant	\$51,918 - \$81,804
<b>Grade 406</b> Police Captain	\$62,832 - \$98,124
<b>Grade 407</b> Assistant Police Chief	\$75,990 - \$117,708

# Fee Schedule

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# Fee Schedule

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# Fee Schedule

Description	Current Fee	Established or Last Changed
<b>All Functions</b>		
<b><i>Default Civil Penalty for Code Violation</i></b>	\$100 per violation per day	2007
Applies to any violation for which a penalty is not elsewhere specified.		
<b><i>Public Record Copies</i></b>		
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
<b>Airport</b>		
<b><i>Landing Fee (Signatory Airline)</i></b>	\$1.23 per 1,000 pounds	2004
<b><i>Landing Fee (Non-signatory Airline)</i></b>	\$1.39 per 1,000 pounds	2004
<b><i>Terminal Leases and Fees</i></b>		
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
<b><i>Fuel Flowage Fee</i></b>	\$0.05 per gallon of non-airline fuel	1997
<b><i>Airline Uplift Charge</i></b>	\$0.18 per gallon, \$18.00 minimum or \$18.00 no-fuel fee	1997
<b><i>Fuel Pricing</i></b>	Will not exceed 106% of retail price at comparable airports with based tenants afforded a \$0.20 discount	1997
<b><i>Property Leases</i></b>		
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

# Fee Schedule

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

# Fee Schedule

Description	Current Fee	Established or Last Changed
<b><i>Building Plan Review</i></b>		
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
<b><i>Building Permits</i></b>		
<i>Building valuation tables to be updated each July based upon the Building Valuation Data (BVD) published by the International Code Council in February each year.</i>		
Building Value: \$0.00-1,000.00	\$21.00	2008
Building Value: \$1,001.00-2,500.00	\$42.00	2008
Building Value: \$2,501.00-5,000.00	\$52.50	2008
Building Value: \$5,001.00-10,000.00	\$63.00	2008
Building Value: \$10,001.00-15,000.00	\$78.75	2008
Building Value: \$15,001.00-20,000.00	\$94.50	2008
Building Value: \$20,001.00-25,000.00	\$110.25	2008
Building Value: \$25,001.00-30,000.00	\$126.00	2008
Building Value: \$30,001.00-35,000.00	\$141.75	2008
Building Value: \$35,001.00-40,000.00	\$157.50	2008
Building Value: \$40,001.00-45,000.00	\$173.25	2008
Building Value: \$45,001.00-50,000.00	\$189.00	2008
Building Value: \$50,001.00-60,000.00	\$203.00	2011
Building Value: \$60,001.00-70,000.00	\$217.00	2011
Building Value: \$70,001.00-80,000.00	\$231.00	2011
Building Value: \$80,001.00-90,000.00	\$245.00	2011
Building Value: \$90,001.00-100,000.00	\$259.00	2011
Building Value: \$100,001 and above		
Single-Family Residential	\$2.60 per \$1,000	2011
Multi-Family Residential	\$2.85 per \$1,000	2011
Commercial	\$2.85 per \$1,000	2011
<i>Modifications as adopted by City Council on 08/22/11</i>		
<b>Major Renovations of Existing Structures</b>		
Extensive reconstruction involving 50% or more of existing floor area on one or more floors	60% of building permit fee	2011
<b>Minor Renovations of Existing Structures</b>		
Small and medium reconstruction involving less than 50% of existing floor area on one or more floors	40% of building permit fee	2011



# Fee Schedule

Description	Current Fee	Established or Last Changed
<b>Electrical Permits</b>		
<i>Modifications as adopted by City Council on 08/22/11</i>		
Permit for Residential Construction	\$0.13 per sq ft	2011
Permit for Commercial Construction	\$0.16 per sq ft	2011
Permit associated with Renovation		
Residential thru 200A	\$21.00	2008
Residential over 200A	\$26.25	2008
Commercial thru 800A	\$52.50	2008
Commercial over 800A	\$78.75	2008
Separately Derived Systems	\$31.50	2008
Mobile Home Services or Feeders	\$26.25	2008
New or Replacement Pedestal	\$26.25	2008
Outlet Installation	\$0.42 per outlet	2008
Temporary Pole	\$26.25	2008
Furnace, Condensing Units, Air Handlers, Baseboard, Unit Heater, etc.	\$12.60	2008
Appliances	\$8.40	2008
Motor (1HP-5HP)	\$8.40	2008
Motor (5HP-25HP)	\$10.50	2008
Motor (25HP-50HP)	\$12.60	2008
Motor (50 or more HP)	\$21.00	2008
Commercial Motor Control Units thru 800A	\$42.00	2008
Commercial Motor Control Units over 800A	\$63.00	2008
Electric Sign Connection	\$26.25	2008
Electric Sign (circuit only)	\$6.30	2008
Fire Alarm System (low voltage)	\$31.50	2008
Other Low Voltage Systems	\$31.50	2008
Gasoline/LP Dispenser	\$12.60	2008
Inspection for Power Reconnection (When disconnected in excess of 6 months)	\$21.00	2008
Outside Commercial Pole Lights	\$4.20 each	2008
Swimming Pool Bonding and Grounding	\$21.00	2008
Swimming Pool Equipment (motors, heaters, covers)	\$8.40	2008
Minimum Fee	\$21.00	2008
<b>Mechanical Permits</b>		
<i>Modifications as adopted by City Council on 08/22/11</i>		
Permit for Residential Construction	\$0.05 per sq ft	2011
Permit for Commercial Construction	\$0.07 per sq ft	2011
Permit associated with Renovation		
Residential Heat or AC	\$47.25 for the first unit, \$26.25 for each additional unit plus total BTU listing multiplied by .0001	2008

# Fee Schedule

Description	Current Fee	Established or Last Changed
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
<b><i>Plumbing Permits</i></b>		
<i>Modifications as adopted by City Council on 08/22/11</i>		
Permit for Residential Construction	\$0.04 per sq ft	2011
Permit for Commercial Construction	\$0.06 per sq ft	2011
Permit associated with Renovation		
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
<b><i>Miscellaneous Inspections and Fees</i></b>		
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		
Residential	\$0.03 per sq ft	2011
Commercial	\$0.06 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

# Fee Schedule

Description	Current Fee	Established or Last Changed
Extra Inspections for Each Applicable Permit	\$100 for the first extra inspection, \$200 for subsequent extra inspections	2011
Work Without a Required Permit	4 times all applicable permit fees	2011
<b>Homeowner Recovery Fee</b>	\$10.00	2003
<b>Watershed Protection Inspection Fee and Permit</b>		
Inspection Fee for Required Improvement	\$20.00 per inspection	1996
Low Density Development Permit	\$20.00 per project	1996
High Density Development Permits R15, R10, R6, R5A, R5, PND, MHO	\$130 (less than 5 acres), \$260 (5 to 50 acres), \$300 (50 to 100 acres), \$400 (more than 100 acres)	1996
P1, P2, C1A, C1, C1P, C2, C2S, C2P, C3, M1, M2, HD	\$260 (less than 5 acres), \$260 (5 to 50 acres), \$300 (50 to 100 acres), \$400 (more than 100 acres)	1996
<b>Code Enforcement Fees:</b>		
<b>Administrative Fee (Abatement Actions)</b>	\$100.00	2008
<b>Citations</b>		
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
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
<b>Daycare Inspections</b>	\$105.00	2008
<b>Lot Cleaning</b>	Based on contract	2002
<b>Taxicab Permits</b>		
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
<b>Yard Sale Permits</b>	\$10.00	2006

# Fee Schedule

Description	Current Fee	Established or Last Changed
<b><i>Planning &amp; Zoning Permits and Fees:</i></b>		
<b><i>Administrative Adjustment Fee</i></b>	\$26.25	2011
<b><i>Appeal Fee</i></b>	\$500.00	2011
<b><i>Board of Adjustment Hearing Fee</i></b>	\$500.00	2007
<b><i>Clear Cutting Permit</i></b>		
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
<b><i>Development Agreement (UDO)</i></b>	\$2,500.00	2011
<b><i>Payment in Lieu of Park Land</i></b>		
Formerly Open Space Fee. Land value factor calculated and applied per UDO section 30-6.E.6.	\$12,605 per acre	2011
<b><i>Payment in lieu of Sidewalk Construction</i></b>		
	\$28.14 per linear foot for 4' wide sidewalk*	2011
*Price per foot to be adjusted each Jan 1st based on Construction Cost Index. (2011 adjustment 4.246%)	\$32.64 per linear foot for 5' wide sidewalk*	2011
	\$37.13 per linear foot for 6' wide sidewalk*	2011
<b><i>Rezoning Fees</i></b>		
Conditional Zoning	\$700.00 plus site plan review fee	2010
Planned Development	\$700.00 plus site plan review fee	2010
<b><i>Site Plan Review</i></b>		
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
<b><i>Special Event Signs Compliance Deposit</i></b>		
Returned if all signs are property placed and removed within two days of close of event	\$10 per approved sign	2011
<b><i>Special Use Permit</i></b>		
Residential, Professional, Commercial and Industrial	\$700.00 plus site plan review fee	2010
Cell Tower	\$2,500.00	2011
<b><i>Subdivision Fee</i></b>		
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

# Fee Schedule

Description	Current Fee	Established or Last Changed
<i>Subdivision Waiver</i>	\$700.00	2011
<i>Tax Grantback Application Fee</i>	\$250.00	2010
<i>Vested Rights Certificate</i> No additional fee if requested with site plan or subdivision approval	\$100.00	2011
<b>Zoning Permits</b>		
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
<b>Engineering &amp; Infrastructure</b>		
<b>Map Sales</b>		
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
<b>Copy Sales</b>		
Prints (11" x 17")	\$2.00	2010
Prints (8½" x 11")	\$1.00	2010
Prints (8½" x 14")	\$2.00	2010
Prints (18" x 24")	\$5.00	2010
Prints (24" x 36")	\$6.00	2010
Prints (36" x 48")	\$7.00	2010
<b>Development Plan Reviews/Infrastructure Permits</b>		
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

## Fee Schedule

Description	Current Fee	Established or Last Changed
<b><i>Driveway Permits</i></b>		
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
<b><i>Infrastructure Inspection Fees</i></b>		
Roadway Inspection Fee	\$0.50 per linear ft.	2010
Storm Drainage Pipe Inspection	\$0.30 per linear ft.	2010
<b><i>Drainage Excavation Permit</i></b>	\$100.00	2008
<b><i>Utility Excavation Permit</i></b>	\$75.00	2008
<b><i>Resurfacing Permit</i></b>	\$30.00	
<b><i>Sidewalk Permit</i></b>	\$30.00	
<b><i>House Moving Fee</i></b>	\$1,500 Bond, \$25 administrative fee, \$25 per hour police escort fee and \$37 per hour signal technician fee	1987
<b><i>Degradation Fee</i></b>	\$10 per sq. yd. of encroachment	2011
<b><i>Right of Way Registration Fee</i></b>	\$200.00	2002 or prior
<b><i>Street Closing Fee</i></b>	\$1,500.00	2011
<b><i>Street Right of Way Withdrawal</i></b>	\$500.00	2011
<b><i>Street Paving Assessments</i></b>		
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
<b><i>Petitioned Sidewalk Assessment</i></b>	\$10.00 per front foot	
<b><i>Temporary Right of Way Encroachment Fee</i></b>		
30 day permit for items (construction dumpsters, etc) placed on sidewalks	\$50.00 per 30 days	2008
<b>Temporary Truck Route Permit</b>	\$75.00	2011

# Fee Schedule

Description	Current Fee	Established or Last Changed
<b>Environmental Services</b>		
<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		
Six per fiscal year (July through June)	Free	
Each subsequent pickup per fiscal year	\$50.00	2011
<i>Household Construction Debris Pickup</i>		
Generated by Contractor	Not offered	
Resulting from homeowner renovations	\$50.00	2011
<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	
<b>Finance</b>		
<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

# Fee Schedule

Description	Current Fee	Established or Last Changed
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
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



# Fee Schedule

Description	Current Fee	Established or Last Changed
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
Duplicate Copy (Lost or Stolen License)	\$5.00	N/A
Replacement License due to Change of Location	\$5.00	N/A

# Fee Schedule

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

# Fee Schedule

Description	Current Fee	Established or Last Changed
Educational:		
Day Cares (Not in residential home)	Up to 2,500 sq. ft. \$75	2008
Public and Private Schools (Inspected every 6 months)	2,501 - 10,000 sq. ft. \$100	2008
	10,001 - 50,000 sq. ft. \$150	2008
	50,001 - 100,000 sq. ft. \$200	2008
	100,001 - 150,000 sq. ft. \$250	2008
	150,001 - 200,000 sq. ft. \$300	2008
	Over 200,000 sq. ft. \$350	2008
Hazardous:		
	Up to 2,500 sq. ft. \$75	2008
	2,501 - 10,000 sq. ft. \$100	2008
	10,001 - 50,000 sq. ft. \$150	2008
	50,001 - 100,000 sq. ft. \$200	2008
	100,001 - 150,000 sq. ft. \$250	2008
	150,001 - 200,000 sq. ft. \$300	2008
Over 200,000 sq. ft. \$350	2008	
Institutional:		
Nursing Home, Hospital, Mental Health Facility, Jail or Detox Center	Up to 2,500 sq. ft. \$75	2008
	2,501 - 10,000 sq. ft. \$100	2008
	10,001 - 50,000 sq. ft. \$150	2008
	50,001 - 100,000 sq. ft. \$200	2008
	100,001 - 150,000 sq. ft. \$250	2008
	150,001 - 200,000 sq. ft. \$300	2008
Over 200,000 sq. ft. \$350	2008	
High-Rise		
	Up to 2,500 sq. ft. \$75	2008
	2,501 - 10,000 sq. ft. \$100	2008
	10,001 - 50,000 sq. ft. \$150	2008
	50,001 - 100,000 sq. ft. \$200	2008
	100,001 - 150,000 sq. ft. \$250	2008
	150,001 - 200,000 sq. ft. \$300	2008
Over 200,000 sq. ft. \$350	2008	
Residential:		
Group home	\$75 per visit	2008
Day Care (in a residence)	\$75 per visit	2008
Apartments, Hotels, Dorms	1-10 units \$75	2008
	11-20 units \$100	2008
	21-40 units \$125	2008
	41-100 units \$150	2008
	101-200 units \$200	2008
	201-300 units \$250	2008
	301-400 units \$300	2008
	401-500 units \$350	2008
Over 500 units \$400	2008	

# Fee Schedule

Description	Current Fee	Established or Last Changed
<u>3-Year Inspection Fee:</u>		
Business, Mercantile, Storage, Church/Synagogue,	Up to 2,500 sq. ft. \$75	2008
Miscellaneous (Group U)	2,501 - 10,000 sq. ft. \$100	2008
	10,001 - 50,000 sq. ft. \$150	2008
	50,001 - 100,000 sq. ft. \$200	2008
	100,001 - 150,000 sq. ft. \$250	2008
	150,001 - 200,000 sq. ft. \$300	2008
	Over 200,000 sq. ft. \$350	2008
<u>Permits:</u>		
Fire Sprinkler Permit		
Fixtures, each sprinkler head	\$1.05	2008
Tap Connection	\$21.00	2008
Flammable or combustible liquids:		
Install or remove an abandoned tank (per tank)	\$52.50 per tank	2008
Fireworks/Explosives Permit	\$250.00 per event	2004
Hood Suppression System	\$52.50	2008
Paint Booth Permit	\$52.50	2011
Private fire hydrants/valves	\$52.50	2008
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 bldg. Displays	\$75 per visit	2008
Equipment Testing (alarm, sprinkler, hood suppression and flammable or combustible liquid systems and paint booths)	\$125.00 per visit plus \$50.00 per additional hour for weekend or after hours request	2010
Exhibits/trade show	\$75 per visit	2008
Foster Home	\$75 per visit	2008
LP or gas equip. in assemble	\$75 per visit	2008
<b><i>Training Facility Fees</i></b>		
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 burn	2010
<b><i>Training Tower Fees:</i></b>		
Drill Tower Usage	\$ 200.00 per day	2011
with live burn	\$ 200.00 per burn	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

# Fee Schedule

Description	Current Fee	Established or Last Changed
<b><i>Hazardous Material Protection Fee</i></b>		
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
<b>Management Services</b>		
<i>City Song and Music Video DVDs</i>	\$10.00 each	2007
<b>Police</b>		
<b><i>Code Violations</i></b>		
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
<b><i>Police False Alarm Fee</i></b>		
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
<b><i>IDB Photo Reports</i></b>	\$0.35 for 4" x 6", \$5.00 for 8" x 10", \$5.00 for Contact Sheet	2008
<b><i>Photographic CD</i></b>	\$35.00 per CD	2008

## Fee Schedule

Description	Current Fee
<b><i>Wrecker Fees</i></b>	
Annual Wrecker Inspection Fee	\$100 per truck
Wrecker Rotation Fee	\$15.00 per tow
<b><i>Officer Fees</i></b>	
	Variable
<b><i>Range Fee</i></b>	
	\$200.00 per day
<b>Parks, Recreation &amp; Maintenance</b>	
<b><i>Special Event Permits</i></b>	
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
<b><i>Recreation Center Rentals</i></b>	
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
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
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
Kitchen Rental (non-profit organizations)	\$200 deposit & \$50.00 up to 4 hrs plus \$25.00 each additional hr up to 8 hrs maximum
After-Hour Fee (non-profit organizations)	\$25.00 additional per hour for rentals after center closings
Sunday or Legal Holiday use (nonprofit organizations)	\$100.00 for 1 to 4 hours maximum plus deposit and rental fee
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
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
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

# Fee Schedule

Description	Current Fee	Established or Last Changed
Kitchen Rental (for profit organizations)	\$200 deposit & \$100.00 up to 4 hrs plus \$50.00 each additional hr up to 8 hrs maximum	2007
After-Hour Fee (for profit organizations)	\$50.00 additional per hour for rentals after center closings	2010
Sunday or Legal Holiday use (for profit organizations)	\$200.00 for 1 to 4 hours maximum plus deposit and rental fee	2007
Custodial Setup/Breakdown/Clean-Up	\$25.00 per hour	1999
Expedited Rental Fee	\$100 per rental for any facility rental contract executed within 48 hours of the event	2011
<b><i>Park Rental Fees</i></b>		
Ball Field Rental	\$250.00 deposit plus \$175.00 per day or \$250.00 deposit plus \$35.00 up to four hours, \$50.00 over four hours	1999
Basketball Court (Outdoor)	\$100 deposit plus \$35.00 (up to four hours); \$50.00 (over four hours)	2010
Cross Creek Park Rental	\$100.00 (1-4 hours), \$25.00 each additional hour	1999
Festival Park		
Category 1 - Dogwood Festival, International Folk Festival, 2 uses per year (1 per six months) by Cumberland County Schools, 4 uses per year (1 per 3 months) by Art Agencies as coordinated through Arts Council Executive Director	Free	2007
Category 2 - Non-profit event sponsored by a 501(c) organization	\$250 deposit plus \$500 per calendar day	2007
Category 3 - Community event open to the public when no admission is charged, sponsored by any entity other than a non-profit	\$375 deposit plus \$750 per calendar day	2007
Category 4 - Commercial ticketed events - concerts, paid admission shows	\$500 deposit plus \$1,000 per calendar day plus 15% of gross ticket sales, unless event is being sponsored as a part of Category 1 event	2007
Category 5 - Park rental open to the public (eg. Family reunions, weddings, company picnics, etc.)	\$125 deposit plus \$250 per calendar day	2007
Sunday or Legal Holiday use	\$150 plus deposit and rental fee	2007
Lamon Street Park Complex	\$500.00 per day plus \$250.00 deposit	2007
Martin Luther King Park	\$40.00 (1-4 hours), \$70.00 over four hours	1999
Mazarick Building	\$65.00 (1-4 hours), 25.00 each additional hour plus \$200.00 deposit	2011

# Fee Schedule

Description	Current Fee	Established or Last Changed
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
<b><i>Mini-Bus Rental for Partnering Agencies</i></b>	100% recovery of direct costs	
<b><i>Athletic Programs</i></b>		
Adult Open Play Athletics	\$2.00	2004
Adult Softball Team Fee (Fall League - 1 night per week)	\$400.00	100% Cost Recovery
Adult Softball Team Fee (Fall League - 2 nights per week)	\$500.00	100% Cost Recovery
Adult Softball Team Fee (Spring league - 1 night per week)	\$400.00	100% Cost Recovery



# Fee Schedule

Description	Current Fee	Established or Last Changed
Adult Softball Team Fee (Spring league - 2 nights per week)	\$500.00	100% Cost Recovery
Adult Basketball Team Fee (1 night per week)	\$400.00	100% Cost Recovery
Adult Basketball Team Fee ( 2 nights per week)	\$500.00	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
<b><i>Swimming Pool Fees</i></b>		
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
<b><i>Tennis Fees</i></b>		
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
<b><i>Senior Programs / Leisure Activities</i></b>		
Leisure Activities	Variable	1995 or prior
<b><i>After-School Program</i></b>		
Program Fee	\$70.00 per month	2008
Early/Late Fee	\$5.00 per 5 minute period	2008
<b><i>Summer Camp/Playground</i></b>		
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
<b><i>Athletic Protest Fee</i></b>	\$25.00	2002
<b><i>Community Garden</i></b>	\$25.00 refundable deposit	2009
<b><i>Concessions</i></b>	Variable	2002 or prior

# Fee Schedule

Description	Current Fee	Established or Last Changed
<b><i>Cemetery:</i></b>		
<b><i>Burial Plots</i></b>		
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
<b><i>Monument Administration/Interment Fees</i></b>		
Monument Administration/Interment Fees	\$25.00	2002 or prior
After Hours Cemetery Fee	\$75.00	2002 or prior
<b>Parking</b>		
<b><i>Parking Fines</i></b>		
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
<b><i>Immobilization Fee</i></b>		
Fee per wheel lock removal, in addition to outstanding parking	\$50.00	2009
<b><i>Leased Parking Spaces</i></b>		
Franklin Common Parking Lot	\$50.00 per month	2007
All Other Lots	\$50.00 per month	2011
<b><i>Hourly Paid Parking</i></b>		
Parking lots (where applicable)	\$0.50 per hour, or \$4.00 per day	2009
On Street (where applicable)	\$0.75 per hour	2009
<b><i>Contractor Parking Permit</i></b>		
	\$5.00/day, \$15.00/wk	2008
<b><i>Annual Contractor Parking Permit</i></b>		
	\$1,000.00 per year	2010
<b><i>Residential Parking Permit</i></b>		
	\$100.00 per year	2010

# Fee Schedule

Description	Current Fee	Established or Last Changed
<b>Recycling</b>		
<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
<b>Stormwater</b>		
<i>Stormwater Fee (Quality &amp; 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>		
<b>First Offense within 2 years:</b>		
Off-site impacts documented	\$3,000 per day	2011
No off-site impacts documented	\$1,000 per day	2011
<b>Second Offense within 2 years:</b>		
Off-site impacts documented	\$5,000 per day	2011
No off-site impacts documented	\$3,000 per day	2011
<b>Third or Subsequent Offense within 2 years:</b>		
Each violation	\$5,000 per day	2011
<i>Illicit Connection and Improper Disposal Civil Penalties</i>		
Category I Violation	\$1,000.00 per day, plus investigation, restoration and administrative costs	2009
Category II Violation	\$500.00 per day, plus investigation, restoration and administrative costs	2009
Category III Violation	\$100.00 per day, plus investigation, restoration and administrative costs	2009
<i>Other Violations of Stormwater Control Ordinance</i>	Up to \$5,000/day	2011

## Fee Schedule

Description	Current Fee	Established or Last Changed
<b>Transit</b>		
<i>Motor Vehicle License Tax for Transit</i>	\$5.00 per year	2008
<i>Bus</i>		
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
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>		
King Sign (bus exterior)	\$175.00 per month	2007
Queen Sign (bus exterior)	\$160.00 per month	2007
Rear Sign	\$150.00 per month	2007
Rear Quarter Sign	\$150.00 per month	2007
Interior Banner	\$30.00 per month	2007

# Glossary

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**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 to be 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, 2010" 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 2010-11 and 2011-12 are considered along with the available fund balance at June 30, 2010, to project fund balance at June 30, 2012. Projected future reserves and designations for County parks and recreation and debt service, and known fund balance designations for items such as the adopted Capital Improvement Plan and senior recreation are deducted to determine available fund balance at June 30, 2012.

**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.

**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 accumulation of resources for, and 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.

# Glossary

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**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:** A replacement, upgrade or new technology purchase with a combined implementation cost of \$25,000 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.

**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, Central Business Tax District 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.

**Undesignated Fund Balance:** The amount of unreserved fund balance that is not designated for encumbrances, a subsequent year's expenditure, or for any other purpose. Undesignated fund balance is available for future appropriations.

**User Charges:** The payment of a fee or direct receipt of a public service by the party benefiting from the service.



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## Authorized Positions by Fund/Department

	Adopted 2008-09	Adopted 2009-10	Adopted 2010-11	Recommended 2011-12	Adopted 2011-12
<b>General Fund</b>					
<b>City Attorney</b>					
Full-Time	9	9	9	6	6
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
<b>City Manager</b>					
Full-Time	6	6	6	6	6
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
<b>Community Development</b>					
Full-Time	2	2	2	2	2
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
<b>Development Services</b>					
Full-Time	46	46	43	44	44
Part-Time	0	0	0	1	1
Temporary	0	0	0	0	0
<b>Engineering &amp; Infrastructure</b>					
Full-Time	83	83	80	83	83
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
<b>Environmental Services</b>					
Full-Time	108	108	105	100	100
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
<b>Finance</b>					
Full-Time	19	19	19	19	19
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
<b>Fire &amp; Emergency Management</b>					
Full-Time	296	320	324	324	324
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
<b>Human Relations</b>					
Full-Time	4	4	3	3	3
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
<b>Human Resource Development</b>					
Full-Time	14	14	14	14	14
Part-Time	1	2	1	1	1
Temporary	0	0	0	0	0

*City of*  
**Fayetteville**  
*North Carolina*