

2010-2011 Budget

Adopted



City of
Fayetteville
North Carolina

City of
Fayetteville
North Carolina

2010-2011 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

Wesley A. Meredith
District 9

City Manager:

Dale E. Iman

Chief Financial Officer:

Lisa T. Smith

May 10, 2010

Dear Mayor Chavonne and Members of the City Council,

The City of Fayetteville has used discipline and determination since 2007 to put in place a results-focused budget process. The fruits of our labor are impressive, as the organization has concentrated on developing strategies to move the City forward with a strategic plan and corresponding funding. The vision began to take shape as we improved core services and ensured funding levels to stay on course.

In the past three years our budget focus shifted to ensuring that basic needs and Council goals were addressed first. The budget provided funding to increase street paving, facility maintenance, technology investment, fleet replacement, sidewalk construction, blight removal and projects such as a recreation center and new fire stations. In addition, increased funding was made available for public transportation (FAST) as well as for Police and Fire protection. We initiated the five-year Capital Improvement Plan, developed financial forecasts, maintained sufficient fund balances and connected core services to the Strategic Plan and annual budget process. This fiscal discipline and focus has paid big dividends as Standard & Poor's and Moody's Investor Services upgraded the City's General Obligation bond rating to AA+ and Aa2, respectively, in September 2009. The immediate impact of this accomplishment will be in the form of lower interest rates on long-term debt with substantial savings to our taxpayers.

This City Council has a well established vision for the city's future. Council realizes that Base Realignment and Closure (BRAC) decisions, and the resulting population influx will significantly impact our infrastructure. This Council also understands the importance of maintaining a professional, well-trained staff of public employees. The City of Fayetteville is in the business of providing quality services to the public and as such our 1,564 dedicated employees represent the backbone of this organization.

Last year the budget process found us in a less than desirable situation as the nation's economy drifted into a deep recession and local government revenues began to shrink. This year the budget climate has worsened as revenues continue to slide. We understand the difficulties that have befallen other organizations and businesses. New construction has slowed considerably and sales tax revenues have declined due to a national shift in public spending habits.

Fayetteville, like the nation as a whole, is experiencing a recession, a significant downturn, a change in how we approach our work. However, this is not the end of the vision we have for this great community. If we handle it the right way, if we remain focused on our core services, disciplined in our fiscal management and improve productivity at every opportunity, we will not only survive this recession but come out of it a stronger and more economically vibrant community.

Budget Message

On the bright side, there are several indications that the turnaround has begun, but it remains a slow and arduous process. Unfortunately, according to the National League of Cities, local government revenues tend to lag behind an economic recovery by 12–18 months. Some economists say we are experiencing the “new normal.” We are aware that as families are forced to change, so must our government change and become even more productive in our operating processes and more efficient in the way we use our limited resources.

As a City we must look to the future with an eye on change while remaining undeterred in our efforts to improve our City and grow the local economy.

The enclosed budget provides a framework to continue the plan we set out to accomplish although in some cases on a smaller scale or slightly slower pace. Altering our speed of implementation does not represent failure, it merely recognizes the necessity of “living within our means” while we are in this difficult economic climate. This budget stays the course and continues to provide core services and support for the Council’s Strategic Plan and vision for the future.

Our current situation can be compared to that of a mountain climber who never loses sight of the summit but by necessity must slow the pace as the terrain becomes steeper and more difficult to traverse.

The City of Fayetteville has much work to do to reach the summit and the collective vision established for the future. However, with discipline, focus, respect and teamwork we can make that vision a reality.

Budget Goals

- Do not abandon the plan
- Continue to provide quality municipal services using the most efficient means possible
- Maintain police, fire and transit system service enhancements made in 2009 consistent with Council’s vision and community expectations
- Generally maintain the current level of service without increasing the tax rate of 45.6 cents per \$100 of assessed value

How we reach these goals:

1. Captures salary lag in Police Department and appropriates the funding
2. Includes \$1 million captured from over-funding Phase V sewer projects
3. Added \$1 million from restructured Annexation/Transfer agreement with PWC
4. Eliminates one round of loose leaf collection
5. Reduces frequency of right-of-way mowing to six times per year, equal to State contract
6. Reduces frequency of thoroughfare sweeping to four times per year, equal to State contract
7. Requires employees to contribute an additional \$283,000 for health insurance
8. Non-profit agency funding reflects 25% reduction from prior year

Capital Outlay

1. Street resurfacing: \$3.3 million
2. Replacement (60) and additional (3) vehicles: \$4.6 million
3. Computer replacement program and other computer hardware/software: \$688,000
4. Streetscape project: \$248,000
5. Parks improvements: \$310,000
6. Sidewalks: \$154,000
7. Parking lot and building maintenance projects: \$104,000
8. Wayfinding signage project: \$50,000

Summary

General Fund Budget

- Total recommended budget - \$133.9 million
- 2.0% decrease from the original budget for fiscal year 2009-2010

Budget for All Annual Funds (excluding PWC)

- Total recommended budget - \$173.6 million
- 1.0% decrease from original budget for fiscal year 2009-2010

To balance this budget a total of \$8,952,568 was trimmed from the original department directors' requests.

Respectfully submitted,



Dale Iman
City Manager

Adjustments to Recommended Budget

The Fiscal Year 2010-2011 Recommended Budget was presented to City Council on May 10, 2010 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 12, 2010, and May 15, 2010, 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 24, 2010, as required by the Local Government Budget and Fiscal Control Act. Additional budget discussions were held at the June 7, 2010 Council work session and at a special Council meeting held on June 21, 2010.

The budget ordinance that follows reflects the fiscal year 2010-2011 annual budget for the City of Fayetteville as adopted by City Council on June 28, 2010. The adopted annual budget, excluding the Public Works Commission, totals \$173,917,357. The General Fund budget was the only budget adjusted from the recommended budget. Significant changes between the recommended and adopted General Fund budgets outlined below.

General Fund Revenues and Fund Balance Adjustments:

Intergovernmental Revenues – Sales Taxes	\$ 96,997
Fund Balance Appropriation	204,209
Total	<hr/> \$301,206

- During deliberations of the recommended budget, projected growth for sales taxes based upon locally derived sales was increased from 1.5% to 2% as local sales trends have outperformed state-wide sales trends in recent fiscal years. The North Carolina League of Municipalities had projected sales tax growth for the fiscal year between 1 to 2.0%.
- The projected fund balance appropriation was increased to fund one-time capital expenditures for lighting at Tokay football fields (\$90,000) and construction of walking trails at parks (\$64,000) and to fund a police services study (\$50,000).

General Fund Expenditure and Other Financing Use Adjustments:

Additional funding for Police Officer step pay plan	\$298,181
Additional funding for Police Upper Ranks performance pay	37,856
Fund a police services study	50,000
Funding for an additional Planner position	56,676
Increase in estimated sales tax reimbursements	24,293
Eliminate Goodyear incentive funding	(100,000)
Defer Murchison Road project consulting	(40,000)
Eliminate 50% of Kaleidoscope program shows	(25,800)
Total	<hr/> \$301,206

2010-11 Budget Ordinance (2011-1)

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

Section 1. It is estimated that the following revenues and other financing sources will be available during the fiscal year beginning July 1, 2010, and ending June 30, 2011, to meet the appropriations listed in Section 2.

Schedule A: General Fund

Ad Valorem Taxes	\$ 58,632,982
Other Taxes	2,473,767
Intergovernmental Revenues	51,486,992
Functional Revenues	5,336,552
Other Revenues	2,140,614
Investment Earnings	750,000
Interfund Transfer	10,479,372
Fund Balance Appropriation	2,908,969
Total Estimated General Fund Revenues	134,209,248

Schedule B: Parking Fund

Functional Revenues	329,185
Investment Earnings	3,000
Total Estimated Parking Fund Revenues	332,185

Schedule C: Central Business Tax District Fund

Ad Valorem Taxes	131,287
Investment Earnings	840
Fund Balance Appropriation	74,091
Total Estimated Central Business Tax District Revenues	206,218

Schedule D: Stormwater Management Funds

Stormwater Fees	5,099,839
Investment Earnings	66,007
Fund Balance Appropriation	1,025,386
Total Estimated Stormwater Management Revenues	6,191,232

Schedule E: Emergency Telephone System Fund

Intergovernmental Revenues	1,060,306
Investment Earnings	10,500
Total Estimated Emergency Telephone System Fund Revenues	1,070,806

Schedule F: Transit Fund

Other Taxes	608,300
Fees - Bus Fares	679,241
Fees - Other	20,643
Intergovernmental Revenues	1,687,126
Interfund Transfer	2,710,048
Total Estimated Transit Fund Revenues	5,705,358

2010-11 Budget Ordinance (2011-1)

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

Schedule G: Airport Fund

Airport Fund Revenues	\$	3,688,743
Intergovernmental Revenues		145,995
Investment Earnings		67,000
Total Estimated Airport Fund Revenues		3,901,738

Schedule H: Recycling Fund

Recycling Fees		2,253,910
Intergovernmental Revenues		296,130
Other Revenues		1,400
Investment Earnings		19,000
Total Estimated Recycling Fund Revenues		2,570,440

Schedule I: Law Enforcement Officers' Special Separation Allowance Fund

Interfund Charges		499,573
Investment Earnings		42,000
Fund Balance Appropriation		12,537
Total Estimated Law Enforcement Officers' Special Separation Allowance Fund Revenues		554,110

Schedule J: City of Fayetteville Finance Corporation

Lease Revenues		1,449,475
Total Estimated City of Fayetteville Finance Corporation Revenues		1,449,475

Schedule K: Public Works Commission

Electric Fund		
Operating and Other Revenues		187,337,800
Customer Contributions		1,450,000
Interfund Transfer		20,900
Net Assets Appropriation		445,825
Total Estimated Electric Fund Revenues		189,254,525
Water and Wastewater Fund		
Operating and Other Revenues		66,630,700
Customer Contributions		6,178,200
Interfund Transfer		385,200
Net Assets Appropriation		2,455,400
Total Estimated Water and Wastewater Fund Revenues		75,649,500
Total Estimated Public Works Commission Revenues		264,904,025

Grand Total	\$	421,094,835
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2010-11 Budget Ordinance (2011-1)

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

Section 2. The following amounts are hereby appropriated for the operations of the City Government and its activities for the fiscal year beginning July 1, 2010, and ending June 30, 2011, according to the following schedules:

Schedule A: General Fund

City Attorney's Office	\$	1,131,964
City Manager's Office		883,524
Community Development		1,069,596
Development Services		3,774,490
Engineering & Infrastructure		10,428,935
Environmental Services		8,242,806
Finance		2,519,388
Fire & Emergency Management		23,041,486
Human Relations		254,529
Human Resources Development		1,200,754
Information Technology		3,215,286
Management Services		741,805
Mayor & Council		538,317
Other Appropriations		20,017,567
Parks, Recreation & Maintenance		15,230,649
Police		41,918,152
Total Estimated General Fund Expenditures		134,209,248

Schedule B: Parking Fund

Total Estimated Parking Fund Expenditures **332,185**

Schedule C: Central Business Tax District Fund

Total Estimated Central Business Tax District Fund Expenditures **206,218**

Schedule D: Stormwater Management Funds

Total Estimated Stormwater Management Funds Expenditures **6,191,232**

Schedule E: Emergency Telephone System Fund

Total Estimated Emergency Telephone System Fund Expenditures **1,070,806**

Schedule F: Transit Fund

Total Estimated Transit Fund Expenditures **5,705,358**

Schedule G: Airport Fund

Total Estimated Airport Fund Expenditures **3,901,738**

2010-11 Budget Ordinance (2011-1)

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

Schedule H: Recycling Fund

Total Estimated Recycling Fund Expenditures \$ **2,570,440**

Schedule I: Law Enforcement Officers' Special Separation Allowance Fund

Total Estimated Law Enforcement Officers' Special Separation Allowance Fund Expenditures **554,110**

Schedule J: City of Fayetteville Finance Corporation

Total Estimated City of Fayetteville Finance Corporation Expenditures **1,449,475**

Schedule K: Public Works Commission

Electric Fund

Operating Expenditures	138,841,825
Operating Capital	25,610,200
Transfers	
General Fund	9,002,500
Appropriation to Rate Stabilization Fund	15,800,000

Total Estimated Electric Fund Expenditures **189,254,525**

Water and Wastewater Fund

Operating Expenditures	59,174,500
Operating Capital	14,430,000
Transfers	
Appropriation to Rate Stabilization Fund	500,000
Appropriation to Annexation Fund	1,545,000

Total Estimated Water and Wastewater Fund Expenditures **75,649,500**

Total Estimated Public Works Commission Expenditures **264,904,025**

Grand Total \$ **421,094,835**

2010-11 Budget Ordinance (2011-1)

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

Section 3. It is estimated that the following revenues and other financing sources will be available through the Budget Ordinance Appropriation and other revenues during the fiscal year beginning July 1, 2010, and ending June 30, 2011, 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	\$ 17,726,547
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Section 4. The following amounts are hereby appropriated for the operation of the Risk Management Fund and its activities for the fiscal year beginning July 1, 2010, and ending June 30, 2011, according to the following schedule.

Schedule A: Internal Service Fund - Risk Management

Total Estimated Risk Management Fund Expenditures	\$ 17,726,547
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2010-11 Budget Ordinance (2011-1)

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

Section 5. It is estimated that the following revenues and other financing sources will be available through the Budget Ordinance Appropriation and other revenues during the fiscal year beginning July 1, 2010, and ending June 30, 2011, 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	\$	6,577,000
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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, 2010, and ending June 30, 2011, according to the following schedule.

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

Total Estimated Public Works Commission Fleet Maintenance Fund Expenditures	\$	6,577,000
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2010-11 Budget Ordinance (2011-1)

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

Section 7. There is hereby levied the following rates of tax on each one hundred dollars (\$100) valuation of taxable property as listed for taxes as of January 1, 2010, 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 \$12,831,233,808, and estimated collection rates of 99.46% for real and personal property and 80.63% for motor vehicles.

Central Business Tax District Rate

10.0 Cents

Such a rate of tax is based upon an estimated total valuation of property for the purpose of taxation of \$131,173,568, and estimated collection rates 99.7% for real and personal property and 87.68% for motor vehicles.

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, 2010.

Section 11. Funds encumbered, funds reserved for donations, and funds designated for a specific purpose in the City's financial audit report as of June 30, 2010, are hereby reappropriated, subject to availability of departmental funds, to this budget.

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%.

2010-11 Budget Ordinance (2011-1)

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

ADOPTED THIS 28th DAY OF JUNE, 2010

CITY OF FAYETTEVILLE



Anthony G. Chavonne

Anthony G. Chavonne, Mayor

ATTEST:

Rita Perry

Rita Perry, City Clerk

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

This Reader's Guide has been provided to inform the reader where particular information may be found. The City of Fayetteville's 2010-2011 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 2010-2011 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 2010-2011 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 on Fayetteville and Cumberland County.

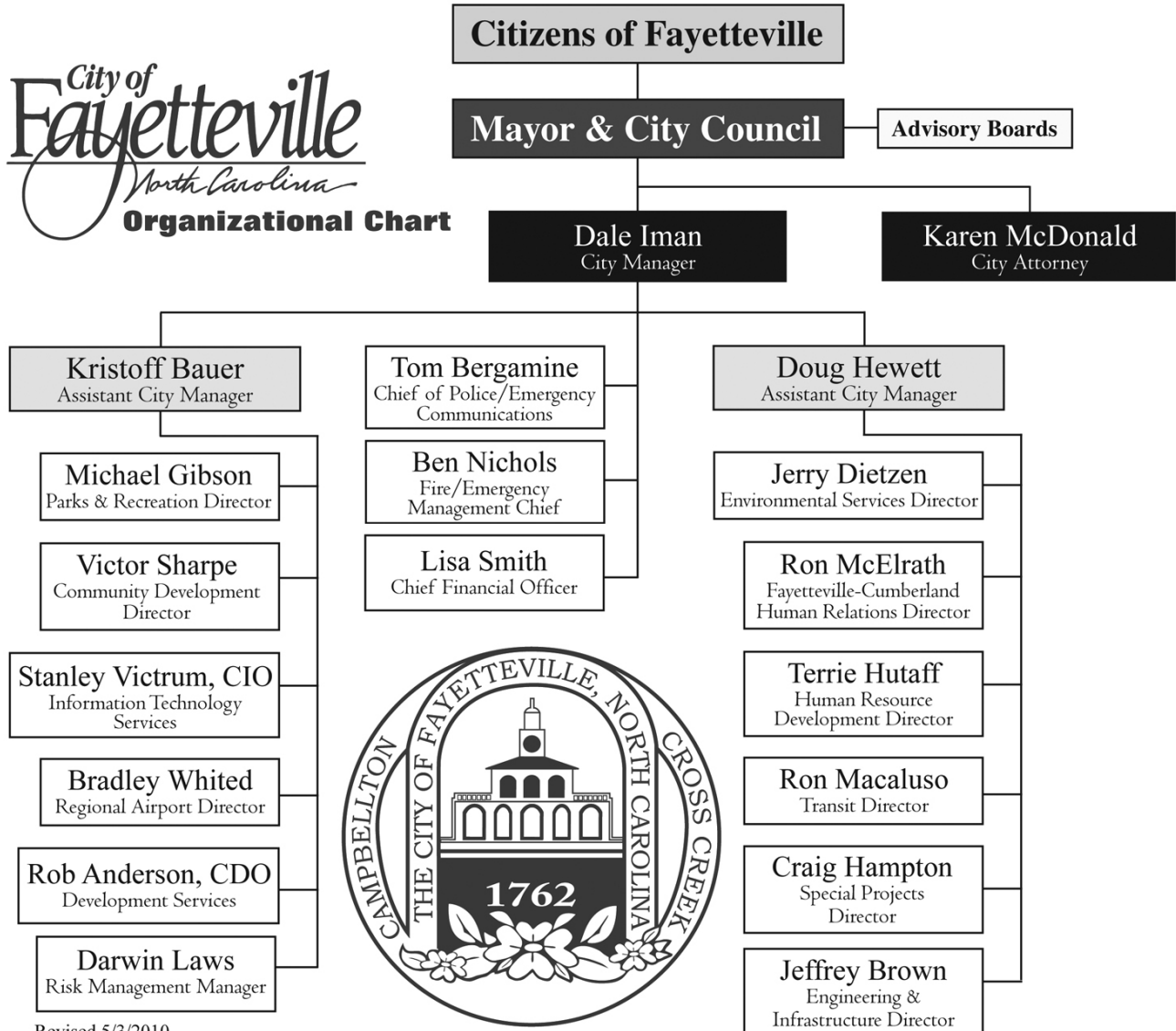
- **Fiscal Information**

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, listing of positions and assignment to grades, the fee schedule and a glossary of terms.

Governmental Structure and Organization



Revised 5/3/2010

Governmental Structure and Organization

Form of Government

The City of Fayetteville adopted the council/manager form of municipal government in June 1949. This type of government was developed in Virginia in 1909, and today is among the most prominent forms of local government in the United States.

Under the council/manager form of government, the Fayetteville City Council performs the legislative functions of the City: Establishing laws and policies. The City Council appoints a manager who carries out the laws and policies enacted by council. The city manager is responsible for managing the City's employees, finances and resources. The City Council also appoints an attorney, who represents the City administration and City Council in all legal matters.

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

City Council

The Fayetteville City Council is an elected body representing the citizens of Fayetteville. Under the current electoral system, the City Council consists of nine council members and a mayor. All nine council members are elected from individual districts and only citizens within the city limits can vote for those seats on the council. Citizens only vote for a candidate running in their respective district.

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

representation on the council roughly equal to minority representation within the city's population. The mayor is elected at-large. A city resident wishing to become mayor must specifically run for that office. The mayor acts as the official head of city government and presides at City Council meetings. The mayor is a voting member of the council.

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

Terms of office

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

Council meetings

The Fayetteville City Council meets regularly in formal session on the second and fourth Monday of each month. Council meetings are in the first floor Council Chamber of City Hall, 433 Hay Street. The city televises regularly scheduled council meetings live on the local cable community access channel. All meetings start at 7 p.m. and are open to the public. The council holds special meetings when necessary; notice of the meeting must be given to the public and media 48 hours before that meeting.

In 2005, City Council began holding informal work sessions on the first Monday of each month. These are informal meetings. Generally, no votes are taken. At these meetings, council receives information and asks questions.

Governmental Structure and Organization

Citizen Participation

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

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

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

Profiles of the Mayor and Council

Fayetteville City Council's 10-member body includes Mayor Anthony G. Chavonne, and Council members Keith A. Bates, Sr., Kady-Ann Davy, Robert A. Massey, Jr., D.J. Haire (mayor pro tem), Bobby Hurst, Bill Crisp, Valencia Applewhite, Ted Mohn and Wesley Meredith. 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. Chavonne has helped guide Fayetteville through rapid growth since his appointment to office. Previously being populated by more than 150,000 citizens, Fayetteville has expanded into a booming city of 207,445, largely inhabited by military who serve their country at nearby Ft. Bragg and Pope Air Force Base.

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 a state veterans park has been planned.

These changes are a part of Tony's strong focus on preparing Fayetteville for an economic transformation associated with local Base Realignment and Closure (BRAC) changes that will start in 2010. BRAC changes will take place when military and civilian personnel from Georgia relocate.

Tony 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, the Sam Walton Business Leader Award in 1999 and the Fayetteville Chamber of Commerce Volunteer of the Year Award in 1996.

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.

Prior to his stint in office, Tony served as chairman of the Fayetteville Chamber of Commerce, Fayetteville Area Economic Development Corporation and the Cumberland County Business Council. He was a 1992 participant in a multi-service orientation program for civilian public opinion leaders called the Joint Civilian Orientation Conference.

Tony 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.

Profiles of the Mayor and Council

Tony is the President of Chavonne Management Group, LLC. 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

Keith A. Bates, Sr. represents District 1. 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 Cumberland County Veterans Council.

Bates is also a member of the Military Affairs Commission, the Retired Enlisted Association, the Retired Military Association, Armed Services Mutual Benefits Association and 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 a community educator with Community Home Care & Hospice.

Kady-Ann attends and is a member of 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 organizations, including:

- CARE Clinic of Cumberland County
- Member of Old Wilmington Road Improvement Group
- Member of the Transit Task Force
- President of Sandhills Health and Wellness, LLC
- Junior League of Fayetteville

Profiles of the Mayor and Council

- Fayetteville Urban Ministry youth mentor
- Member of Fayetteville Downtown Alliance
- Arts Council Fayetteville/Cumberland County
- Fayetteville Young Professionals
- Member of Fayetteville-Cumberland County Chamber of Commerce
- Former member of Fayetteville Redevelopment Commission
- Fellow of United Way Leadership Program
- Member Cross Creek Community Initiative
- Greater Fayetteville Futures II
- Fellow of the Institute of Political Leadership
- Member of Cape Fear Toastmasters, International
- Elected mayor of Leadership Fayetteville, class of 2009
- Operation Inasmuch.

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

Kady-Ann Davy
Council Member District 2
P.O. Box 58561
Fayetteville, NC 28305
Phone: 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 awarded All-America City status 2001)

Profiles of the Mayor and Council

- 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 N.A.A.C.P. 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 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

Profiles of the Mayor and Council

Bachelor of Arts degree in business administration.

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

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

His list of professional and civic involvement includes:

- 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).
- Chairman, Fayetteville Beautiful (2006-present)
 - Vice chair, Economic Development, CCBC (2006-2007)
 - Board of Directors, Downtown Alliance (2006)
 - Chairman, Government Relations, Cape Fear Botanical Garden (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)

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 automobile industry.

Profiles of the Mayor and Council

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

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), Fort 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 has been married to his childhood sweetheart, Joan Sevilla (Boyd) Crisp, for 49 years and they have four adult children, William L., Sylvia D., Sonja E. and Winston B. Sonja and Winston are twins. He and Joan are members of Galatia Presbyterian Church.

William (Bill) Joseph Leon Crisp
District 6
3804 Sunchase Drive
Fayetteville, NC 28306
Phone: (910) 864-1669
E-Mail: wjlcrist@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 Transportation Advisory Commission and 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.

Profiles of the Mayor and Council

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

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

Valencia A. Applewhite
District 7

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

E-Mail: vapplewhitecd7@yahoo.com

Ted Mohn represents District 8. Mohn grew up in north Chicago, Ill., 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) as a combat simulations specialist with the United States Army J.F. Kennedy Special Warfare Center and School.

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

Wesley Meredith represents District 9. Originally from Tupelo, Miss., he came to Fayetteville as a U.S. Army Combat Engineer with the 82nd Airborne Division.

While serving in the military, Meredith was the recipient of the Army Service Ribbon, Army Achievement Medal with two Oak Leaf Clusters and the Professional Development Ribbon. Councilman Meredith was honorably discharged with the rank of sergeant.

In 1986, he opened his own business, Cardinal Landscaping, and made the decision to call Fayetteville his home.

Councilman Meredith has served on numerous boards including Cape Fear Botanical Gardens Board of Directors, FTCC Foundation Board of Directors, March of Dimes Board of Directors and the City of Fayetteville Appearance Commission. He was also honored to represent N.C. District 8 as a delegate to President Bush's National Convention in 2004.

A 2004 graduate of Fayetteville Technical Community College, Meredith holds an associate in applied science degree in horticulture. Additionally, he is a North Carolina general contractor, North Carolina landscape contractor and member of the International Society of Arborists.

He and his wife, Angela, and children Cori, Hinsdale, Michael, Mason and Josh are residents of Fayetteville and members of Manna Church.

Wesley Meredith
District 9

113 Great Oaks Drive
Fayetteville, NC 28303
Phone: (910) 867-9595
FAX: (910) 867-3344

Email: wameredith@sprint.blackberry.net

Boards, Committees and Commissions

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

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

- **Airport Commission**
The Fayetteville Airport Commission administers the operation and maintenance of the Fayetteville Regional Airport.
- **Board of Adjustment**
The board hears and decides appeals or requests for variances with regard to the enforcement of any zoning ordinance.
- **Joint City and County Appearance Commission**
The Appearance Commission reviews proposed public building and site plans within the city and county on public properties and initiates programs to improve visual quality.
- **Board of Appeals on Buildings and Dwellings**
The board hears and decides appeals from citizens concerning violations of Chapter 14 Housing, Dwellings and Buildings and violations of Chapter 11 Fire Prevention Code.
- **Ethics Commission**
The Ethics Commission investigates complaints of ethical lapses. The commission is comprised of five members selected by City Council and specified community organizations.
- **Fair Housing Board**
The board hears fair housing complaints investigated by staff and, on appeal, fair housing violations of Chapter 10 of the Fayetteville City Code.
- **Fayetteville Planning Commission**
The purpose of the 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.
- **Firemen's Relief Fund Board of Trustees**
The Board of Trustees is responsible for ensuring the expenditure of funds derived from the provisions of State Statute 58-84-35.
- **Historic Resources Commission**
The commission is responsible for reviewing and approving all exterior changes to the designated historic districts and landmark properties, as well as conducting public awareness and education programs concerning historic properties and districts.

Boards, Committees and Commissions

- **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.
- **Transit Advisory Committee**
The committee functions as the liaison between the citizens of Fayetteville and the Fayetteville Area System of Transit (F.A.S.T.).
- **Wrecker Review Board**
The board reviews problems and hears appeals for any decision of the wrecker inspector.

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

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

Boards, Committees and Commissions

Public Works Commission (PWC)

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

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

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

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

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

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

The electric system is interconnected with PEC at three locations. SEPA power is received under a wheeling agreement through PEC's transmission system. PWC has a 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 2009 was 2,236,553 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 86,000 water customers through 1,290 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 74,000 sewer customers are served through 1,150 miles of sanitary sewer mains and 66 sanitary sewer lift station sites.

While the City wholly owns the utility system with the utility assets in the City's name, a four-member commission is responsible for managing the utility systems, establishing

Boards, Committees and Commissions

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 VISION

*“What We Want to Become -
Our Preferred Future in 15 Years, 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

*“Principles that Define the
Responsibility of Our City
Government and Frame
the Primary, Core 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
Our City Government -
Creating a Corporate Culture
of Action and Accountability,
the Primary Value,
As Defined in Performance
Standards to Guide
Behaviors and Actions.”*



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 2010-11, Major
Projects 2010-11 and
Actions on the Horizon.”*



GOALS 2015

-  Greater Tax Base Diversity -
Strong Local Economy

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

-  More Efficient City Government -
Cost-Effective Service Delivery

-  More Attractive City -
Clean and Beautiful

-  Greater Community Unity -
Pride in Fayetteville

-  Revitalized Downtown -
A Community Focal Point

POLICY AGENDA 2010-2011

★ TOP PRIORITY ★

Bragg Boulevard
Corridor Development

Unified Development Ordinance:
Adoption and Zoning Map

Police Staffing: Direction and Funding

Consolidated 911
Communication Center

Multi-Family and Commercial
Recycling Program

Downtown Parking Structure

★ HIGH PRIORITY ★

Ramsey Street
Corridor Development

Hospital Area
Development Standards

Rental Registration and Probationary
Rental Occupancy Permit

Parks & Recreation Master Plan:
Initial Planning for Bond Referendum

Budget and Service Levels
Tax Rate Evaluation

Sign Ordinance: Direction

MANAGEMENT AGENDA 2010-2011

★ TOP PRIORITY ★

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

Multi-Modal Center Development

Hope VI: Redevelopment Plan

Fire Station 19 Development

Tree Preservation Ordinance

★ HIGH PRIORITY ★

Murchison Road
Corridor Development

Military Business Park Development

Sidewalks: Policy and Plan

Youth Council Development

Downtown Development Plan Review

Financial Policies

Overview

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

Operating Budget

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

Accounting

- The City will establish and maintain an accounting system in accordance with the North Carolina Local Government Budget and Fiscal Control Act.
- An annual audit will be performed by an independent accounting firm in accordance with generally accepted accounting principles.
- Financial systems will be maintained to monitor revenues and expenditures on a continual basis.

Capital Improvement Funding & Debt

- Outstanding general obligation bonds will not exceed 8 percent of the assessed valuation of taxable property of the City.
- Capital projects will be financed for a period not to exceed the expected useful life of the project.
- The City will maintain its financial condition in order to maintain a minimum bond rating of AA from at least one nationally recognized municipal debt rating service.
- The fiscal year 2011 budget dedicates an equivalent of 5.65 cents of the City's 45.6-cent ad valorem tax rate (12.3 percent) to the Capital Funding Plan (CFP). The CFP is used to manage funding for the repayment of principal and interest on general obligation debt, installment financing agreements and notes payable instruments for major capital improvements, and to cash fund major capital improvements when appropriate.

Investments

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

Revenue Overview

	FY 2009 Actual	FY 2010 Budget	FY 2011 Recommended	FY 2011 Adopted
General Fund				
Ad Valorem Taxes	55,464,826	57,130,209	58,632,982	58,632,982
Other Taxes	2,466,319	2,686,579	2,473,767	2,473,767
Intergovernmental	48,945,293	54,359,129	51,389,995	51,486,992
Functional Revenues	4,832,572	5,468,266	5,336,552	5,336,552
Other Revenues	2,338,947	2,164,922	2,140,614	2,140,614
Investment Income	1,334,697	839,500	750,000	750,000
Other Financing Sources	8,516,480	9,922,772	10,479,372	10,479,372
Fund Balance	0	4,086,290	2,704,760	2,908,969
TOTAL	\$123,899,134	\$136,657,667	\$133,908,042	\$134,209,248
Parking Fund				
Functional Revenues	321,324	337,620	329,185	329,185
Other Revenues	204	0	0	0
Investment Income	3,141	1,000	3,000	3,000
TOTAL	\$324,669	\$338,620	\$332,185	\$332,185
Central Business Tax District Fund				
Ad Valorem Taxes	88,186	131,649	131,287	131,287
Investment Income	3,129	3,500	840	840
Fund Balance	0	17,811	74,091	74,091
TOTAL	\$91,315	\$152,960	\$206,218	\$206,218
Stormwater Fund				
Stormwater Fees	5,712,593	5,169,894	5,099,839	5,099,839
Other Revenues	500	0	0	0
Investment Income	140,532	83,000	66,007	66,007
Fund Balance	0	297,500	1,025,386	1,025,386
TOTAL	\$5,853,625	\$5,550,394	\$6,191,232	\$6,191,232

Revenue Overview

	FY 2009 Actual	FY 2010 Budget	FY 2011 Recommended	FY 2011 Adopted
Emergency Telephone System Fund				
Intergovernmental	1,138,912	1,064,600	1,060,306	1,060,306
Subscriber Fees	0	0	0	0
Investment Income	10,925	10,000	10,500	10,500
TOTAL	\$1,149,837	\$1,074,600	\$1,070,806	\$1,070,806
Risk Management Funds				
Interfund Charges	11,842,074	12,922,161	14,022,088	14,022,088
Other Revenues				
Employee Contributions	2,559,002	2,966,435	3,304,633	3,304,633
Refunds and Sundry	323,134	86,286	71,417	71,417
Investment Income	343,638	368,000	309,000	309,000
Fund Balance	0	2,762	19,409	19,409
TOTAL	\$15,067,848	\$16,345,644	\$17,726,547	\$17,726,547
Transit Fund				
Other Taxes	432,465	600,000	608,300	608,300
Federal Operating Grant	1,203,536	1,273,111	1,153,128	1,153,128
State Operating Grant	683,251	683,251	533,998	533,998
Bus Fares	597,399	661,185	679,241	679,241
Contract Transportation	180,700	173,015	0	0
Other Revenues	34,765	30,784	20,643	20,643
Interfund Transfers	1,805,999	2,670,004	2,710,048	2,710,048
TOTAL	\$4,938,115	\$6,091,350	\$5,705,358	\$5,705,358
Airport Fund				
Intergovernmental Revenues	166,023	146,183	145,995	145,995
Property Leases	1,986,262	1,861,163	2,010,100	2,010,100
Franchise Fees	1,186,328	1,273,465	998,322	998,322
Landing Fees	388,619	340,178	397,685	397,685
Training Facility Fees	13,200	5,000	19,850	19,850
Other Revenues	211,456	183,525	178,489	178,489
Public Safety Reimbursements	84,297	84,297	84,297	84,297
Investment Income	68,149	47,000	67,000	67,000
Fund Balance	0	0	0	0
TOTAL	\$4,104,334	\$3,940,811	\$3,901,738	\$3,901,738

Revenue Overview

	FY 2009 Actual	FY 2010 Budget	FY 2011 Recommended	FY 2011 Adopted
Recycling Fund				
Recycling Fees	2,521,039	2,278,576	2,253,910	2,253,910
Intergovernmental	263,070	299,555	296,130	296,130
Other Revenues	3,761	1,100	1,400	1,400
Investment Income	21,901	18,000	19,000	19,000
Interfund Transfers	0	0	0	0
TOTAL	\$2,809,771	\$2,597,231	\$2,570,440	\$2,570,440
LEOSSA Fund				
Interfund Charges	444,528	463,583	499,573	499,573
Investment Income	48,121	49,000	42,000	42,000
Fund Balance	0	0	12,537	12,537
TOTAL	\$492,649	\$512,583	\$554,110	\$554,110
Warranty Vehicle Lease Fund				
Interfund Charges	288,210	302,690	0	0
Investment Income	20,907	20,000	0	0
Other Revenues	6,300	2,000	0	0
Interfund Transfers	0	0	0	0
Fund Balance	0	0	0	0
TOTAL	\$315,417	\$324,690	\$0	\$0
City of Fayetteville Finance Corporation				
Investment Income	3,510	0	0	0
Interfund Transfers	2,460,818	1,808,250	1,449,475	1,449,475
TOTAL	\$2,464,328	\$1,808,250	\$1,449,475	\$1,449,475
GRAND TOTAL	\$161,511,042	\$175,394,800	\$173,616,151	\$173,917,357

Expenditure Overview

	FY 2009 Actual	FY 2010 Budget	FY 2011 Recommended	FY 2011 Adopted
General Fund				
City Attorney	1,023,176	1,076,690	1,131,964	1,131,964
City Manager	781,149	833,969	883,524	883,524
Community Development	636,830	1,193,365	1,209,596	1,069,596
Development Services	3,526,739	3,519,109	3,667,814	3,774,490
Engineering & Infrastructure	10,519,965	11,015,401	10,428,935	10,428,935
Environmental Services	8,473,778	7,327,661	8,242,806	8,242,806
Finance	2,446,734	2,477,239	2,519,388	2,519,388
Fire	21,780,439	20,887,715	23,041,486	23,041,486
Human Relations	224,471	241,746	254,529	254,529
Human Resource Development	1,033,764	1,202,869	1,200,754	1,200,754
Information Technology	2,392,870	2,651,639	3,215,286	3,215,286
Management Services	895,080	829,642	767,605	741,805
Mayor and Council	451,702	748,683	538,317	538,317
Other Appropriations				
Agencies	339,000	376,500	307,375	307,375
Annexation Reimbursements	5,088,885	8,065,723	7,507,511	7,531,804
Debt Service for CIP Projects	4,591,752	6,198,523	5,406,353	5,406,353
Transfers to Other Funds	12,668,555	5,643,190	5,437,014	5,437,014
Other	1,157,787	3,537,645	1,335,021	1,335,021
Parks, Recreation & Maintenance	14,692,698	15,209,364	15,230,649	15,230,649
Police	39,333,877	43,620,994	41,582,115	41,918,152
TOTAL	\$132,059,251	\$136,657,667	\$133,908,042	\$134,209,248
Parking Fund				
Parking Management	206,508	338,620	332,185	332,185
TOTAL	\$206,508	\$338,620	\$332,185	\$332,185
Central Business Tax District Fund				
Central Business District	200,927	152,960	206,218	206,218
TOTAL	\$200,927	\$152,960	\$206,218	\$206,218
Stormwater Fund				
Stormwater Utility	4,982,589	5,550,394	6,191,232	6,191,232
TOTAL	\$4,982,589	\$5,550,394	\$6,191,232	\$6,191,232

Expenditure Overview

	FY 2009 Actual	FY 2010 Budget	FY 2011 Recommended	FY 2011 Adopted
Emergency Telephone System Fund				
Emergency Communications	912,952	1,074,600	1,070,806	1,070,806
TOTAL	\$912,952	\$1,074,600	\$1,070,806	\$1,070,806
Risk Management Funds				
Medical, Dental, & Life	12,501,982	13,087,799	14,392,081	14,392,081
Worker's Compensation	1,464,679	1,664,473	1,772,849	1,772,849
Property & Liability	1,464,350	1,593,372	1,561,617	1,561,617
TOTAL	\$15,431,011	\$16,345,644	\$17,726,547	\$17,726,547
Transit Fund				
Transit Operations	4,938,115	6,091,350	5,705,358	5,705,358
TOTAL	\$4,938,115	\$6,091,350	\$5,705,358	\$5,705,358
Airport Fund				
Operations	4,491,934	3,427,448	3,349,198	3,349,198
Fire/Training	509,621	513,363	552,540	552,540
TOTAL	\$5,001,555	\$3,940,811	\$3,901,738	\$3,901,738
Recycling Fund				
Operations	2,406,564	2,597,231	2,570,440	2,570,440
TOTAL	\$2,406,564	\$2,597,231	\$2,570,440	\$2,570,440
LEOSSA Fund				
Police Benefits	491,540	512,583	554,110	554,110
TOTAL	\$491,540	\$512,583	\$554,110	\$554,110
Warranty Vehicle Lease Fund				
Warranty Vehicles	184,490	324,690	0	0
TOTAL	\$184,490	\$324,690	\$0	\$0
City of Fayetteville Finance Corporation				
Finance Corporation	2,109,973	1,808,250	1,449,475	1,449,475
TOTAL	\$2,109,973	\$1,808,250	\$1,449,475	\$1,449,475
GRAND TOTAL	\$168,925,475	\$175,394,800	\$173,616,151	\$173,917,357

General Fund

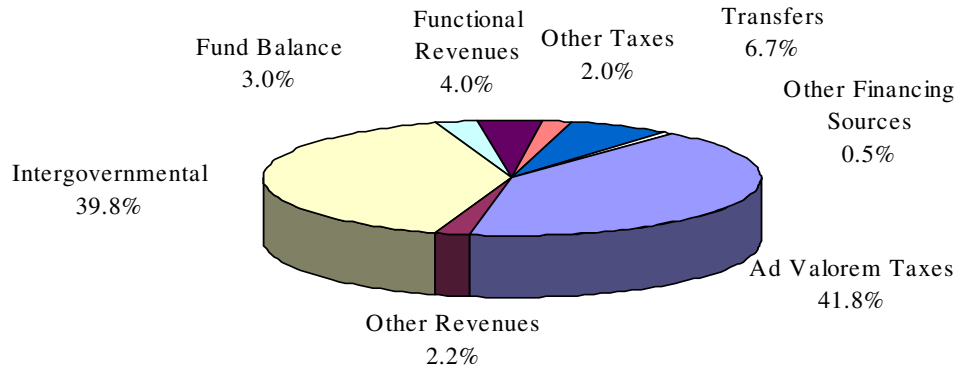
Revenues	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY2011 Recommended	FY2011 Adopted
Ad Valorem Taxes					
Current Year Taxes	53,901,098	55,653,209	57,083,483	57,288,982	57,288,982
Prior Years Taxes	1,252,830	1,162,000	1,131,000	1,026,000	1,026,000
Penalties & Interest	310,898	315,000	318,000	318,000	318,000
	\$55,464,826	\$57,130,209	\$58,532,483	\$58,632,982	\$58,632,982
Other Taxes					
Vehicle License Tax	630,065	627,285	622,807	619,500	619,500
Privilege License Tax	1,013,929	1,084,100	1,028,350	1,066,450	1,066,450
Franchise Fees	380,944	430,604	353,337	323,817	323,817
Vehicle Gross Receipts	441,381	544,590	464,000	464,000	464,000
	\$2,466,319	\$2,686,579	\$2,468,494	\$2,473,767	\$2,473,767
Intergovernmental Revenues					
Federal	170,492	2,268,611	784,803	694,953	694,953
State					
Sales Taxes	29,628,044	32,375,771	30,147,617	30,657,693	30,754,690
Utility Taxes	9,196,488	10,050,511	9,896,405	9,850,241	9,850,241
Other	6,320,142	6,245,346	5,710,190	6,133,351	6,133,351
Local	3,630,127	3,418,890	4,262,609	4,053,757	4,053,757
	\$48,945,293	\$54,359,129	\$50,801,624	\$51,389,995	\$51,486,992
Functional Revenues					
Permits and Fees	1,889,965	1,987,000	1,804,446	1,918,200	1,918,200
Property Leases	318,867	764,664	335,187	582,414	582,414
Engineering/Planning Svcs	333,452	370,172	346,800	373,050	373,050
Public Safety Services	947,682	1,196,437	941,514	1,204,574	1,204,574
Environmental Services	70,693	71,939	73,293	73,293	73,293
Parks & Recreation Fees	1,078,230	986,133	1,094,800	1,094,800	1,094,800
Other Fees and Services	193,683	91,921	87,228	90,221	90,221
	\$4,832,572	\$5,468,266	\$4,683,268	\$5,336,552	\$5,336,552
Other Revenues					
Refunds & Sundry	788,377	625,556	626,056	632,156	632,156
Indirect Cost Allocation	1,091,906	1,112,866	1,132,412	1,157,958	1,157,958
Special Use Assessments	211,692	195,000	162,000	170,000	170,000
Sale of Assets & Materials	246,972	231,500	180,530	180,500	180,500
	\$2,338,947	\$2,164,922	\$2,100,998	\$2,140,614	\$2,140,614
Investment Income	\$1,334,697	\$839,500	\$800,000	\$750,000	\$750,000
Other Financing Sources					
Proceeds from Bonds	0	0	8,759,246	0	0
Proceeds from Loans	0	750,000	750,000	0	0
Interfund Transfers	8,516,480	9,172,772	9,172,772	10,479,372	10,479,372
Capital Leases	0	0	0	0	0
	\$8,516,480	\$9,922,772	\$18,682,018	\$10,479,372	\$10,479,372
Fund Balance	\$0	\$4,086,290	\$0	\$2,704,760	\$2,908,969
TOTAL	\$123,899,134	\$136,657,667	\$138,068,885	\$133,908,042	\$134,209,248

General Fund

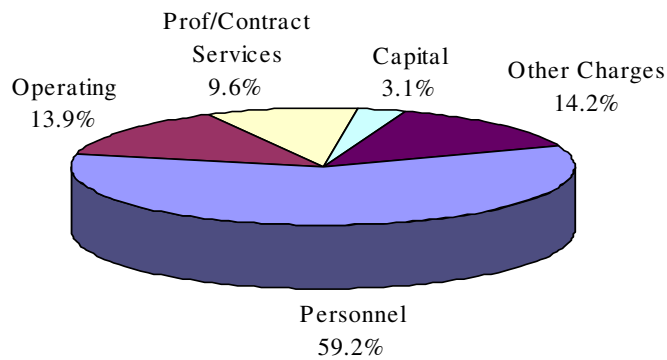
Expenditures	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY2011 Recommended	FY2011 Adopted
City Attorney	1,023,176	1,076,690	1,298,516	1,131,964	1,131,964
City Manager	781,149	833,969	860,721	883,524	883,524
Community Development	636,830	1,193,365	941,672	1,209,596	1,069,596
Development Services	3,526,739	3,519,109	3,575,971	3,667,814	3,774,490
Engineering & Infrastructure	10,519,965	11,015,401	13,575,206	10,428,935	10,428,935
Environmental Services	8,473,778	7,327,661	7,250,858	8,242,806	8,242,806
Finance	2,446,734	2,477,239	2,509,645	2,519,388	2,519,388
Fire	21,780,439	20,887,715	22,210,429	23,041,486	23,041,486
Human Relations	224,471	241,746	242,140	254,529	254,529
Human Resource Development	1,033,764	1,202,869	1,201,220	1,200,754	1,200,754
Information Technology	2,392,870	2,651,639	2,975,183	3,215,286	3,215,286
Management Services	895,080	829,642	774,290	767,605	741,805
Mayor and Council	451,702	748,683	731,675	538,317	538,317
Other Appropriations					
Agencies	339,000	376,500	376,500	307,375	307,375
Annexation Reimbursements	5,088,885	8,065,723	7,474,135	7,507,511	7,531,804
Debt Service for CIP Projects	4,591,752	6,198,523	4,581,206	5,406,353	5,406,353
Refunded Bonds	0	0	8,600,308	0	0
Transfers to Other Funds	12,668,555	5,643,190	6,950,183	5,437,014	5,437,014
Other	1,157,787	3,537,645	2,076,791	1,335,021	1,335,021
Parks, Recreation & Maintenance	14,692,698	15,209,364	15,659,224	15,230,649	15,230,649
Police	39,333,877	43,620,994	41,670,047	41,582,115	41,918,152
TOTAL	\$132,059,251	\$136,657,667	\$145,535,920	\$133,908,042	\$134,209,248

General Fund

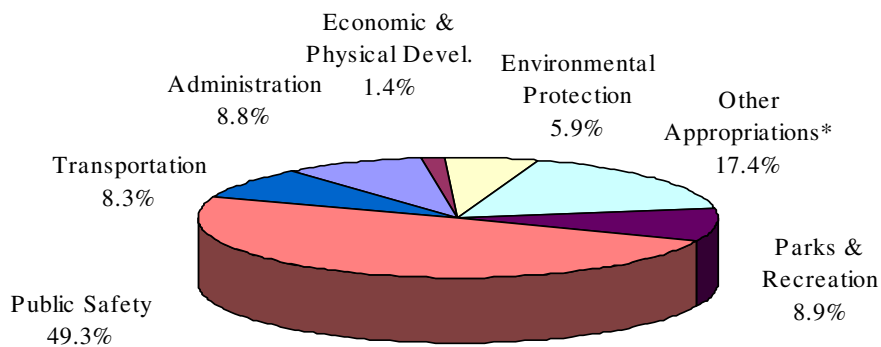
FY2010 Revenues



FY2010 Expenditures by Object



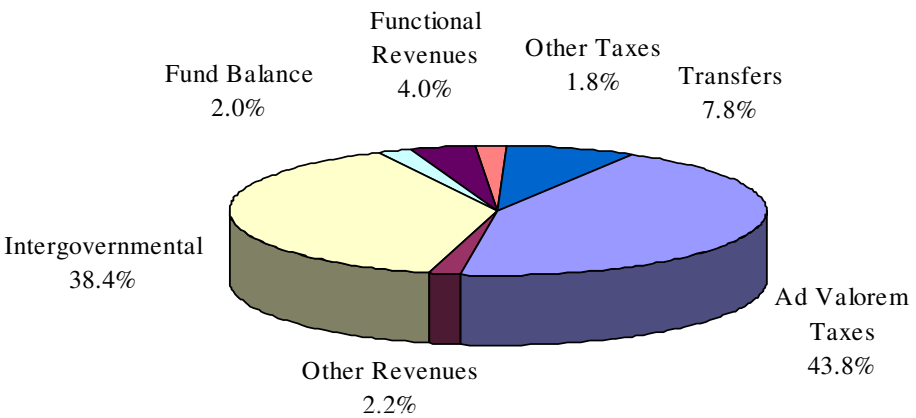
FY2010 Expenditures by Function



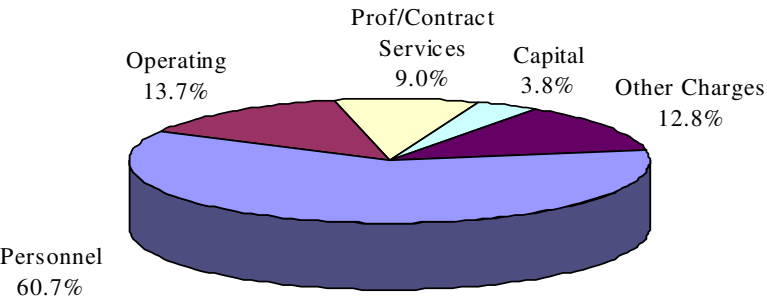
Other Appropriations includes:

Agency Payments	\$376,500
Annexation Reimbursements	\$8,065,723
Debt Service for CIP Projects	\$6,198,523
Transfers to Other Funds	\$5,643,190
Other Expenditures	\$3,537,645

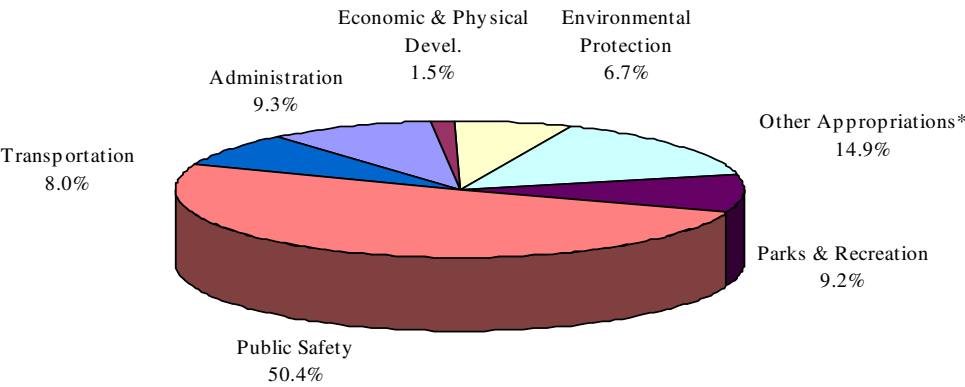
FY2011 Revenues



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
Transfers to Other Funds	\$5,437,014
Other Expenditures	\$1,335,021

Parking Fund

Revenues

	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Recommended	FY 2011 Adopted
Functional Revenues	321,324	337,620	300,570	329,185	329,185
Other Revenues					
Refunds and Sundry	204	0	960	0	0
Investment Income	3,141	1,000	3,000	3,000	3,000
TOTAL	\$ 324,669	\$ 338,620	\$ 304,530	\$ 332,185	\$ 332,185

Expenditures

	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Recommended	FY 2011 Adopted
Personnel	0	0	0	0	0
Operating	93,408	96,343	91,412	95,216	95,216
Contract Services	113,100	231,009	204,142	219,713	219,713
Capital Outlay	0	0	0	0	0
Other Charges	0	11,268	0	17,256	17,256
TOTAL	\$ 206,508	\$ 338,620	\$ 295,554	\$ 332,185	\$ 332,185

Notes:

Central Business Tax District Fund

Revenues

	FY 2009	FY 2010	FY 2010	FY 2011	FY 2011
	Actual	Budget	Estimated	Recommended	Adopted
Ad Valorem Taxes	88,186	131,649	129,332	131,287	131,287
Investment Income	3,129	3,500	1,680	840	840
Other Financing Sources					
Fund Balance	0	17,811	0	74,091	74,091
TOTAL	\$ 91,315	\$ 152,960	\$ 131,012	\$ 206,218	\$ 206,218

Expenditures

	FY 2009	FY 2010	FY 2010	FY 2011	FY 2011
	Actual	Budget	Estimated	Recommended	Adopted
Personnel	0	0	0	0	0
Operating	50,000	7,000	4,100	40,000	40,000
Contract Services	50,927	50,960	71,100	27,384	27,384
Capital Outlay	0	20,000	0	58,740	58,740
Other Charges	100,000	75,000	75,000	80,094	80,094
TOTAL	\$ 200,927	\$ 152,960	\$ 150,200	\$ 206,218	\$ 206,218

Notes:

Stormwater Fund

Revenues

	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Recommended	FY 2011 Adopted
Storm Water Fees	5,712,593	5,169,894	5,086,172	5,099,839	5,099,839
Other Revenues	500	0	29,639	0	0
Investment Income	140,532	83,000	78,279	66,007	66,007
Other Financing Sources					
Fund Balance	0	297,500	0	1,025,386	1,025,386
TOTAL	\$ 5,853,625	\$ 5,550,394	\$ 5,194,090	\$ 6,191,232	\$ 6,191,232

Expenditures

	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Recommended	FY 2011 Adopted
Personnel	1,598,606	1,686,990	1,528,273	1,487,735	1,487,735
Operating	520,683	809,539	514,220	555,843	555,843
Contract Services	1,282,546	970,333	1,967,520	742,885	742,885
Capital Outlay	1,390,564	1,883,545	2,605,390	3,105,500	3,105,500
Other Charges	190,190	199,987	383,772	299,269	299,269
TOTAL	\$ 4,982,589	\$ 5,550,394	\$ 6,999,175	\$ 6,191,232	\$ 6,191,232

Notes:

Emergency Telephone System Fund

Revenues

	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Recommended	FY 2011 Adopted
Subscriber Fees	0	0	0	0	0
Intergovernmental	1,138,912	1,064,600	1,060,306	1,060,306	1,060,306
Investment Income	10,925	10,000	10,700	10,500	10,500
TOTAL	\$ 1,149,837	\$ 1,074,600	\$ 1,071,006	\$ 1,070,806	\$ 1,070,806

Expenditures

	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Recommended	FY 2011 Adopted
Personnel	52,853	52,231	54,087	54,964	54,964
Operating	370,690	444,127	457,674	488,130	488,130
Contract Services	121,591	125,231	139,912	144,110	144,110
Capital Outlay	296,544	0	554,784	297,691	297,691
Other Charges	71,274	453,011	0	85,911	85,911
TOTAL	\$ 912,952	\$ 1,074,600	\$ 1,206,457	\$ 1,070,806	\$ 1,070,806

Notes:

Risk Management Fund

Revenues

	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Recommended	FY 2011 Adopted
Interfund Charges	11,842,074	12,924,923	11,548,897	14,022,088	14,022,088
Other Revenues					
Employee Contributions	2,559,002	2,966,435	2,603,000	3,304,633	3,304,633
Refunds and Sundry	323,134	86,286	288,041	71,417	71,417
Investment Income	343,638	368,000	203,000	309,000	309,000
Other Financing Sources					
Interfund Transfer	0	0	2,322,100	0	0
Fund Balance	0	0	0	19,409	19,409
TOTAL	\$ 15,067,848	\$ 16,345,644	\$ 16,965,038	\$ 17,726,547	\$ 17,726,547

Expenditures

	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Recommended	FY 2011 Adopted
Personnel	409,941	430,507	396,089	384,989	384,989
Operating	12,470,752	15,647,496	14,699,804	17,099,473	17,099,473
Contract Services	227,679	261,830	243,005	230,148	230,148
Capital Outlay	0	0	0	8,000	8,000
Other Charges	2,322,639	5,811	2,577,050	3,937	3,937
TOTAL	\$ 15,431,011	\$ 16,345,644	\$ 17,915,948	\$ 17,726,547	\$ 17,726,547

Notes:

Transit Fund

Revenues

	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Recommended	FY 2011 Adopted
Other Taxes	432,465	600,000	587,681	608,300	608,300
Federal Operating Grant	1,203,536	1,273,111	1,216,325	1,153,128	1,153,128
State Operating Grant	683,251	683,251	533,998	533,998	533,998
Fares					
Buses	597,399	661,185	659,143	679,241	679,241
Contract Transportation	180,700	173,015	117,368	0	0
Other Revenues	34,765	30,784	133,642	20,643	20,643
Other Financing Sources					
Interfund Transfers	1,805,999	2,670,004	2,150,364	2,710,048	2,710,048
TOTAL	\$ 4,938,115	\$ 6,091,350	\$ 5,398,521	\$ 5,705,358	\$ 5,705,358

Expenditures

	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Recommended	FY 2011 Adopted
Personnel	2,910,888	3,096,163	3,363,745	3,663,180	3,663,180
Operating	1,364,107	1,739,704	1,331,899	1,297,503	1,297,503
Contract Services	218,921	224,140	222,611	229,268	229,268
Capital Outlay	0	0	5,975	0	0
Other Charges	444,199	1,031,343	474,291	515,407	515,407
TOTAL	\$ 4,938,115	\$ 6,091,350	\$ 5,398,521	\$ 5,705,358	\$ 5,705,358

Notes:

Airport Fund

Revenues

	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Recommended	FY 2011 Adopted
Intergovernmental	166,023	146,183	145,315	145,995	145,995
Property Leases	1,986,262	1,861,163	2,001,146	2,010,100	2,010,100
Franchise Fees	1,186,328	1,273,465	998,234	998,322	998,322
Landing Fees	388,619	340,178	398,078	397,685	397,685
Training Facility Fees	13,200	5,000	19,850	19,850	19,850
Other Revenues	211,456	183,525	185,693	178,489	178,489
Public Safety Reimb.	84,297	84,297	84,297	84,297	84,297
Investment Income	68,149	47,000	43,000	67,000	67,000
Other Financing Sources					
Fund Balance	0	0	0	0	0
TOTAL	\$ 4,104,334	\$ 3,940,811	\$ 3,875,613	\$ 3,901,738	\$ 3,901,738

Expenditures

	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Recommended	FY 2011 Adopted
Personnel	1,138,618	1,273,499	1,165,792	1,296,137	1,296,137
Operating	1,041,819	1,080,943	1,186,663	1,271,204	1,271,204
Contract Services	130,615	104,800	149,281	152,152	152,152
Capital Outlay	333,398	77,000	112,989	108,000	108,000
Other Charges	2,357,105	1,404,569	978,110	1,074,245	1,074,245
TOTAL	\$ 5,001,555	\$ 3,940,811	\$ 3,592,835	\$ 3,901,738	\$ 3,901,738

Notes:

Recycling Fund

Revenues

	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Recommended	FY 2011 Adopted
Recycling Fees	2,521,039	2,278,576	2,255,710	2,253,910	2,253,910
Intergovernmental	263,070	299,555	296,130	296,130	296,130
Other Revenues	3,761	1,100	1,400	1,400	1,400
Investment Income	21,901	18,000	14,000	19,000	19,000
Other Financing Sources					
Interfund Transfers	0	0	0	0	0
TOTAL	\$ 2,809,771	\$ 2,597,231	\$ 2,567,240	\$ 2,570,440	\$ 2,570,440

Expenditures

	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Recommended	FY 2011 Adopted
Personnel	0	0	0	0	0
Operating	27,284	38,350	34,850	38,750	38,750
Contract Services	1,875,545	1,902,497	1,902,497	1,950,060	1,950,060
Capital Outlay	0	55,000	0	55,000	55,000
Other Charges	503,735	601,384	461,328	526,630	526,630
TOTAL	\$ 2,406,564	\$ 2,597,231	\$ 2,398,675	\$ 2,570,440	\$ 2,570,440

Notes:

LEOSSA Fund

Revenues

	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Recommended	FY 2011 Adopted
Interfund Charges	444,528	463,583	504,893	499,573	499,573
Investment Income	48,121	49,000	28,000	42,000	42,000
Other Financing Sources					
Fund Balance	0	0	0	12,537	12,537
TOTAL	\$ 492,649	\$ 512,583	\$ 532,893	\$ 554,110	\$ 554,110

Expenditures

	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Recommended	FY 2011 Adopted
Personnel	491,540	509,571	489,511	554,110	554,110
Operating	0	0	0	0	0
Contract Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Other Charges	0	3,012	0	0	0
TOTAL	\$ 491,540	\$ 512,583	\$ 489,511	\$ 554,110	\$ 554,110

Notes:

Warranty Vehicle Lease Fund

Revenues

	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Recommended	FY 2011 Adopted
Interfund Charges	288,210	302,690	262,000	0	0
Investment Income	20,907	20,000	17,000	0	0
Other Revenues	6,300	2,000	0	0	0
Other Financing Sources					
Interfund Transfers	0	0	0	0	0
Fund Balance	0	0	0	0	0
TOTAL	\$ 315,417	\$ 324,690	\$ 279,000	\$ 0	\$ 0

Expenditures

	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Recommended	FY 2011 Adopted
Personnel	0	0	0	0	0
Operating	137,604	151,840	151,702	0	0
Contract Services	1,153	2,500	2,500	0	0
Capital Outlay	45,733	0	119,142	0	0
Other Charges	0	170,350	0	0	0
TOTAL	\$ 184,490	\$ 324,690	\$ 273,344	\$ 0	\$ 0

Notes:

City of Fayetteville Finance Corporation

Revenues

	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Recommended	FY 2011 Adopted
Investment Income	3,510	0	471	0	0
Other Financing Sources					
Interfund Transfers	2,460,818	1,808,250	3,542,853	1,449,475	1,449,475
TOTAL	\$ 2,464,328	\$ 1,808,250	\$ 3,543,324	\$ 1,449,475	\$ 1,449,475

Expenditures

	FY 2009 Actual	FY 2010 Budget	FY 2010 Estimated	FY 2011 Recommended	FY 2011 Adopted
Personnel	0	0	0	0	0
Operating	0	0	0	0	0
Contract Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Other Charges	2,109,973	1,808,250	3,897,679	1,449,475	1,449,475
TOTAL	\$ 2,109,973	\$ 1,808,250	\$ 3,897,679	\$ 1,449,475	\$ 1,449,475

Notes:

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Fund Balance Projections

	General Fund	Parking Fund	CBTD Fund	Stormwater Fund
Available Fund Balance at June 30, 2009	\$33,559,932	\$193,807	\$124,883	\$5,459,097
FY10 Estimated Revenues and Other Sources	138,068,885	304,530	131,012	5,194,090
FY10 Estimated Expenditures and Other Uses	145,535,920	295,554	150,200	6,999,175
Less: Fund Balance designated for Capital Improvement Plan	1,250,000	0	0	0
Less: Misc. Designations (i.e., senior recreation)	674,301	0	0	0
Less: Fund Balance reserved for County Recreation	1,637,933	0	0	0
Less: Designation for Capital Funding Plan	3,264,483	0	0	0
Projected Available Fund Balance at June 30, 2010	19,266,180	202,783	105,695	3,654,012
FY11 Estimated Revenues and Other Sources	131,300,279	332,185	132,127	5,165,846
FY11 Estimated Expenditures and Other Uses	134,209,248	314,929	206,218	6,098,795
Projected Available Fund Balance at June 30, 2011	\$16,357,211	\$220,039	\$31,604	\$2,721,063
	Emergency Telephone System Fund	Risk Fund	Transit Fund	Airport Fund
Available Fund Balance at June 30, 2009	\$458,592	\$11,827,661	\$7,730	\$2,579,446
FY10 Estimated Revenues and Other Sources	1,071,006	16,965,038	5,398,521	3,875,613
FY10 Estimated Expenditures and Other Uses	1,206,457	17,915,948	5,398,521	3,592,835
Projected Available Fund Balance at June 30, 2010	323,141	10,876,751	7,730	2,862,224
Add: Repayment from Economic/Development Capital Proj. Fund	0	2,576,050	0	0
FY11 Estimated Revenues and Other Sources	1,070,806	17,707,138	5,705,358	3,901,738
FY11 Estimated Expenditures and Other Uses	984,895	17,723,110	5,705,358	3,703,022
Projected Available Fund Balance at June 30, 2011	\$409,052	\$13,436,829	\$7,730	\$3,060,940

Fund Balance Projections

	Recycling Fund	LEOSSA Fund	Warranty Fund	Finance Corporation
Available Fund Balance at June 30, 2009	\$198,997	\$2,127,024	\$948,074	\$354,355
FY10 Estimated Revenues and Other Sources	2,567,240	532,893	279,000	3,543,324
FY10 Estimated Expenditures and Other Uses	2,398,675	489,511	273,344	3,897,679
Projected Available Fund Balance at June 30, 2010	367,562	2,170,406	953,730	0
FY11 Estimated Revenues and Other Sources	2,570,440	541,573	0	1,449,475
FY11 Estimated Expenditures and Other Uses	2,499,978	554,110	0	1,449,475
Projected Available Fund Balance at June 30, 2011	\$438,024	\$2,157,869	\$953,730	\$0

Capital Funding Plan

Overview

The City of Fayetteville's Capital Funding Plan (CFP) serves two purposes. It is a tool for managing existing principal and interest obligations for debt issued for major capital improvements, including bonds, installment financing agreements and other note payable instruments. It also serves as a planning tool for projecting future capacity to issue debt or to cash fund major capital improvements and infrastructure.

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 issued for the acquisition of equipment as an expenditure of the benefiting department budget, debt service for a loan from the Housing and Urban Development Department as an expenditure of the multi-year Federal and State Assistance Fund, and debt service for two stormwater loans from the North Carolina Department of Environment and Natural Resources as an expenditure of the Stormwater Fund.

The Local Government Commission of the Department of the State Treasurer oversees long-term debt issuance by local governments in North Carolina. The City is subject to the Local Government Bond Act of North Carolina, which limits the amount of general obligation bonded debt the City may have outstanding at 8% of the appraised value of property subject to taxation.

Resources

- This budget dedicates an amount equivalent to 5.65 cents of the recommended 45.6-cent tax rate for debt service obligations. this plan to fund associated debt service expenditures.
- In addition, ad valorem taxes generated by expected increases in property values for the Hope VI project area are also dedicated to
- \$1,111,111 in contributions from Progress Energy in fiscal year 2011 and fiscal year 2012 are dedicated to this plan for debt service associated with the development of Festival Park.

Outstanding Debt Instruments

- **General obligation bonds** pledge the full faith, credit and taxing power of the City to meet principal and interest obligations. The City (excluding PWC) is projected to have \$15,836,115 of general obligation bonds outstanding over three series of bonds as of June 30, 2010. They bear interest, payable semi-annually, at rates varying from 3.0 to 5.0 percent. The City's underlying general obligation bond ratings were upgraded to Aa2 by Moody's and AA+ by Standard and Poors in September, 2009. facilities through the capital funding plan. Outstanding obligations on June 30, 2010 will total \$5,286,838 at interest rates from 4.19 to 4.55 percent.
- **Planned capital lease** financing agreements that have been identified to take place before June 30, 2010, include \$3,219,717 to fund public safety technology improvements including upgrades of the computer-aided dispatch, records management and Firehouse systems and \$3,463,668 to fund digital radio purchases. In addition, the City plans to enter into financing agreements in December, 2010 for \$2,576,050 of infrastructure improvements for the Hope VI project and \$3,145,600 for Fire Station 19.

Capital Funding Plan

- **Revenue bonds** are serviced from the earnings of the project for which they were issued. The City plans to redeem \$2,040,000 of Series 1996 Municipal Building Project revenue bonds in fiscal year 2010. As of June 30, 2010, the City of Fayetteville is projected to have \$6,380,000 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.

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 2011 budget includes a \$385,200 transfer to PWC to fund a portion of this debt service.
- Other expenditures for capital improvements in fiscal year 2011 include \$50,000 for Wayfinding signage and \$228,600 needed to supplement computer replacement funding for a conversion to a virtualized program.

SUMMARY OF OUTSTANDING DEBT ISSUES SERVICED THROUGH THE CAPITAL FUNDING PLAN

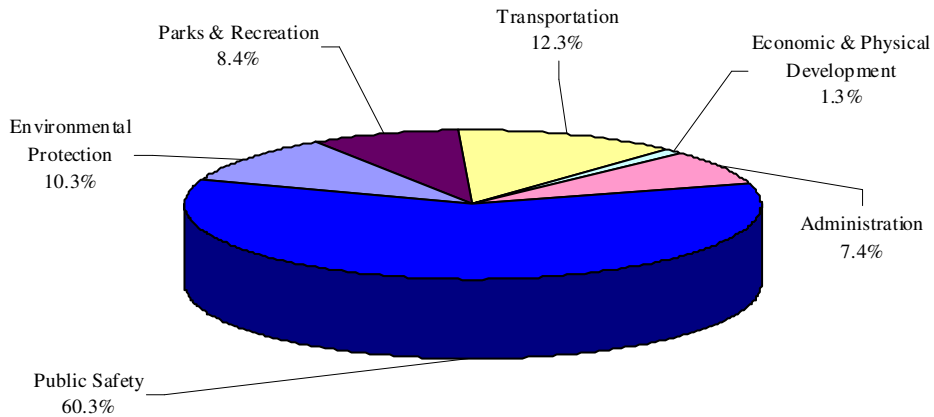
Description	Debt Type	Purpose	Amount Outstanding @ 06/30/10	FY2011 Principal & Interest
<i>General Obligation Bonds</i>				
2002 Refunding Bonds	General Obligation	Refunded Series 1991 and a portion of Series 1994 Public Improvement Bonds	1,990,000	445,975
2005 Public Improvement Bonds	General Obligation	Street, Sidewalk and Drainage Improvements, Fire Station and Park Land Acquisition	6,325,000	673,306
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	7,521,115	1,560,291
			15,836,115	2,679,572
<i>Revenue Bonds</i>				
2005 Refunding and Municipal Building Bonds	Revenue - COPs	Westover Recreation Center, Festival Park and Refunded Police Administrative Building	6,380,000	1,446,250
			6,380,000	1,446,250
<i>Other Financings</i>				
Capital Lease - Construction	Lease Agreement	Cliffdale and Myers Recreation Centers, Douglas Byrd Ballfield Improvements, and School Road Fire Station	1,506,005	440,742
Capital Lease - Construction	Lease Agreement	E.E. Miller Recreation Center and Buhmann Drive Fire Station	3,780,833	457,155
			5,286,838	897,897
<i>Planned Financings</i>				
		Public Safety Technology - June 2010	3,219,717	889,774
		Digital Radio Purchases - June 2010	3,463,668	796,070
		Hope VI Infrastructure - December 2010		64,401
		Fire Station 19 - December 2010		78,640
			6,683,385	1,828,885
			\$34,186,338	\$6,852,604

Authorized Strength by Department

DEPARTMENT	Actual 2007-08	Actual 2008-09	Adopted 2009-10	Recommended 2010-11	Adopted 2010-11
Airport	15	16	16	17	17
City Attorney	9	9	9	9	9
City Manager	6	6	6	6	6
Community Development	10	10	10	10	10
Development Services	46	46	46	42	43
Engineering & Infrastructure	110	124	123	120	120
Environmental Services	104	108	108	105	105
Finance	19	19	19	19	19
Fire & Emergency Mgmt.	302	302	326	330	330
Human Relations	4	4	4	3	3
Human Resource Development	14	14	14	14	14
Information Technology	10	10	20	20	20
Management Services	19	14	11	10	10
Mayor and Council	1	1	1	1	1
Parks, Recreation & Maintenance	180	180	179	161	161
Police	528	529	548	537	537
Risk Management	5	6	6	5	5
Transit	62	70	70	84	84
TOTAL	1444	1468	1516	1493	1494

NOTES: Position totals include full-time authorized and frozen positions funded by general fund, other budgeted funds, and grants. The adopted budget for fiscal year 2009-10 included 7 grant-funded positions for which grants were not approved.

FY11 Adopted Positions by Function



Department Summaries

General Fund

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

City Attorney

Mission Statement

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

Goals and Objectives

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

Services and Programs

- Litigation Services
 - Civil Cases
 - Environmental Court
 - Legal Advice
 - 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
 - Real Estate Services
 - Negotiation and Acquisition of Real Property
 - Rights-of-Way and Easements
 - Drafting of Metes and Bounds Descriptions
 - Preparation of Legal Documents in Support of all City Projects
 - Title Searches
 - Management of Leased City-Owned Properties
-

Notes:

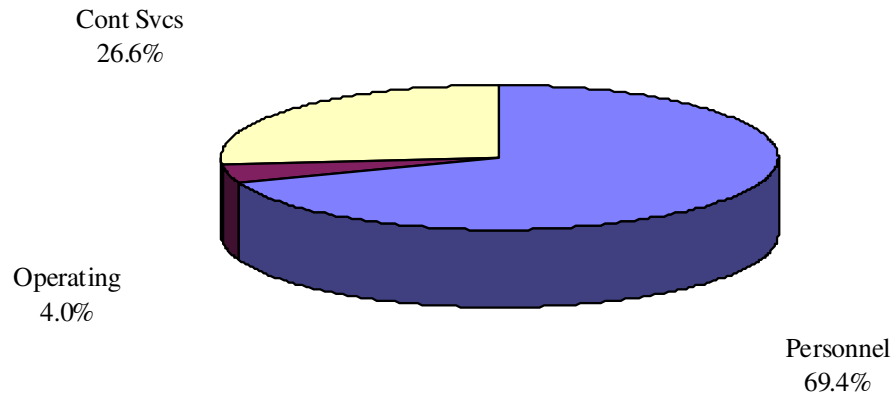
Budget Summary

	2008-09 Actual	2009-10 Orig Budget	2010-11 Recommended	2010-11 Adopted	% Change
Expenditures					
Personnel	660,406	770,754	785,934	785,934	1.97%
Operating	39,806	39,513	44,730	44,730	13.20%
Contract Services	321,473	266,000	301,000	301,000	13.16%
Capital Outlay	0	0	0	0	0.00%
Other Charges	1,491	423	300	300	-29.08%
Total	\$ 1,023,176	\$ 1,076,690	\$ 1,131,964	\$ 1,131,964	5.13%
Revenues					
General Fund	1,023,176	1,076,690	1,131,964	1,131,964	5.13%
Total	\$ 1,023,176	\$ 1,076,690	\$ 1,131,964	\$ 1,131,964	5.13%
Personnel					
Full-time	9	9	9	9	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Personnel includes \$13,732 for employee pay adjustments
- Contract services includes \$300,000 for contract legal services

Budget by Expenditure Category



City Manager

Mission Statement

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

Goals and Objectives

- Assist in the preparation 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 the 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:

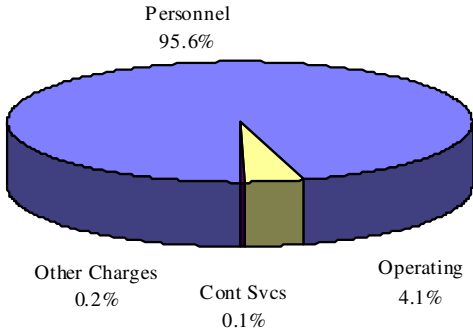
Budget Summary

	2008-09 Actual	2009-10 Orig Budget	2010-11 Recommended	2010-11 Adopted	% Change
Expenditures					
Personnel	699,445	794,833	844,942	844,942	6.30%
Operating	45,754	35,786	36,032	36,032	0.69%
Contract Services	31,788	50	50	50	0.00%
Capital Outlay	0	0	0	0	0.00%
Other Charges	4,162	3,300	2,500	2,500	-24.24%
Total	\$ 781,149	\$ 833,969	\$ 883,524	\$ 883,524	5.94%
Revenues					
General Fund	781,149	833,969	883,524	883,524	5.94%
Total	\$ 781,149	\$ 833,969	\$ 883,524	\$ 883,524	5.94%
Personnel					
Full-time	6	6	6	6	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Personnel includes \$12,574 for employee pay adjustments
- Other Charges includes \$1,250 each for employee appreciation and community relations

Budget by Expenditure Category



Community Development

Mission Statement

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

Goals and Objectives

Community Development

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

Housing

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

Homelessness

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

Economic Development

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

Services and Programs

- Single Family Housing Development
 - Economic Development Programs
 - Neighborhood Resource Center Network
 - Assessment Fee Assistance Program (Water/Sewer & Street Paving)
 - Residential Façade Grant Program
 - Multi-family Housing Development
 - Neighborhood/Community Development Programs
 - Utility Assistance to Homeless Shelters
 - Downtown Loan Pool
 - Business Assistance Program
 - Mortgage and Downpayment Assistance Programs
 - Acquisition/Demolition Programs
-

Community Development

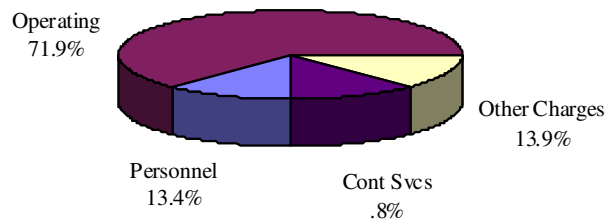
Budget Summary

	2008-09 Actual	2009-10 Orig Budget	2010-11 Recommended	2010-11 Adopted	% Change
Expenditures					
Personnel	111,912	146,173	143,368	143,368	-1.92%
Operating	322,802	841,189	769,399	769,399	-8.53%
Contract Services	110,949	20,117	148,188	8,188	-59.30%
Capital Outlay	0	0	0	0	0.00%
Other Charges	91,167	185,886	148,641	148,641	-20.04%
Total	\$ 636,830	\$ 1,193,365	\$ 1,209,596	\$ 1,069,596	-10.37%
Revenues					
Functional	0	0	353,115	353,115	100.00%
Other Revenue	0	0	0	0	0.00%
General Fund	636,830	1,193,365	856,481	856,481	-28.23%
Total	\$ 636,830	\$ 1,193,365	\$ 1,209,596	\$ 1,069,596	-10.37%
Personnel					
Full-time	2	2	2	2	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Grant-funded program and personnel expenses for 8 positions are not reflected in this budget
- Personnel includes \$2,746 for employee pay adjustments
- Contract Services includes \$8,188 for the Capitol Project incentive
- Operating includes \$758,480 for the Festival Plaza master lease agreement
- Other Charges includes \$178,735 for the local share of the HOME program, offset by a \$30,094 cost reallocation to the Central Business Tax District for the Downtown Manager position
- Revenues include \$353,115 in projected rent payments for the Festival Plaza master lease agreement

Budget by Expenditure Category



Development Services

Mission Statement

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

Goals and Objectives

- Complete the organizational changes necessary to combine the Inspections and Planning Departments into a Development Services Department with three Divisions: Planning/Zoning; Building Plan Review and Inspections; and Housing/Code Enforcement
 - Complete the tasks necessary to adopt and implement a Unified Development Ordinance
 - Expand our collaboration with the Community Development, Police and other departments to achieve a greater positive impact on our neighborhoods
 - Evaluate policies, practices and procedures to maximize the efficiency and effectiveness of all operations
 - Devise strategies to implement minimum property maintenance standards for non-residential property
 - Investigate and pursue best practices and tools for permitting, plan review and code enforcement processes
 - Manage the drafting of a new sub-area plan for the Owen Drive/Village Drive location in the vicinity of the hospital
-

Services and Programs

- Construction code compliance for building, electrical, mechanical & plumbing
 - Contractor licenses
 - Taxicabs
 - City ordinance compliance for zoning and property maintenance
 - Coordination of subdivision and site plan reviews
 - Provide staff support to the Planning Commission, Zoning Commission, Board of Adjustment, Appearance Commission, Historic Resources Commission and the Technical Review Committee
-

Notes:

Development Services

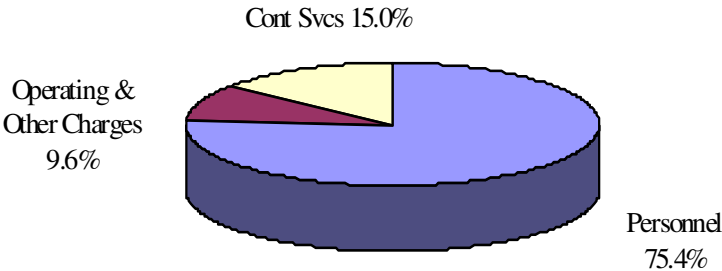
Budget Summary

	2008-09 Actual	2009-10 Orig Budget	2010-11 Recommended	2010-11 Adopted	% Change
Expenditures					
Personnel	2,747,221	2,898,293	2,793,134	2,844,708	-1.85%
Operating	319,209	344,650	353,668	358,770	4.10%
Contract Services	406,418	276,166	516,012	566,012	104.95%
Capital Outlay	43,663	0	0	0	0.00%
Other Charges	10,228	0	5,000	5,000	100.00%
Total	\$ 3,526,739	\$ 3,519,109	\$ 3,667,814	\$ 3,774,490	7.26%
Revenues					
Functional Revenues	1,808,943	1,909,000	1,848,300	1,848,300	-3.18%
Other Revenues	205,015	162,000	143,000	143,000	-11.73%
General Fund	1,512,781	1,448,109	1,676,514	1,783,190	23.14%
Total	\$ 3,526,739	\$ 3,519,109	\$ 3,667,814	\$ 3,774,490	7.26%
Personnel					
Full-time	46	46	42	43	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Personnel includes \$44,377 for employee pay adjustments
- Personnel reflects the transfer of a Fire Inspector to the Fire Department, the elimination of three Inspector positions and the addition of a Planner II
- Contract Services includes \$115,000 for the Metropolitan Planning Organization, \$348,000 for contracted lot cleanings and demolitions, and \$50,000 each for planning consulting services and a police service study
- 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 of Phase II of the Cape Fear River Multipurpose Trail
- Effectively manage the construction of the projects identified in the CIP
- Review Departmental procedures to identify measures that can be implemented to increase overall efficiency of our services
- Complete Council's three-year commitment to pave soil streets

Services and Programs

- Engineering
- Stormwater & Drainage
- Street Sweeping and Maintenance
- Street Resurfacing
- Project Management & Inspection
- Management & 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**



Note: FY2005 Final Contract Amount includes \$1.1 Million in bond funds.

Engineering & Infrastructure

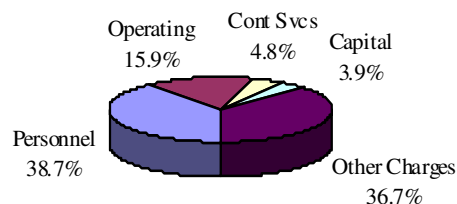
Budget Summary

	2008-09 Actual	2009-10 Orig Budget	2010-11 Recommended	2010-11 Adopted	% Change
Expenditures					
Personnel	3,780,988	4,020,382	4,040,549	4,040,549	0.50%
Operating	1,729,656	1,855,501	1,663,287	1,663,287	-10.36%
Contract Services	563,517	1,245,594	500,370	500,370	-59.83%
Capital Outlay	886,047	2,000	401,300	401,300	19965.00%
Other Charges	3,559,757	3,891,924	3,823,429	3,823,429	-1.76%
Total	\$ 10,519,965	\$ 11,015,401	\$ 10,428,935	\$ 10,428,935	-5.32%
Revenues					
Functional Revenues	418,696	460,333	436,673	436,673	-5.14%
PWC Transfers	298,092	319,600	0	0	-100.00%
Other Revenues	174,318	96,600	88,900	88,900	-7.97%
General Fund	9,628,859	10,138,868	9,903,362	9,903,362	-2.32%
Total	\$ 10,519,965	\$ 11,015,401	\$ 10,428,935	\$ 10,428,935	-5.32%
Personnel					
Full-time	83	83	80	80	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Personnel includes \$65,644 for employee pay adjustments
- Personnel reflects the elimination of two previously frozen positions and the elimination of one Street Sweeper Operator due to a reduction in street sweeping frequency
- Three authorized positions are frozen and unfunded
- Operating includes \$166,838 for thoroughfare street light utility costs
- Contract Services includes \$70,000 for a pavement management study, \$80,000 for traffic signal repairs and upgrades, \$150,000 for sidewalk repairs, \$55,000 for pavement marking services, and \$70,000 for asphalt repairs
- Other Charges includes a \$52,000 transfer to the General Government Fund for parking lot maintenance and a \$3,682,261 transfer to the Transportation Fund for street resurfacing (\$3,280,261), sidewalks (\$154,000), and downtown streetscape projects (\$248,000)

Budget by Expenditure Category



Environmental Services

Mission Statement

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

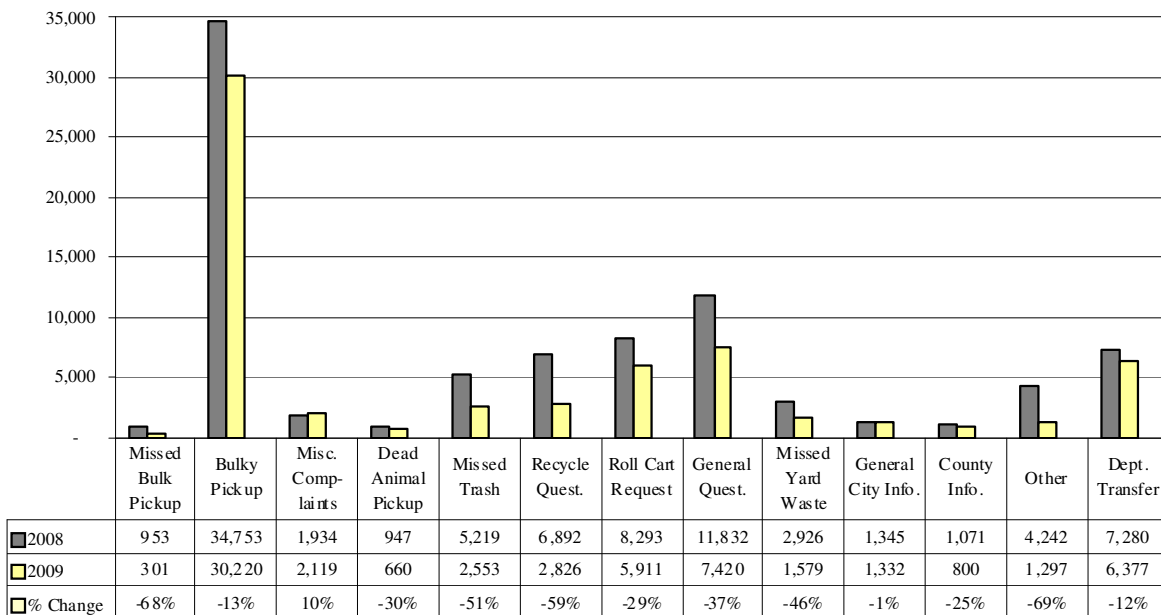
Goals and Objectives

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

Services and Programs

- Residential solid waste collection
- Residential yard waste collection
- Bulky item and limb pickups
- Backdoor collection for the disabled
- Dead animal collection
- Recycling drop sites
- Customer call center
- Cart maintenance and delivery
- Sustainability plan implementation

Customer Calls by Type for Calendar Years 2008 and 2009



Environmental Services

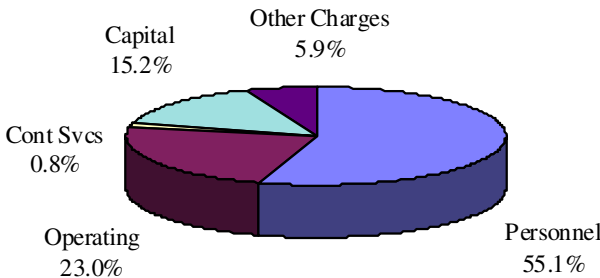
Budget Summary

	2008-09 Actual	2009-10 Orig Budget	2010-11 Recommended	2010-11 Adopted	% Change
Expenditures					
Personnel	4,351,477	4,509,018	4,543,210	4,543,210	0.76%
Operating	1,890,047	2,112,933	1,895,570	1,895,570	-10.29%
Contract Services	85,512	91,388	68,349	68,349	-25.21%
Capital Outlay	1,024,311	0	1,250,000	1,250,000	100.00%
Other Charges	1,122,431	614,322	485,677	485,677	-20.94%
Total	\$ 8,473,778	\$ 7,327,661	\$ 8,242,806	\$ 8,242,806	12.49%
Revenues					
Intergovernmental	84,449	136,913	151,400	151,400	10.58%
Functional	80,490	77,028	79,893	79,893	3.72%
General Fund	8,308,839	7,113,720	8,011,513	8,011,513	12.62%
Total	\$ 8,473,778	\$ 7,327,661	\$ 8,242,806	\$ 8,242,806	12.49%
Personnel					
Full-time	108	108	105	105	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Personnel includes \$65,699 for employee pay adjustments
- Personnel reflects the elimination of four positions due to route efficiency improvements and the transfer of a Public Information Specialist for environmental education
- Operating includes \$923,914 for vehicle maintenance, and \$462,145 for fuel
- Other Charges includes \$1,423,500 for fuel inventory, offset by \$1,484,500 for fuel charges to user departments, and \$544,050 in debt service for vehicle and equipment financing

Budget by Expenditure Category



Finance

Mission Statement

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

Goals and Objectives

- Obtain financing for Fire Station 19, Hope VI Infrastructure and the Downtown Parking Deck
 - Review and enhance financial policies and procedures
 - Increase collection of City revenues through enhanced collection procedures
 - Prepare the Comprehensive Annual Financial Report in-house
 - Assist the City Manager's Office with preparation of the fiscal year 2011-2012 annual budget and update of the five-year capital improvement plan
 - Complete implementation of integrated cashiering system and develop City web payment program
 - Obtain Certificate of Achievement in Financial Reporting
-

Services and Programs

- 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:

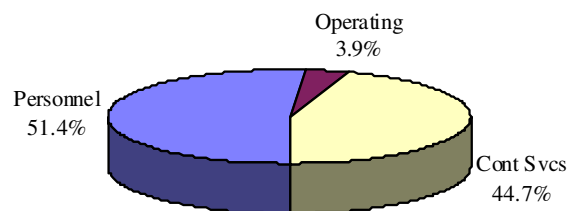
Budget Summary

	2008-09 Actual	2009-10 Orig Budget	2010-11 Recommended	2010-11 Adopted	% Change
Expenditures					
Personnel	1,180,078	1,238,864	1,294,284	1,294,284	4.47%
Operating	84,037	96,050	98,409	98,409	2.46%
Contract Services	1,093,853	1,142,325	1,126,695	1,126,695	-1.37%
Capital Outlay	86,224	0	0	0	0.00%
Other Charges	2,542	0	0	0	0.00%
Total	\$ 2,446,734	\$ 2,477,239	\$ 2,519,388	\$ 2,519,388	1.70%
Revenues					
General Fund	2,446,734	2,477,239	2,519,388	2,519,388	1.70%
Total	\$ 2,446,734	\$ 2,477,239	\$ 2,519,388	\$ 2,519,388	1.70%
Personnel					
Full-time	19	19	19	19	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Personnel includes \$22,068 for employee pay adjustments
- Contract Services includes \$655,539 for tax collection services, \$288,636 for PWC purchasing management and \$60,000 for the annual audit
- Operating includes \$27,533 for maintenance of software systems and equipment, \$24,000 for postage, and \$18,000 for supplies

Budget by Expenditure Category



Fire and Emergency Management

Mission Statement

To promote life safety and reduce human suffering and property loss through public education and fire prevention programs. To mitigate the consequences of fire, accident, sudden illness or disaster in the community. To recognize that every individual is valuable and to maximize each member's potential. To reach into the future, never forgetting the past.

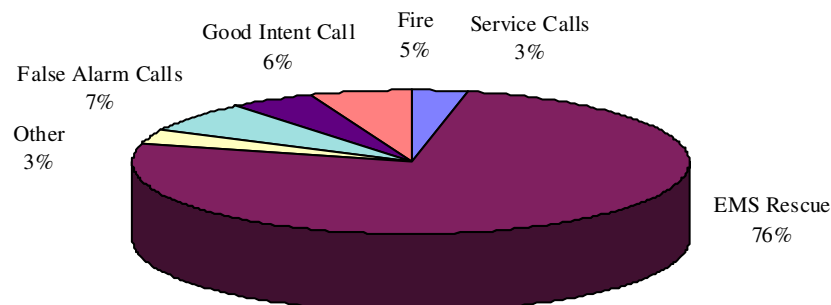
Goals and Objectives

- Hold fire losses to less than 5% of total property value
- Confine 97% of structure fires to the building of origin
- Respond to emergency incidents within 1 minute of receiving the initial dispatch 90% of the time
- Maintain response time average of four minutes and 30 seconds
- Provide the first Fire Department unit on the scene of an emergency incident within 5 minutes 90% of the time
- Accomplish City Council's stated objectives
- Provide the full first alarm assignment on the scene of an emergency incident within 8 minutes 90% of the time. Time is measured from time of dispatch to time of arrival
- Prevent or minimize the loss of life and property through effective dispatching, fire protection, emergency medical services, emergency operations planning and implementation
- Conduct fire inspections at required levels
- Achieve National Accreditation Status

Services and Programs

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

2009 Response Statistics (22,608 Total Calls)



Fire and Emergency Management

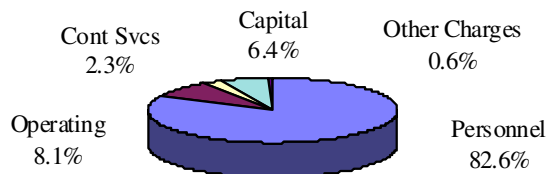
Budget Summary

	2008-09 Actual	2009-10 Orig Budget	2010-11 Recommended	2010-11 Adopted	% Change
Expenditures					
Personnel	17,550,513	17,959,505	19,023,244	19,023,244	5.92%
Operating	1,600,724	1,788,015	1,856,927	1,856,927	3.85%
Contract Services	576,138	505,629	534,977	534,977	5.80%
Capital Outlay	1,282,133	80,250	1,481,660	1,481,660	1746.31%
Other Charges	770,931	554,316	144,678	144,678	-73.90%
Total	\$ 21,780,439	\$ 20,887,715	\$ 23,041,486	\$ 23,041,486	10.31%
Revenues					
Functional Revenues	428,453	433,021	420,114	420,114	-2.98%
Intergovernmental	151,148	864,905	991,172	991,172	14.60%
Other Revenues	0	5,000	5,000	5,000	0.00%
General Fund	21,200,838	19,584,789	21,625,200	21,625,200	10.42%
Total	\$ 21,780,439	\$ 20,887,715	\$ 23,041,486	\$ 23,041,486	10.31%
Personnel					
Full-time	296	320	324	324	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Personnel includes \$353,864 for employee pay adjustments
- Personnel reflects the addition of three positions to provide services in the West Area fire district and the transfer of a Fire Inspector from Development Services
- Operating includes expenditures to operate 15 fire stations and \$669,927 for vehicle maintenance and fuel
- Contract Services includes \$437,626 for payments to volunteer fire departments for contracted fire protection and \$75,505 for employee physicals
- Other Charges includes \$85,941 in debt service, an indirect cost allocation of \$67,407 for HazMat operations, offset by a \$55,000 allocation of HazMat costs to the Stormwater Fund and \$40,000 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 \$647,118 for the SAFER Grant

Budget by Expenditure Category



Human Relations

Mission Statement

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

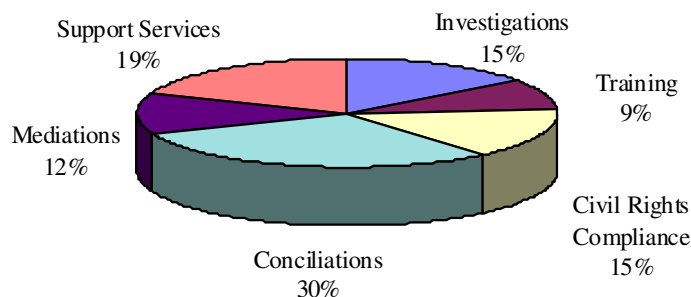
Goals and Objectives

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

Services and Programs

- Investigate unfair treatment and all equal opportunity/equal access complaints
- Administer the City's Fair Housing Ordinance
- Provide staff support to the 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 the Fayetteville Cumberland United

Calendar Year 2009 Resolution Type



Human Relations

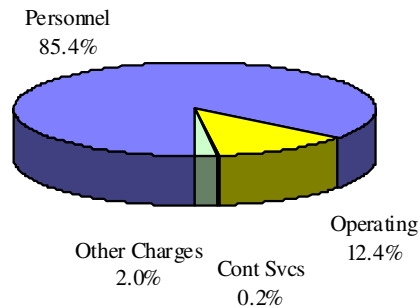
Budget Summary

	2008-09 Actual	2009-10 Orig Budget	2010-11 Recommended	2010-11 Adopted	% Change
Expenditures					
Personnel	201,148	209,489	217,439	217,439	3.79%
Operating	22,707	26,757	31,515	31,515	17.78%
Contract Services	0	500	575	575	15.00%
Capital Outlay	0	0	0	0	0.00%
Other Charges	616	5,000	5,000	5,000	0.00%
Total	\$ 224,471	\$ 241,746	\$ 254,529	\$ 254,529	5.29%
Revenues					
Other Revenues	7,859	15,000	17,600	17,600	17.33%
General Fund	216,612	226,746	236,929	236,929	4.49%
Total	\$ 224,471	\$ 241,746	\$ 254,529	\$ 254,529	5.29%
Personnel					
Full-time	4	4	3	3	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Personnel includes \$3,983 for employee pay adjustments
- Personnel reflects the elimination of a previously frozen and unfunded position
- Operating includes \$12,600 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.

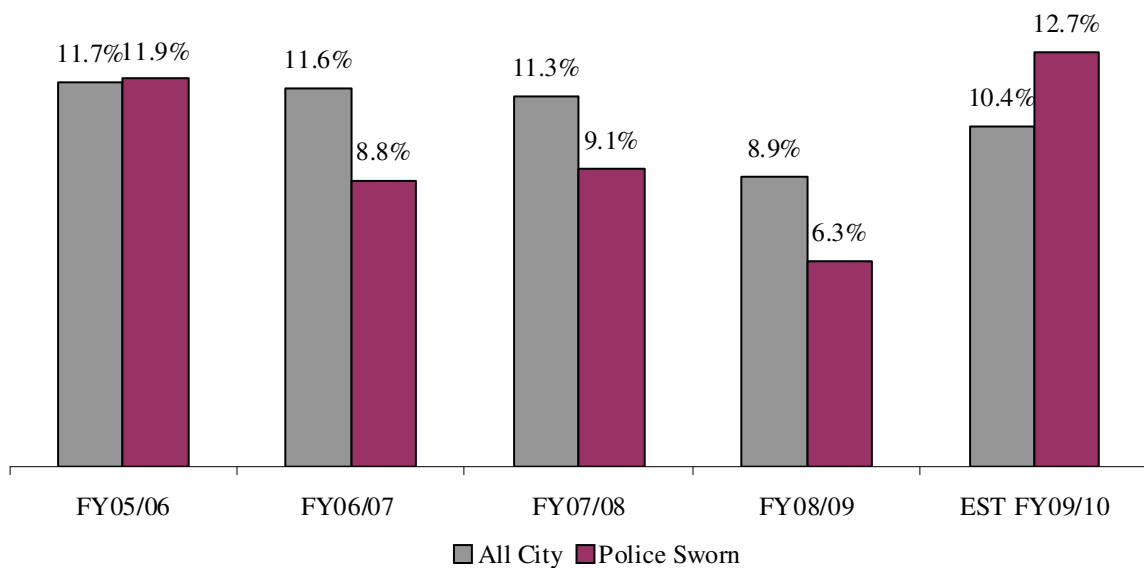
Goals and Objectives

- Develop recruitment strategies to attract quality employees
- Develop selection strategies to select quality employees
- Update employee handbook
- 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
- Automate performance management system

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

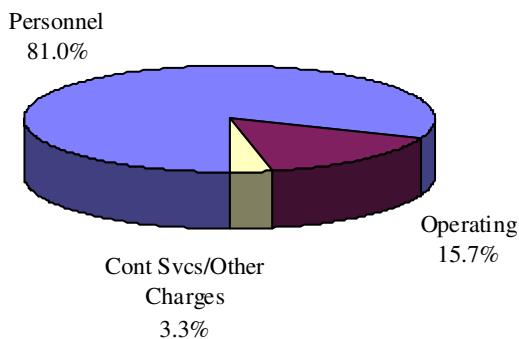
Budget Summary

	2008-09 Actual	2009-10 Orig Budget	2010-11 Recommended	2010-11 Adopted	% Change
Expenditures					
Personnel	815,901	954,248	972,069	972,069	1.87%
Operating	174,544	213,709	188,695	188,695	-11.70%
Contract Services	39,378	34,612	39,240	39,240	13.37%
Capital Outlay	0	0	0	0	0.00%
Other Charges	3,941	300	750	750	150.00%
Total	\$ 1,033,764	\$ 1,202,869	\$ 1,200,754	\$ 1,200,754	-0.18%
Revenues					
General Fund	1,033,764	1,202,869	1,200,754	1,200,754	-0.18%
Total	\$ 1,033,764	\$ 1,202,869	\$ 1,200,754	\$ 1,200,754	-0.18%
Personnel					
Full-time	14	14	14	14	
Part-time	1	2	1	1	
Temporary	0	0	0	0	

Budget Highlights

- Personnel includes \$16,970 for employee pay adjustments
- Personnel reflects the elimination of a part-time position due to classification and compensation staff restructuring
- 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, \$16,143 for Flexible Spending Account administration, and \$4,872 for position reclassification services

Budget by Expenditure Category



Information Technology

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.

Goals and Objectives

- Increase the technological capabilities of the City in order to enhance citizen service delivery
- Support all computer hardware & software
- Provide current computer technology to all city employees by implementing the computer replacement plan
- Continue to enhance computer training
- Review and enhance the City's IT policies & procedures
- Improve response times of the IT Help Desk
- Continue to enhance web-based mapping solutions for external & internal GIS users
- Enhance services for citizens through web-based applications

Services and Programs

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

Notes:

Information Technology

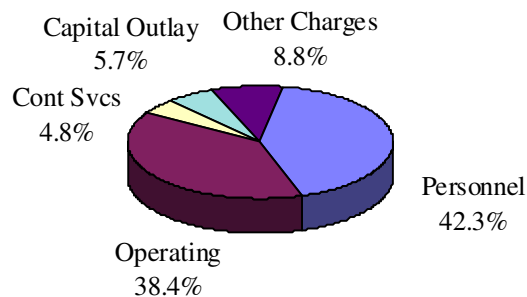
Budget Summary

	2008-09 Actual	2009-10 Orig Budget	2010-11 Recommended	2010-11 Adopted	% Change
Expenditures					
Personnel	816,338	1,311,342	1,361,435	1,361,435	3.82%
Operating	1,146,188	898,835	1,233,955	1,233,955	37.28%
Contract Services	180,564	75,000	153,275	153,275	104.37%
Capital Outlay	244,064	77,800	183,121	183,121	135.37%
Other Charges	5,716	288,662	283,500	283,500	-1.79%
Total	\$ 2,392,870	\$ 2,651,639	\$ 3,215,286	\$ 3,215,286	21.26%
Revenues					
General Fund	2,392,870	2,651,639	3,215,286	3,215,286	21.26%
Total	\$ 2,392,870	\$ 2,651,639	\$ 3,215,286	\$ 3,215,286	21.26%
Personnel					
Full-time	10	20	20	20	
Part-time	0	0	0	0	
Temporary	0	4	4	4	

Budget Highlights

- Personnel includes \$23,239 for employee pay adjustments
- Operating includes \$62,951 for departmental small equipment and supplies, \$896,949 for hardware and software maintenance, \$189,630 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 \$283,500 for city-wide computer replacements

Budget by Expenditure Category



Management Services

Mission Statement

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

Goals and Objectives

- Provide appropriate, effective and consistent internal and external communication to inform the public about City policies and programs
- Provide interactive and informative Citizens' Academy program
- Coordinate the Boards and Commissions 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 provide support for legislative affairs activities

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

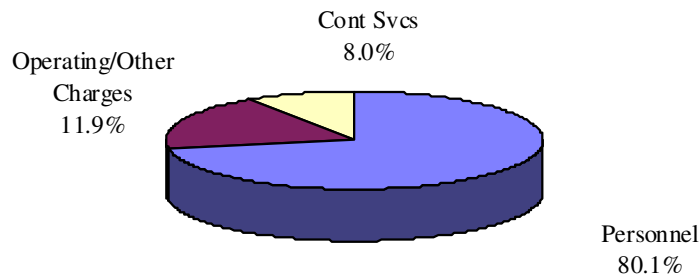
Budget Summary

	2008-09 Actual	2009-10 Orig Budget	2010-11 Recommended	2010-11 Adopted	% Change
Expenditures					
Personnel	716,165	631,906	594,164	594,164	-5.97%
Operating	128,684	160,391	126,071	126,071	-21.40%
Contract Services	77,821	83,845	84,870	59,070	-29.55%
Capital Outlay	5,870	0	0	0	0.00%
Other Charges	(33,460)	(46,500)	(37,500)	(37,500)	-19.35%
Total	\$ 895,080	\$ 829,642	\$ 767,605	\$ 741,805	-10.59%
Revenues					
General Fund	895,080	829,642	767,605	741,805	-10.59%
Total	\$ 895,080	\$ 829,642	\$ 767,605	\$ 741,805	-10.59%
Personnel					
Full-time	14	11	10	10	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Personnel includes \$9,559 for employee pay adjustments
- Personnel reflects the transfer of a Public Information Specialist to Environmental Services
- Operating includes \$29,620 for supplies (including updates of the City code of ordinances), \$48,700 for printing and copying, \$7,350 for advertising and \$13,752 for the postage equipment lease
- Contract Services includes \$25,800 for the Kaleidoscope program and \$28,140 for strategic plan consulting
- Other Charges includes \$131,000 for postage and printing inventories, less \$169,000 for service charges to other departments

Budget by Expenditure Category



Mayor and Council

Vision Statement

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

Goals and Objectives

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

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

Notes:

Mayor and Council

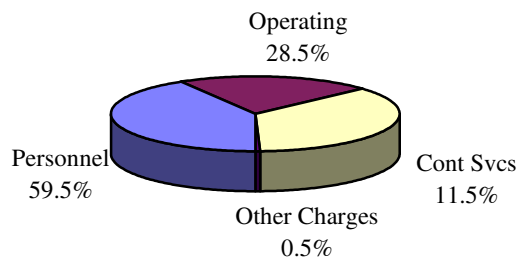
Budget Summary

	2008-09 Actual	2009-10 Orig Budget	2010-11 Recommended	2010-11 Adopted	% Change
Expenditures					
Personnel	266,785	309,016	320,633	320,633	3.76%
Operating	128,237	164,567	153,384	153,384	-6.80%
Contract Services	54,427	271,900	61,700	61,700	-77.31%
Capital Outlay	0	0	0	0	0.00%
Other Charges	2,253	3,200	2,600	2,600	-18.75%
Total	\$ 451,702	\$ 748,683	\$ 538,317	\$ 538,317	-28.10%
Revenues					
General Fund	451,702	748,683	538,317	538,317	-28.10%
Total	\$ 451,702	\$ 748,683	\$ 538,317	\$ 538,317	-28.10%
Personnel					
Full-time	1	1	1	1	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Personnel includes \$4,554 for employee and council pay adjustments
- Operating includes \$42,888 for travel and training, and \$93,126 for organizational memberships and dues
- Contract Services includes \$50,000 for the legislative affairs agreement through the Chamber of Commerce, \$7,000 for closed captioning, \$500 for sign language services, and \$4,200 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

	2008-09 Actual	2009-10 Orig Budget	2010-11 Recommended	2010-11 Adopted	% Change
Expenditures					
Personnel	37,168	31,396	32,368	32,368	3.10%
Operating	1,035,220	1,189,449	1,192,653	1,192,653	0.27%
Contract Services	5,134,751	8,115,723	7,557,511	7,581,804	-6.58%
Capital Outlay	0	2,176,000	0	0	-100.00%
Other Charges	17,638,840	12,309,013	11,210,742	11,210,742	-8.92%
Total	\$ 23,845,979	\$ 23,821,581	\$ 19,993,274	\$ 20,017,567	-15.97%
Revenues					
Other Revenues	555,556	555,556	555,556	555,556	0.00%
Interfund Transfer	0	0	0	0	0.00%
General Fund	23,290,423	23,266,025	19,437,718	19,462,011	-16.35%
Total	\$ 23,845,979	\$ 23,821,581	\$ 19,993,274	\$ 20,017,567	-15.97%
Personnel					
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 Fleet Maintenance employees and unemployment benefit costs
- Operating includes \$1,184,739 for insurance and claim settlements for the General Fund
- Contract Services includes \$6,385,746 for payments under the sales tax agreement, \$265,416 in payments to Spring Lake from revenues generated from the Fort Bragg annexation and \$880,642 to Fort Bragg to fund a water infrastructure project
- Other Charges includes funding for the Chamber of Commerce (\$128,125), the Arts Council (\$75,000), the ASOM Foundation (\$56,250) and Fascinate-U Children's Museum (\$48,000)
- Other Charges also includes: Capital Funding Plan debt service of \$5,406,353 and a contribution to fund balance of \$137,458; transfers totaling \$2,944,256 to the Transit Funds; transfers totaling \$627,225 to PWC for water and sewer projects and the Black and Decker agreement; a \$1,449,475 transfer to the City of Fayetteville Finance Corporation for debt service on a variety of facilities; a \$50,000 transfer for the Wayfinding project; and a \$228,600 transfer for the computer replacement plan
- Other Revenues consists of payments from Progress Energy in the amount of \$555,556 dedicated to fund debt service for the construction of Festival Park

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Parks, Recreation & Maintenance

Mission Statement

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

Goals and Objectives

- Begin Phase II construction of the Cape Fear River Trail
 - Continue construction of Linear Park
 - 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
-

Notes:

Parks, Recreation & Maintenance

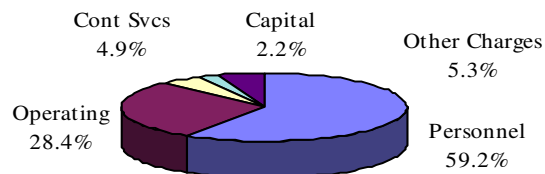
Budget Summary

	2008-09 Actual	2009-10 Orig Budget	2010-11 Recommended	2010-11 Adopted	% Change
Expenditures					
Personnel	8,847,266	9,242,123	9,021,262	9,021,262	-2.39%
Operating	4,220,618	4,464,115	4,330,570	4,330,570	-2.99%
Contract Services	797,897	815,361	741,956	741,956	-9.00%
Capital Outlay	253,351	192,500	334,506	334,506	73.77%
Other Charges	573,566	495,265	802,355	802,355	62.01%
Total	\$ 14,692,698	\$ 15,209,364	\$ 15,230,649	\$ 15,230,649	0.14%
Revenues					
Intergovernmental	2,865,574	2,692,392	3,422,042	3,422,042	27.10%
Functional	1,113,479	1,017,133	1,133,800	1,133,800	11.47%
Other	34,903	32,921	32,921	32,921	0.00%
General Fund	10,678,742	11,466,918	10,641,886	10,641,886	-7.19%
Total	\$ 14,692,698	\$ 15,209,364	\$ 15,230,649	\$ 15,230,649	0.14%
Personnel					
Full-time	180	179	161	161	
Part-time	0	0	0	0	
Temporary	180	204	193	193	

Budget Highlights

- Personnel includes \$110,285 for employee pay adjustments
- Personnel reflects the elimination of nine funded and eight previously frozen positions due to efficiency improvements and the elimination of one position due to a reduction of right-of-way mowing frequency
- Budget includes \$3,256,673 for operation of the District Parks & Recreation program, including JP Riddle Stadium and \$505,892 for the projected excess of district revenues over expenditures
- Other Charges also includes a \$52,000 transfer for building maintenance projects, and a \$156,000 transfer to a capital project fund for playground improvements
- Intergovernmental revenues include proceeds of the county's recreation tax and funding for the maintenance of JP Riddle Stadium
- Functional revenues include participant fees and rental fees for parks and recreation centers

Budget by Expenditure Category



Police

Mission Statement

To lead the community problem solving efforts that 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.

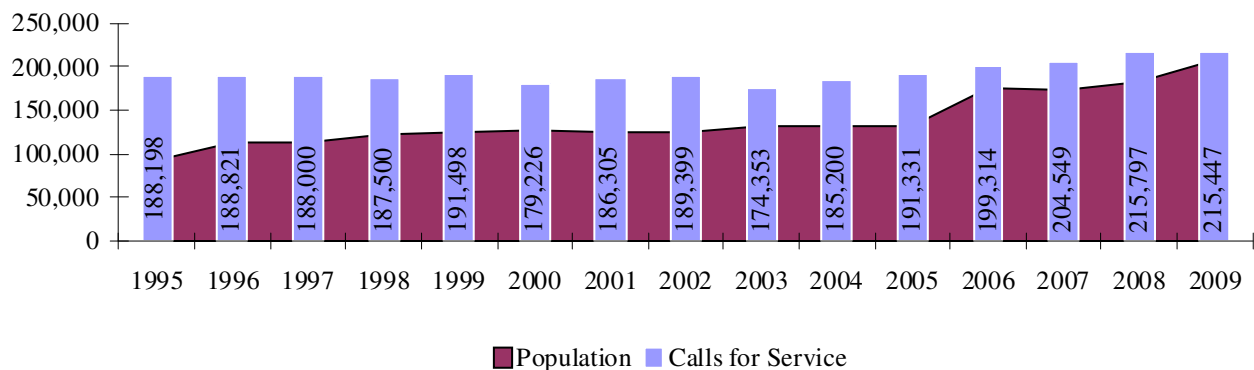
Goals and Objectives

- Increased Community Education and Involvement: Our roadmap to success is our Community Wellness Plan. We must continue on this course and educate the public
- Crime Prevention: Joint crime prevention efforts with surrounding agencies; increased neighborhood walkdowns
- Recruitment / Retention: Fully staff our sworn and non-sworn vacancies and retain our qualified employees
- Operational Efficiency: Determine times of the year when crime increases and allocate resources accordingly; focus on repeat offenders

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

City Population / Calls for Service



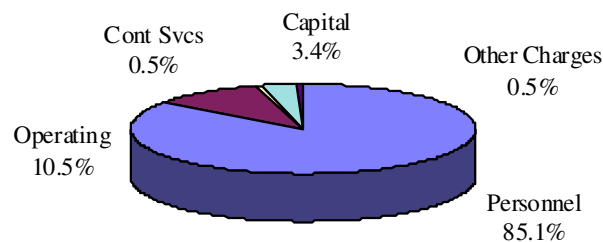
Budget Summary

	2008-09 Actual	2009-10 Orig Budget	2010-11 Recommended	2010-11 Adopted	% Change
Expenditures					
Personnel	32,133,911	35,874,130	35,340,430	35,676,467	-0.55%
Operating	4,278,141	4,806,701	4,393,682	4,393,682	-8.59%
Contract Services	182,804	145,631	189,019	189,019	0
Capital Outlay	1,485,948	1,730,491	1,440,859	1,440,859	0.00%
Other Charges	1,253,073	1,064,041	218,125	218,125	-79.50%
Total	\$ 39,333,877	\$ 43,620,994	\$ 41,582,115	\$ 41,918,152	-3.90%
Revenues					
Functional Revenues	705,311	921,420	861,544	861,544	-6.50%
Intergovernmental	705,748	2,791,684	328,736	328,736	-88.22%
Other Revenues	6,489	15,000	15,000	15,000	0.00%
Interfund Transfer	77,072	70,649	0	0	-100.00%
General Fund	37,839,257	39,822,241	40,376,835	40,712,872	2.24%
Total	\$ 39,333,877	\$ 43,620,994	\$ 41,582,115	\$ 41,918,152	-3.90%
Personnel					
Full-time	526	545	517	517	
Part-time	9	10	10	10	
Temporary	0	0	0	0	

Budget Highlights

- Personnel includes \$587,276 for employee pay adjustments
- Personnel reflects the assignment of 17 grant-funded Police Officer positions to the State and Federal Assistance Fund, the elimination of seven anticipated grant-funded positions that were not approved and the elimination of a Stable Assistant and three Office Assistant positions
- One authorized support position is frozen and unfunded
- FY2010 original budget included \$1.8 million for expenditures projected for grants that were not approved or implemented in other funds
- Other Charges includes \$100,000 for confidential/evidence funds and \$99,025 for grant matches

Budget by Expenditure Category



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Special Revenue Funds

Central Business Tax District Fund E-2
City of Fayetteville Finance Corporation Fund E-3
Emergency Telephone System Fund E-4
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

	2008-09 Actual	2009-10 Orig Budget	2010-11 Recommended	2010-11 Adopted	% Change
Expenditures					
Personnel	0	0	0	0	0.00%
Operating	50,000	7,000	40,000	40,000	471.43%
Contract Services	50,927	50,960	27,384	27,384	-46.26%
Capital Outlay	0	20,000	58,740	58,740	193.70%
Other Charges	100,000	75,000	80,094	80,094	6.79%
Total	\$ 200,927	\$ 152,960	\$ 206,218	\$ 206,218	34.82%
Revenues					
Ad Valorem Taxes	88,186	131,649	131,287	131,287	-0.27%
Investment Income	3,129	3,500	840	840	-76.00%
Fund Balances	0	17,811	74,091	74,091	315.98%
Total	\$ 91,315	\$ 152,960	\$ 206,218	\$ 206,218	34.82%
Personnel					
Full-time	0	0	0	0	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Operating expenditures include \$22,000 for a downtown Fayetteville website and promotional DVD, and \$18,000 for additional holiday decorations
- Contract Services includes \$25,000 for a portion of the parking contract and \$1,100 for tax collection services
- Capital Outlay includes \$21,040 for four garbage/recycling units, \$15,200 for district arrival signs, and \$22,500 for pedestrian directional signs
- Other Charges consists of a \$30,094 cost allocation for the Downtown Development Manager and a transfer of \$50,000 to the Transportation Fund for the sidewalk paver brick repair project
- Tax rate remains at 10 cents per \$100 of assessed valuation

City of Fayetteville Finance Corporation Fund

Description

The City of Fayetteville Finance Corporation (COFFC) leases facilities to the City. This fund accounts for transfers 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

	2008-09 Actual	2009-10 Orig Budget	2010-11 Recommended	2010-11 Adopted	% Change
Expenditures					
Personnel	0	0	0	0	0.00%
Operating	0	0	0	0	0.00%
Contract Services	0	0	0	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Other Charges	2,109,973	1,808,250	1,449,475	1,449,475	-19.84%
Total	\$ 2,109,973	\$ 1,808,250	\$ 1,449,475	\$ 1,449,475	-19.84%
Revenues					
Investment Income	3,510	0	0	0	0.00%
Interfund Transfer	2,460,818	1,808,250	1,449,475	1,449,475	-19.84%
Total	\$ 2,464,328	\$ 1,808,250	\$ 1,449,475	\$ 1,449,475	-19.84%
Personnel					
Full-time	0	0	0	0	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- The City plans to redeem approximately \$2.1 million of outstanding Series 1996 revenue bonds in fiscal year 2010
- For fiscal year 2011, Other Charges includes \$326,250 of bond interest and \$1,120,000 of principal payments for debt for Westover Recreation Center, Festival Park and the Police Administration Building, and \$3,225 for associated service charges
- Interfund Transfer 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

	2008-09 Actual	2009-10 Orig Budget	2010-11 Recommended	2010-11 Adopted	% Change
Expenditures					
Personnel	52,853	52,231	54,964	54,964	5.23%
Operating	370,690	444,127	488,130	488,130	9.91%
Contract Services	121,591	125,231	144,110	144,110	15.08%
Capital Outlay	296,544	0	297,691	297,691	100.00%
Other Charges	71,274	453,011	85,911	85,911	-81.04%
Total	\$ 912,952	\$ 1,074,600	\$ 1,070,806	\$ 1,070,806	-0.35%
Revenues					
Subscriber Fees	0	0	0	0	0.00%
Intergovernmental	1,138,912	1,064,600	1,060,306	1,060,306	-0.40%
Investment Income	10,925	10,000	10,500	10,500	5.00%
Fund Balance	0	0	0	0	0.00%
Total	\$ 1,149,837	\$ 1,074,600	\$ 1,070,806	\$ 1,070,806	-0.35%
Personnel					
Full-time	1	1	1	1	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Personnel includes \$847 for employee pay adjustments
- Operating includes \$230,557 for maintenance services and \$247,621 for telephone service
- Contract Services includes \$144,110 for street naming services under an interlocal agreement with Cumberland County
- Other Charges includes an appropriation of excess revenues of \$85,911 for future expenditures

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Stormwater Fund

Mission Statement

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

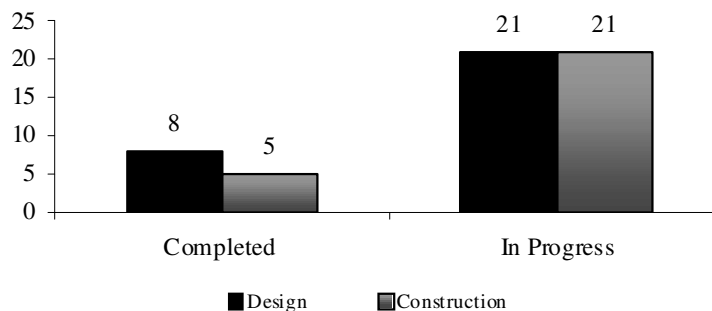
Goals and Objectives

- Complement the stormwater quality program with infrastructure programs including drainage system maintenance and repair
 - Undertake and complete identified projects to install, repair, and/or improve drainage infrastructure funded by stormwater fees
 - Record and maintain an accurate customer service database of inquiries and requests to provide efficient delivery of services
 - Implement requirements resulting from the NPDES permit renewal and Phase II program
 - Continue stormwater public awareness and education through a variety of programs
 - Upgrade 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 to include revenue bonds for drainage improvement projects
 - Complete 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
 - Limited cleaning of waterways to improve flow and remove debris and obstructions
 - Monitor non-point source pollutants through sampling and laboratory analysis
 - Partner with local business and industry to identify illegal discharges and connections
 - Provide various public education programs including volunteer groups
 - Inspect major stormwater outfalls to identify and proactively address problems
 - Provide a customer service hotline for 24-hour problem reporting and prompt referrals
-

Stormwater Drainage Projects FY2010



Stormwater Fund

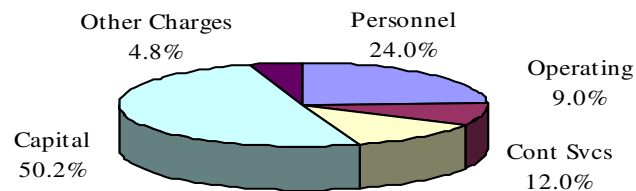
Budget Summary

	2008-09 Actual	2009-10 Orig Budget	2010-11 Recommended	2010-11 Adopted	% Change
Expenditures					
Personnel	1,598,606	1,686,990	1,487,735	1,487,735	-11.81%
Operating	520,683	809,539	555,843	555,843	-31.34%
Contract Services	1,282,546	970,333	742,885	742,885	-23.44%
Capital Outlay	1,390,564	1,883,545	3,105,500	3,105,500	64.88%
Other Charges	190,190	199,987	299,269	299,269	49.64%
Total	\$ 4,982,589	\$ 5,550,394	\$ 6,191,232	\$ 6,191,232	11.55%
Revenues					
Stormwater Fee	5,712,593	5,169,894	5,099,839	5,099,839	-1.36%
Other Revenues	500	0	0	0	0.00%
Investment Income	140,532	83,000	66,007	66,007	-20.47%
Fund Balance	0	297,500	1,025,386	1,025,386	244.67%
Total	\$ 5,853,625	\$ 5,550,394	\$ 6,191,232	\$ 6,191,232	11.55%
Personnel					
Full-time	41	40	40	40	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Personnel budget includes \$27,812 for employee pay adjustments
- Personnel includes a total of thirteen authorized positions that are frozen and unfunded, up from seven frozen positions in FY10
- Personnel reduction was made to accommodate increased funding for drainage projects
- Expenditure projections for the Stormwater Quality Fund total \$1,744,354 and include \$261,842 in contract services for beaver management, water quality testing and monitoring, and technical assistance, and \$92,437 to balance the anticipated excess of revenues over expenditures
- Expenditure projections for the Stormwater Improvement Fund total \$4,446,878 and exceed FY11 revenue by \$1,025,386. Significant expenditures include \$3,085,500 to construct drainage projects and \$480,543 in contract services for engineering design for improvement projects

Budget by Expenditure Category



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Department Summaries

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

Mission Statement

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

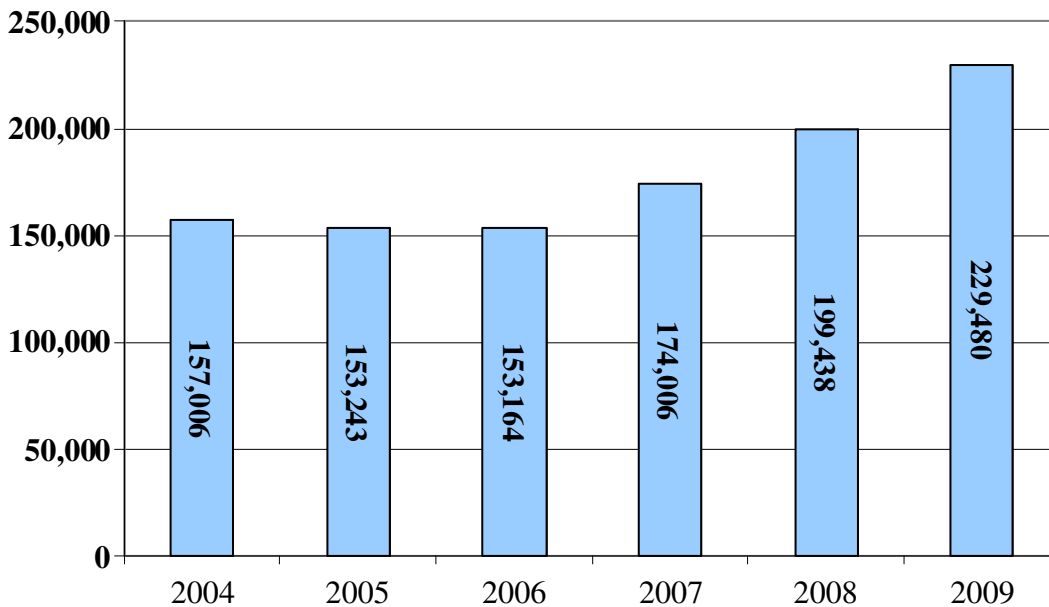
Goals and Objectives

- 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 administrative handling 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
-

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
2004 to 2009 Enplanements**



Airport Fund

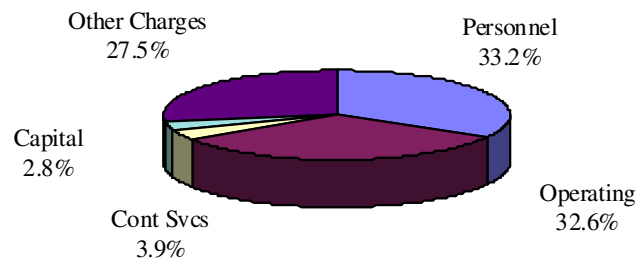
Budget Summary

	2008-09 Actual	2009-10 Orig Budget	2010-11 Recommended	2010-11 Adopted	% Change
Expenditures					
Personnel	1,138,618	1,273,499	1,296,137	1,296,137	1.78%
Operating	1,041,819	1,080,943	1,271,204	1,271,204	17.60%
Contract Services	130,615	104,800	152,152	152,152	45.18%
Capital Outlay	333,398	77,000	108,000	108,000	40.26%
Other Charges	2,357,105	1,404,569	1,074,245	1,074,245	-23.52%
Total	\$ 5,001,555	\$ 3,940,811	\$ 3,901,738	\$ 3,901,738	-0.99%
Revenues					
Intergovernmental	166,023	146,183	145,995	145,995	-0.13%
Property Leases	3,870,162	3,747,628	3,688,743	3,688,743	-1.57%
Investment Income	68,149	47,000	67,000	67,000	42.55%
Fund Balance	0	0	0	0	0.00%
Total	\$ 4,104,334	\$ 3,940,811	\$ 3,901,738	\$ 3,901,738	-0.99%
Personnel					
Full-time	22	22	23	23	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Personnel includes \$9,869 for employee pay adjustments and reflects the addition of an Office Assistant position
- Operating includes \$451,900 for utilities and stormwater fees, and \$331,000 for maintenance of Airport facilities and equipment
- Other contract services includes management and architect consulting services and landscaping services
- Other charges include \$620,190 in payments to the General Fund for police services (\$384,757), indirect cost allocations (\$185,806) and repayment of an interfund loan (\$49,627)
- Other charges also includes \$238,639 for local matches for capital projects and \$198,716 to balance the anticipated excess of revenues over expenditures

Budget by Expenditure Category



Recycling Fund

Mission Statement

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

Goals and Objectives

- Make participation convenient for citizens
 - Educate, encourage and maximize voluntary participation
 - To 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
 - Multifamily recycling program development
 - Commercial recycling program development
 - City facility and event recycling
 - NC state landfill banned items recycling
-

Notes:

Recycling Fund

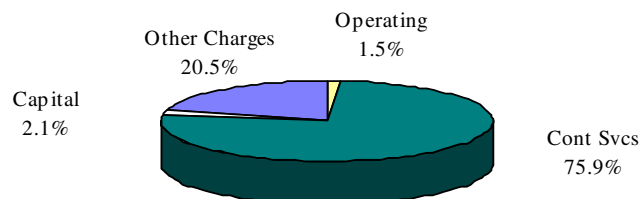
Budget Summary

	2008-09 Actual	2009-10 Orig Budget	2010-11 Recommended	2010-11 Adopted	% Change
Expenditures					
Personnel	0	0	0	0	0.00%
Operating	27,284	38,350	38,750	38,750	1.04%
Contract Services	1,875,545	1,902,497	1,950,060	1,950,060	2.50%
Capital Outlay	0	55,000	55,000	55,000	0.00%
Other Charges	503,735	601,384	526,630	526,630	-12.43%
Total	\$ 2,406,564	\$ 2,597,231	\$ 2,570,440	\$ 2,570,440	-1.03%
Revenues					
Intergovernmental	263,070	299,555	296,130	296,130	-1.14%
Functional Revenues	2,521,039	2,278,576	2,253,910	2,253,910	-1.08%
Investment Income	21,901	18,000	19,000	19,000	5.56%
Other Revenues	3,761	1,100	1,400	1,400	27.27%
Interfund Transfers	0	0	0	0	0.00%
Total	\$ 2,809,771	\$ 2,597,231	\$ 2,570,440	\$ 2,570,440	-1.03%
Personnel					
Full-time	0	0	0	0	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Operating includes \$12,500 for cart replacement parts, and \$26,250 for advertising and printing
- Contracted collection services for fiscal year 2011 are projected at \$1,950,060, based upon 60,512 households
- Other charges includes \$427,245 for repayment of an interfund loan from the General Fund, \$28,923 for an indirect cost allocation from the General Fund and \$70,462 to balance an anticipated excess of revenues over expenditures
- Revenue projections are based on maintaining the \$38 per household annual fee
- Intergovernmental revenues reflect payments of \$5 per household per year from Cumberland County

Budget by Expenditure Category



Risk Management Fund

Mission Statement

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

Goals and Objectives

- Reduce costs associated with workers' compensation and liability claims, and property and casualty insurance
 - 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

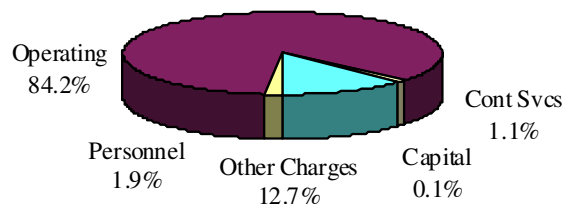
Budget Summary

	2008-09 Actual	2009-10 Orig Budget	2010-11 Recommended	2010-11 Adopted	% Change
Expenditures					
Personnel	409,941	430,507	384,989	384,989	-10.57%
Operating	12,470,752	15,647,496	17,099,473	17,099,473	9.28%
Contract Services	227,679	261,830	230,148	230,148	-12.10%
Capital Outlay	0	0	8,000	8,000	100.00%
Other Charges	2,322,639	5,811	3,937	3,937	-32.25%
Total	\$ 15,431,011	\$ 16,345,644	\$ 17,726,547	\$ 17,726,547	8.45%
Revenues					
Interfund Charges	11,842,186	12,924,923	14,022,088	14,022,088	8.49%
Functional Revenues	2,882,024	3,052,721	3,376,050	3,376,050	10.59%
Investment Income	343,638	368,000	309,000	309,000	-16.03%
Fund Balance	0	0	19,409	19,409	100.00%
Total	\$ 15,067,848	\$ 16,345,644	\$ 17,726,547	\$ 17,726,547	8.45%
Personnel					
Full-time	6	6	5	5	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Personnel includes 50% of personnel costs for a Benefits Analyst in Human Resource Development, and reflects the elimination of an Office Assistant position
- Contract Services includes medical services for safety and wellness programs, and consulting services for the healthcare plan
- Operating includes \$16,957,331 for claims payments, processing and reinsurance programs: \$14,094,685 for health, life and dental, \$1,398,000 for property and liability and \$1,464,646 for workers' compensation
- Fiscal year 2011 operating reflects a \$1.3 million increase in budgeted claims and benefit payments primarily related to anticipated healthcare claims

Budget by Expenditure Category



Transit Fund

Mission Statement

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

Goals and Objectives

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

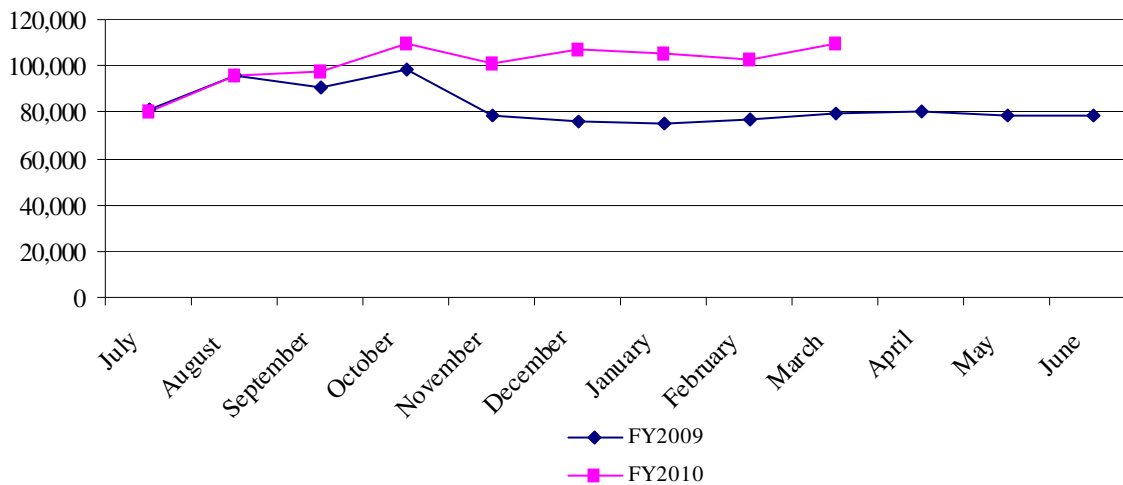
Services and Programs

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

Ridership for FY09 and FY10

- For FY2009, ridership averaged 84,117 riders during the first eight months and 82,497 riders for the full fiscal year. For FY2010, ridership for the first eight months has averaged 100,956, a 20% increase over the first eight months of FY2009.

FY09-FY10 Ridership Comparison



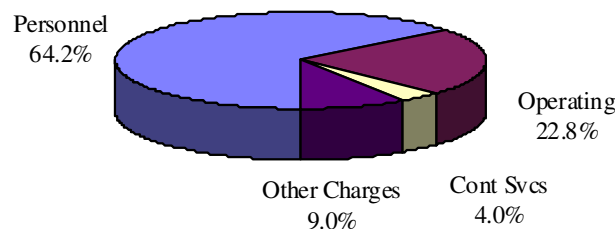
Budget Summary

	2008-09 Actual	2009-10 Orig Budget	2010-11 Recommended	2010-11 Adopted	% Change
Expenditures					
Personnel	2,910,888	3,096,163	3,663,180	3,663,180	18.31%
Operating	1,364,107	1,739,704	1,297,503	1,297,503	-25.42%
Contract Services	218,921	224,140	229,268	229,268	2.29%
Capital Outlay	0	0	0	0	0.00%
Other Charges	444,199	1,031,343	515,407	515,407	-50.03%
Total	\$ 4,938,115	\$ 6,091,350	\$ 5,705,358	\$ 5,705,358	-6.34%
Revenues					
Other Taxes	432,465	600,000	608,300	608,300	1.38%
Functional Revenues	812,864	864,984	699,884	699,884	-19.09%
Federal Grant	1,203,536	1,273,111	1,153,128	1,153,128	-9.42%
State Grant	683,251	683,251	533,998	533,998	-21.84%
General Fund Transfer	1,805,999	2,670,004	2,710,048	2,710,048	1.50%
Total	\$ 4,938,115	\$ 6,091,350	\$ 5,705,358	\$ 5,705,358	-6.34%
Personnel					
Full-time	70	70	84	84	
Part-time	0	0	0	0	
Temporary	15	15	15	15	

Budget Highlights

- Personnel includes \$29,453 for employee pay adjustments
- Personnel count and expenditure increase reflects the addition of fourteen positions added in FY10 using system enhancement funding
- Two of the authorized positions remain frozen to offset the cost of the management contract with First Transit
- Contract Services includes First Transit Management Contract of \$218,485
- Operating includes \$340,900 for vehicle maintenance and \$608,349 for fuel costs
- Other charges includes \$558,574 for indirect cost allocations offset by a \$75,000 cost redistribution to the planning grant
- Other Taxes reflect estimated collections of the \$5.00 vehicle license tax

Budget by Expenditure Category



Warranty Vehicle Lease Fund

Description

The warranty vehicle lease program provides general service vehicles to departments for a fixed monthly lease fee. The fee is designed to recover current maintenance and future replacement costs.

Budget Summary

	2008-09 Actual	2009-10 Orig Budget	2010-11 Recommended	2010-11 Adopted	% Change
Expenditures					
Personnel	0	0	0	0	0.00%
Operating	137,604	151,840	0	0	-100.00%
Contract Services	1,153	2,500	0	0	-100.00%
Capital Outlay	45,733	0	0	0	0.00%
Other Charges	0	170,350	0	0	-100.00%
Total	\$ 184,490	\$ 324,690	\$ 0	\$ 0	-100.00%
Revenues					
Interfund Charges	288,210	302,690	0	0	-100.00%
Investment Income	20,907	20,000	0	0	-100.00%
Other Revenues	6,300	2,000	0	0	-100.00%
Interfund Transfers	0	0	0	0	0.00%
Fund Balance	0	0	0	0	0.00%
Total	\$ 315,417	\$ 324,690	\$ 0	\$ 0	-100.00%
Personnel					
Full-time	0	0	0	0	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- This fund is not budgeted for FY2011
- City management will be examining alternatives for long-term vehicle replacement funding

Department Summaries

Other Funds

LEOSSA Fund G-2
Parking FundG-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

	2008-09 Actual	2009-10 Orig Budget	2010-11 Recommended	2010-11 Adopted	% Change
Expenditures					
Personnel	491,540	509,571	554,110	554,110	8.74%
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	3,012	0	0	-100.00%
Total	\$ 491,540	\$ 512,583	\$ 554,110	\$ 554,110	8.10%
Revenues					
Interfund Charges	444,528	463,583	499,573	499,573	7.76%
Investment Income	48,121	49,000	42,000	42,000	-14.29%
Fund Balance	0	0	12,537	12,537	100.00%
Total	\$ 492,649	\$ 512,583	\$ 554,110	\$ 554,110	8.10%
Personnel					
Full-time	0	0	0	0	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Interfund Charges for the LEOSSA fund are based on an actuarial valuation which determines the City's annual required contribution to fund the plan (estimated at 2.69% of annual covered payroll)
- Annual allowance projected for retired officers ranges from \$4,338 to \$28,877 in fiscal year 2011
- Personnel consists of projected benefit payments for thirty-one current retired officers and assumes an additional nine retirees by the end of fiscal year 2011

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

	2008-09 Actual	2009-10 Orig Budget	2010-11 Recommended	2010-11 Adopted	% Change
Expenditures					
Personnel	0	0	0	0	0.00%
Operating	93,408	96,343	95,216	95,216	-1.17%
Contract Services	113,100	231,009	219,713	219,713	-4.89%
Capital Outlay	0	0	0	0	0.00%
Other Charges	0	11,268	17,256	17,256	53.14%
Total	\$ 206,508	\$ 338,620	\$ 332,185	\$ 332,185	-1.90%
Revenues					
Functional Revenues	321,324	285,120	301,840	301,840	5.86%
Other Revenues	3,345	1,000	3,000	3,000	200.00%
General Fund Transfer	0	52,500	27,345	27,345	-47.91%
Total	\$ 324,669	\$ 338,620	\$ 332,185	\$ 332,185	-1.90%
Personnel					
Full-time	0	0	0	0	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

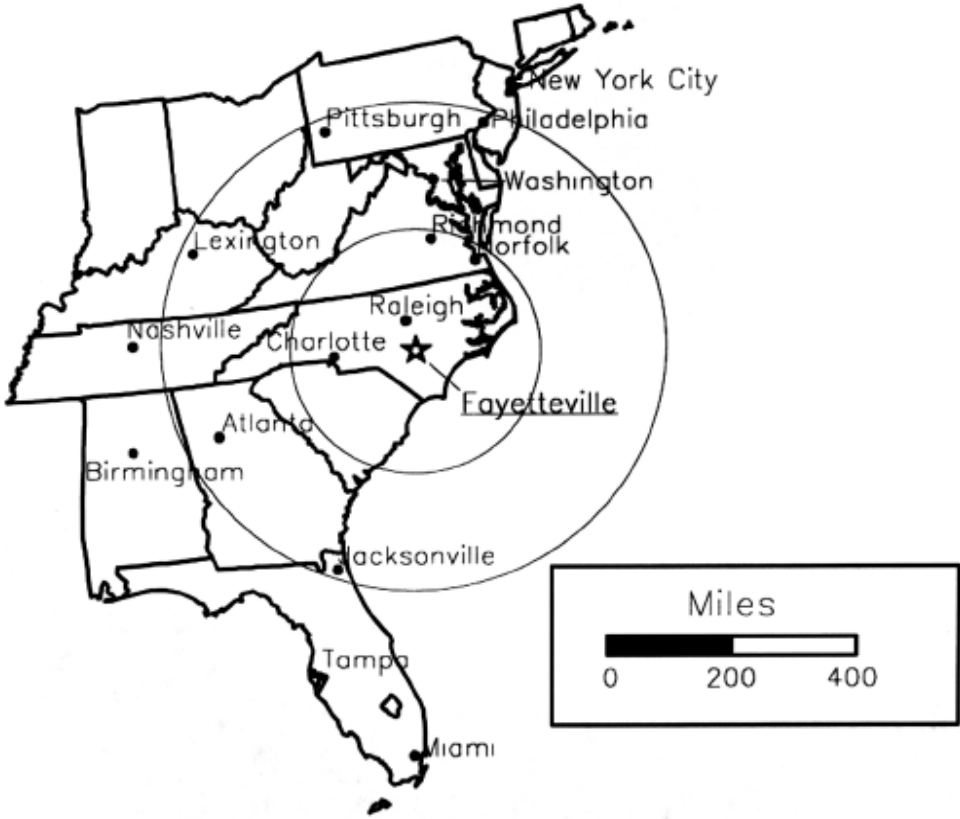
- Operating includes \$8,800 in utilities for lighting and \$86,416 estimated for annual lease payments for the Franklin Common parking lot
- Contract Services includes \$216,243 for the parking management contract, with an additional \$25,000 budgeted in the Central Business Tax District
- Other Charges includes \$17,256 for the anticipated excess of revenues over expenditures
- Functional Revenues consist of leased parking fees, hourly parking fees and parking violation fees
- 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 Air Force Base, 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	207,445
Median Age*	34.8
Median Education*	23.9% with 4 or more yrs of college
Median Household Income*	\$43,688
Median Value of Owner Occupied Housing Unit*	\$112,000

Climate

Average Annual Sunny Days – 230
Average Annual Precipitation – 46.7 inches
Average Relative Humidity
Sunrise - 84%
Afternoon - 56%
Average Daily Temperature
January – 40.3° (F)
July – 79.4° (F)
October – 61.4° (F)
Annual – 60.7° (F)

*Source – U.S. Census Bureau,
2006-2008 American Community
Survey Data for Fayetteville

Economy/Employment

Rates of Unemployment (March 2010)
Fayetteville – 7.3%
North Carolina – 10.9%
United States – 10.2%

Building Construction

<u>Year</u>	<u># of Permits</u>	<u>\$ Value</u>
2000	1,983	103.4M
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

City of Fayetteville's Major Employers*

Cumberland County Schools	7,500
Cape Fear Valley Health System	5,000
U.S. Department of Defense (Civil Service, Nonappropriated and Contracts)	4,431
Wal-Mart	4,426
The Goodyear Tire & Rubber Co.	2,650
Cumberland County	2,500
City of Fayetteville	1,580
State of North Carolina	1,429
FTCC	1,340
US Postal Service	1,312

*Source: City of Fayetteville Comprehensive
Annual Financial Report 2009

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	0.91%
Carolina Telephone	Utility	60,973,943	0.49%
Centurion Aviation Services	Transportation	48,350,000	0.39%
Piedmont Natural Gas Co Inc	Utility	45,012,673	0.36%
Wal-Mart Real Estate Business	Real Estate	40,915,217	0.33%
Hidden Creek Village	Property Rental	24,803,500	0.20%
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 207,445 residents. Municipal services are financed through a variety of taxes, fees, intergovernmental assistance and charges for services. The City adopts an annual budget to plan for effective delivery of services and to efficiently manage the revenues, which support those services.

Constituencies often ask governmental entities, “What is a budget?” The answer to this question can have different meanings to different cities, counties, states or agencies. All governmental agencies prepare a budget. Only the number of governmental entities that prepare a budget limits the variety of budgetary systems and philosophies. Fayetteville’s budget should be viewed as a tool to help plan, manage and control expenditures for the coming year. Using the budget as a guide, residents of Fayetteville can see how resources are allocated and what programs are to receive priority funding.

As A Policy and Planning Tool

The annual budget is the City’s service and financial plan for the year ahead - a strategic tool that matches the services desired by the community with the resources required to provide those services. As such, the budget is a plan of financial operation incorporating estimates of proposed expenditures for a given period and the proposed means of financing. The effective period of a budget is a single fiscal year. The budget should be looked upon as more than a financial plan, however, for it

represents the process by which legislative and administrative controls are established.

While the budget provides a legal framework for the expenditure of funds, it also provides a basis for fiscal procedures, a systematic reexamination of internal operations for improved efficiency and economy, a delegation of operating authority and responsibility, and a basis for central controls. Therefore, in addition to the budget’s usefulness in planning, it becomes the basis for monitoring and controlling both the City’s fiscal position and the levels of service provided as the fiscal year unfolds.

So, the budget is much more than just a legal requirement or a financial plan for raising and spending money. It is City Council’s primary mechanism for describing the scope of services to be performed and the improvements to be made during the year. The budget is the major fiscal policy document of the City.

The budget process does not end with the adoption of the budget. It continues throughout the fiscal year. Budget preparation and implementation is a year round process of review, analysis and reassessment.

Development of the Budget

The annual budget process is completed over a five- to six-month period and begins with a review of the City Council Policy Agenda and the City Management goals and priorities in support of that agenda. These goals and priorities provide guidance to departments as they develop work plans for the coming fiscal year to implement the direction provided by Council through its policy agenda.

Anticipated year-end revenues and expenditures for the current fiscal year are

Basics of Budgeting

developed using current receipts and actual expenditures in comparison to the adopted budget. From this basis, available revenues and beginning fund balances are projected for the upcoming fiscal year.

Departments review program priorities with the City Manager, propose new initiatives, and develop work plans and budget requests consistent with City Council's goals. Budget requests are developed based on numerous considerations including compliance with federal, state and local regulations, known cost factors for operating expenditures, proposed changes in the employee compensation plan, cost increases in various employee benefits, and a conservative projection of general economic fluctuations.

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

Budget Implementation and Monitoring

Once the City’s budget is adopted it must be implemented, closely monitored and professionally managed. Quarterly reports, monthly monitoring procedures and various accounting checks and balances are utilized to ensure legal compliance with the appropriation authorizations.

The budget contains estimated revenues to be received and anticipated expenditures. Revenues are monitored throughout the fiscal year to detect significant fluctuations in receipts.

If upon close examination of the budget, it is discovered that revenues are not sufficient to support planned expenditures or planned expenditures are exceeding original projections, City administration reports such to the Mayor and City Council. City staff also makes recommendations for addressing the budget imbalance. If an unforeseen spending need arises or revenues are not sufficient to support planned expenditures, the City may transfer money from other activities or appropriate money from its reserves.

Basics of Budgeting

Basis of Budgeting

The City budgets revenues and expenditures on a modified accrual basis. Revenues are recognized in the accounting period in which they become measurable and available. Expenditures are recognized in the accounting period in which the liability is incurred, except for bond principal and interest, which is reflected as an expenditure as it becomes due. This basis of budgeting is used for all funds of the City - governmental and proprietary.

Budgetary Amendment and Control

The appropriation authorization of City Council is at the department level. 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, control of expenditures is exercised at various levels within each department appropriation. Department directors are authorized to allocate available resources as they deem appropriate within several expenditure categories consistent with the City's work plan.

Fund Accounting

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

Governmental Funds

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

- **General Fund** - The General Fund is the principal fund of the City of Fayetteville. This fund accounts for all financial transactions except those more appropriately recorded in another fund. This fund includes the majority of city services including police, fire, emergency communications, inspections, solid waste, streets, parks, recreation and administrative functions. Revenues come from sales and use taxes, property taxes, user fees, permits and licenses, internal transfers and other sources of revenue.
- **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.
- **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.
- **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.
- **Central Business Tax District Fund** - The Central Business Tax District Fund is used to account for taxes levied on businesses in the downtown area. These funds are used for the promotion and economic redevelopment of the downtown area.
- **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

- **Capital Project Funds** - Capital Project Funds provide budgetary accountability for financial resources used for the acquisition or construction of major capital facilities, improvements, and equipment other than those financed and accounted for in proprietary funds. Principal resources for these activities include proceeds of general obligation bonds, transfers from other funds, and grants. The City has capital project funds for the following activities: general government, economic and physical development, public safety, recreation and culture, transportation and bond improvements.
- **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

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.

Budget Format

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

- **Warranty Vehicle Lease Fund** - The warranty vehicle lease program provides general service vehicles to departments for a fixed monthly fee. The fee is designed to recover maintenance and future replacement costs.
- **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 insurance for the City.

Fiduciary Funds

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

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

Basis of Accounting

Basis of Accounting

All funds of the City are accounted for during the year on the modified accrual basis of accounting in accordance with North Carolina General Statutes. Under the modified accrual basis, revenues are recognized in the accounting period in which they become measurable and available to pay liabilities of the current period. Expenditures are recognized in the accounting period in which a fund liability is incurred, if measurable, except for unmatured principal and interest on general long-term debt which is recognized when due.

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

Expenditures are classified by fund, department, category and object of expenditure. Expenditures are separated into five major categories: personnel, operating, professional and contract services, capital outlay and other charges. The categories are defined below:

- **Personnel** - Services provided by regular and temporary City employees. This category includes salaries and wages and fringe benefit costs such as social security, medical, pension, 401K, workers' compensation and dental expenses.
- **Operating** - Supplies and services used in the daily operation of City departments. The category includes utilities, supplies, maintenance services, vehicle operations, communication services (printing, postage, telephone, etc.), travel and training expenditures, insurance coverage and other services (rents, etc.).
- **Professional/Contract Services** - Services that are performed by persons or firms with specialized skills and knowledge. Examples include legal, medical, engineering and consulting services.
- **Capital Outlay** - Expenditures for the acquisition, construction, renovation or improvement of land, buildings, other structures or equipment. Equipment classified in this category costs \$5,000 or more and has a useful life of more than one year.
- **Other Charges** - This category includes all other expenditures that are not classified in the above categories and other financing uses including transfers, capital lease payments and bond debt service payments.

Revenue Assumptions

Overview

Different techniques and methods are used to assist the City in estimating future revenue sources. The following information outlines significant revenue assumptions used to project revenues for the 2011 fiscal year.

GENERAL FUND REVENUES

Ad Valorem Taxes

The recommended tax rate for fiscal year 2011 is 45.6 cents per 100 dollars of property valuation, with total taxable values estimated to be \$12,831,233,808 and collection rates estimated at 99.46 percent for real and personal property and 80.63 percent for motor vehicles.

On this basis, fiscal year 2011 current year property tax collections are projected to be \$57,288,982, a 0.4 percent increase over fiscal year 2010. Fiscal year 2010 current year ad valorem tax projections include approximately \$238,000 related to four cycles of motor vehicle taxes levied at the prior rate of 53.0 cents. Excluding the impact of that tax rate differential, fiscal year 2011 projections are 0.8 percent above fiscal year 2010 projections.

Prior year taxes and penalties are projected to be \$1,344,000, resulting in total ad valorem taxes for fiscal year 2011 of \$58,632,982.

Real and personal property taxable values are projected to be 1.0 percent over estimated fiscal year 2010 values based upon data provided by the Cumberland County Tax Office on March 29, 2010. Motor vehicle tax values for the first six registration cycles of fiscal year 2011 are projected to be 3 percent below the same cycles in the current fiscal year, representing a continuation of the current pattern of declines. The final six registration cycles of fiscal year 2011 are expected to be in-line with values for the same cycles in fiscal year 2010, resulting in an overall decline in motor vehicle values of 1.7 percent.

Other Taxes

Other tax revenues include vehicle licenses 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 \$619,500 and \$464,000 respectively, each relatively unchanged from fiscal year 2010 projections. Privilege license tax revenue is projected to be \$1,066,450, 3.7 percent above projected collections in fiscal year 2010 due to enhanced enforcement and collection efforts. Local cablevision franchise tax revenues are projected at \$323,817, down from \$353,337 expected to be received in fiscal year 2010, reflecting an expected continued decline in locally taxed cablevision revenues.

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 2011 total \$694,953, and include projected SAFER grant proceeds of \$647,118 that partially fund 24 fire positions, and \$47,835 in funding from federal law enforcement agencies for police expenditures. Other public safety grant revenues, including the COPS grant which funds 17 police officer positions, are accounted for in a special revenue fund.

State Revenues

Major state intergovernmental revenues include distributions of sales tax, utility tax and beer and wine tax proceeds and state street aid proceeds. Revenues for these distributions are estimated based on historical trends and

Revenue Assumptions

statewide projections provided by the North Carolina League of Municipalities (NCLM).

Sales Tax Distributions

In October of 2008, the state began implementation of changes in sales tax collections and distributions to fund a takeover of some Medicaid expenditures from counties. The changes were phased in over fiscal years 2009 and 2010.

Prior to the change, there were three half-cent sales taxes (Article 40, 42 and 44) and one one-cent sales tax (Article 39). Article 40, 42 and a portion of article 44 taxes were distributed to local governments on a per capita basis. Article 39 and the remaining portion of article 44 taxes were distributed to local governments on a point-of-delivery basis.

By October 2009, the planned tax law changes were complete, resulting in the elimination of Article 44 taxes and the change of article 42 taxes from per capita distribution to point-of-delivery distribution. To offset sales tax revenue losses to municipalities, the state has reduced distributions to counties to fund hold harmless payments to municipalities.

In projecting sales tax revenues for the remainder of fiscal year 2010, 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 by approximately 3.8 percent for the first six months of the fiscal year. For the balance of fiscal year 2010, sales tax revenues based on state-wide sales are projected to be down 5.6 percent by the NCLM. On that basis, locally derived sales taxes are projected to experience a decline of 1.8 percent for the remainder of the fiscal year. Total revenues projected for fiscal year 2010 are \$30,147,617, down from the original budget of \$32,375,771.

For fiscal year 2011, the NCLM is projecting state-wide sales tax collections to be up 1 to 2 percent. On that basis, sales taxes distributed to the county as a whole were projected to increase by 1.5 percent for the recommended budget. For the fiscal year 2011 recommended budget, the City was projected to receive \$30,657,693 in total revenues from sales taxes and hold harmless payments. From those sales tax revenues, agreements to reimbursements the Cumberland County and other municipalities for their revenue losses due to the City annexations were projected to total \$6,361,453.

During deliberations of the recommended budget, City Council and management chose to increase projected growth for sales taxes based on locally derived sales to 2%. This percentage is the high-end of the NCLM guidance and was selected based upon recent experience for which local sales trends have outperformed state-wide sales trends. As such, for the fiscal year 2011 adopted budget, the City is projected to receive \$30,754,690 from sales taxes and hold harmless payments. From these proceeds, the City is now expected to make reimbursements totaling \$6,385,746.

Utility Tax Distributions

Utility tax distributions from the State are projected to be \$9,850,241 in fiscal year 2011, down from the fiscal year 2010 original budget projection of \$10,050,511. This projection is influenced by forecast information provided by the NCLM for electric, natural gas, telecommunications and video programming sales. Approximately \$1.5 million in distributions of electric and video programming tax revenues are projected to be received related to the Fort Bragg annexation. Of these revenues, \$880,642 is projected to be paid to fund water infrastructure projects for Fort Bragg, and \$154,338 must be shared with Spring Lake in accordance with the Fort Bragg annexation agreement.

Revenue Assumptions

Other State Shared Revenues

The State levies a tax on sales of beer and wine. This revenue is shared with the City. In fiscal year 2010, the state withheld two-thirds of beer and wine tax proceeds from municipalities across the state. As a result, projected beer and wine tax proceeds for fiscal year 2010 are only \$307,019. As the State identified the withholding as one-time action, beer and wine tax revenues for fiscal year 2011 are projected to total \$939,726, based upon a projected increase of 2 percent and receipt of 100 percent of the proceeds. 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 2011, the per capita rate is projected to be \$18.79 with a population estimate of 207,445, and the per mile rate is projected to be \$1,465.82 with a municipal street mileage estimate of 722.38. Powell Bill revenues are expected to decline to \$4,955,733 in fiscal year 2011, a 3.9 percent decline from fiscal year 2010. This revenue source must be used for street and sidewalk construction, maintenance or debt service.

In fiscal year 2009, the State instituted a new solid waste disposal fee that is shared with local governments on a per capita basis. For fiscal year 2011, the City anticipates receiving \$151,400 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. Projected payments related to Powell Bill, beer and wine taxes and solid waste disposal fees total \$111,078.

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 2011 under the same provisions that existed in fiscal year 2010.

The fiscal year 2011 budget includes anticipated reimbursements of \$93,252 from the towns of Eastover and Spring Lake for the county-wide sales tax agreement.

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 2011 include approximately \$358,000 related to recommended increases for a variety of fees. The fee schedule in the appendix includes a comprehensive list of the adopted fees for fiscal year 2011.

Permit and fee revenues for fiscal year 2010 are projected to be 9.2 percent below budget, and 4.5 percent below actual fiscal year 2009 revenues. The decline is primarily associated with lower than expected building permit activity. Fiscal year 2011 revenue projections assume a continuation of the current level of permit activity, with revenue growth primarily associated with recommended fee increases.

Significant leases projected in fiscal year 2011 property use revenues include \$353,115 in projected subtenant leases in the Festival Plaza building, \$75,323 in lease payments for the use of the transfer station, \$49,680 in charges

Revenue Assumptions

to the Public Works Commission and other local government agencies for use of the City's 800MHz radio system, and a \$28,000 rental charge to the Stormwater Fund for the Alexander Street building.

Public safety revenues for fiscal year 2010 are projected to be 21.3 percent below budget primarily related to lower than anticipated revenues for false alarm fees, reimbursements for Police services for the Airport, and fire inspections and code violations. Fiscal year 2011 projections assume growth of 8.0 percent based upon currently authorized fees and 19.9 percent for recommended fee increases.

Parks and Recreation revenues are projected to be 11.0 percent above budget for fiscal year 2010, primarily related to higher than expected recreation center revenues. Fiscal year 2011 revenues are projected to remain unchanged from fiscal year 2010.

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 2011 consist of transfers from other funds. Transfers represent an appropriation from one fund to another fund within the same governmental unit.

The regular Electric Fund transfer from the Public Works Commission to the General Fund is budgeted at \$9,002,500, consistent with the terms of the current transfer agreement. In addition, a \$1,000,000 transfer

representing the City's share of remaining funding following the completion of the first Phase V annexation water and sewer projects is projected. Fiscal year 2011 is the first year in which PWC will not reimburse for street lighting expenditures in the City of Fayetteville.

Other transfers projected to be received by the General Fund include payments from the Airport Fund and Recycling Fund to repay interfund loans. Those transfers total \$476,872 in both fiscal year 2010 and fiscal year 2011.

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 \$2,908,969 fund balance appropriation included in the adopted fiscal year 2011 budget for the General Fund is primarily associated with the specific expenditures, including; \$308,000 of previously designated fund balance for capital projects including downtown streetscape and sidewalk improvements; \$150,000 for the purchase of an additional search and rescue vehicle for the new West Area fire service contract; \$70,000 for a pavement condition study; \$50,000 for a police services study; \$90,000 for lighting at Tokay football fields; and \$64,000 for installation of walking trails.

The budgeted fund balance appropriation also includes \$2,145,831 for expected salary savings. The projected savings are estimated based upon prior fiscal year experience and year-to-date savings in the current fiscal year. For most departments, 4.1% of salary budgets are projected not to be expended in fiscal year 2011. The Police Department is anticipated to realize 3.6% salary savings, while the Fire

Revenue Assumptions

Department is not anticipated to realize any salary savings.

A miscellaneous fund balance appropriation of \$31,138 is projected to balance the General Fund budget.

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 \$131,173,568 and collection rates estimated at 99.7 percent for real and personal property and 87.68 percent for motor vehicles.

On this basis, fiscal year 2011 current year property tax collections are projected to be \$130,187, an increase of 1.5 percent over fiscal year 2010 projections.

CITY OF FAYETTEVILLE FINANCE CORPORATION

Transfers from the General Fund capital funding plan fund expenditures of the COFFC. The amount of the transfer is based upon expected debt service payments and administrative fees.

EMERGENCY TELEPHONE SYSTEM FUND

Enhanced 911 operations are funded by service charges collected by the state on voice communications services. In fiscal year 2011, the E911 Fund is projected to receive \$1,060,306 in these dedicated revenues from 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 2011 assume that collections will be in-line with fiscal year 2010 projections, and that the fee will generate approximately \$5.1 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 \$3.0 million in fiscal year 2011 based upon known leases and agreements and historical trends. These revenues are expected to comprise 77.1 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 \$230,292 for fiscal year 2011 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 \$397,685 in fiscal year 2011.

RECYCLING FUND

The single-family residential recycling fee is recommended to remain at \$38 per single-family residential parcel in fiscal year 2011 and is expected to generate \$2,253,910 to support the curbside recycling program.

In addition, the Recycling Fund is projected to receive \$296,130 from Cumberland County in fiscal year 2011 based upon agreed payments of \$5 per household.

Revenue Assumptions

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 \$1,153,128 in fiscal year 2011. 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 2010 proceeds from this revenue are projected to be \$533,998, down from \$683,251 in fiscal year 2009. Proceeds for fiscal year 2011 are expected to remain at the same level as the current fiscal year.

In fiscal year 2009, the City implemented a \$5 vehicle license tax committed to support transit operations. In fiscal year 2011, \$608,300 is projected from this tax.

The Transit system is projected to generate a total of \$679,241 in fare revenue in fiscal year 2011 based upon ridership data supplied by the Transit Department and fare schedules as presented in the fee schedule in the Appendix. Fare adjustments in the recommended budget

were not approved in the fiscal year 2011 adopted budget.

For fiscal year 2011, there are no proceeds from contracted services for HSTS or Spring Lake services projected.

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 2011, the transfer is projected to total \$2,710,048. The originally estimated transfer from the General Fund for fiscal year 2010 was \$2,670,004. The expected fiscal year 2010 transfer is \$2,150,364.

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 2011, monthly lease rates for lots other than the Franklin Common lot are recommended to increase from \$40 to \$45 per month consistent with the parking plan.

Total revenues projected for the Parking Fund for fiscal year 2011 are \$332,185, a 9.1 percent increase over fiscal year 2010 projected revenues.

WARRANTY VEHICLE LEASE FUND

The Warranty Vehicle Lease Fund is not budgeted for fiscal year 2011. The City will be examining future options for vehicle replacement funding during fiscal year 2011.

City Attorney

Description	FY 2009 Actual	FY 2010 Orig Budget	FY 2010 Estimate	FY 2011 Recommend	FY 2011 Adopted
Salaries & Wages	541,937	616,792	597,759	624,817	624,817
Social Security & Pension	64,065	74,710	71,420	84,934	84,934
Insurance & Benefits	54,404	79,252	60,820	76,183	76,183
Temporary Services					
Personnel Services	660,406	770,754	729,999	785,934	785,934
Utilities	0	0	0	0	0
Supplies	18,835	16,988	23,050	19,000	19,000
Small Equipment/Computers	0	0	1,022	0	0
General Maintenance	0	0	0	0	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	10,678	11,386	11,536	11,600	11,600
Travel and Development	7,214	7,399	9,459	10,250	10,250
Memberships and Dues	3,079	3,740	4,150	3,880	3,880
Insurance	0	0	0	0	0
Other Services	0	0	0	0	0
Operating Expenses	39,806	39,513	49,217	44,730	44,730
Accounting, Auditing & Legal	320,640	265,000	518,000	300,000	300,000
Medical Services	0	0	0	0	0
Other Contract Services	833	1,000	1,000	1,000	1,000
Professional/Cont Services	321,473	266,000	519,000	301,000	301,000
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Other Charges	643	423	300	300	300
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	848	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Financing Uses	0	0	0	0	0
Other Charges	1,491	423	300	300	300
Total Expenditures	1,023,176	1,076,690	1,298,516	1,131,964	1,131,964

City Manager

Description	FY 2009 Actual	FY 2010 Orig Budget	FY 2010 Estimate	FY 2011 Recommend	FY 2011 Adopted
Salaries & Wages	533,092	612,097	626,589	641,969	641,969
Social Security & Pension	96,292	108,104	109,910	121,071	121,071
Insurance & Benefits	70,061	74,632	75,734	81,902	81,902
Temporary Services	0	0	0	0	0
Personnel Services	699,445	794,833	812,233	844,942	844,942
Utilities	0	0	0	0	0
Supplies	6,111	6,100	6,100	5,100	5,100
Small Equipment/Computers	0	0	0	0	0
General Maintenance	0	0	0	0	0
Vehicle Maintenance	141	400	200	200	200
Vehicle Fuel	39	200	130	150	150
Communications	18,508	12,550	11,150	11,150	11,150
Travel and Development	17,579	10,800	16,112	12,550	12,550
Memberships and Dues	3,376	5,736	6,626	6,882	6,882
Insurance	0	0	0	0	0
Other Services	0	0	0	0	0
Operating Expenses	45,754	35,786	40,318	36,032	36,032
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	50	50	50	50	50
Other Contract Services	31,738	0	5,620	0	0
Professional/Cont Services	31,788	50	5,670	50	50
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Other Charges	3,083	3,300	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	1,079	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Financing Uses	0	0	0	0	0
Other Charges	4,162	3,300	2,500	2,500	2,500
Total Expenditures	781,149	833,969	860,721	883,524	883,524

Community Development

Description	FY 2009 Actual	FY 2010 Orig Budget	FY 2010 Estimate	FY 2011 Recommend	FY 2011 Adopted
Salaries & Wages	66,892	99,645	98,102	101,995	101,995
Social Security & Pension	8,289	12,506	12,194	14,373	14,373
Insurance & Benefits	36,731	34,022	27,620	27,000	27,000
Temporary Services	0	0	0	0	0
Personnel Services	111,912	146,173	137,916	143,368	143,368
Utilities	396	396	374	410	410
Supplies	3,737	3,300	2,900	2,000	2,000
Small Equipment/Computers	0	0	1,979	0	0
General Maintenance	0	0	0	0	0
Vehicle Maintenance	2,424	2,500	1,598	0	0
Vehicle Fuel	54	150	50	0	0
Communications	2,132	2,500	1,654	1,504	1,504
Travel and Development	2,694	3,500	4,250	5,300	5,300
Memberships and Dues	1,300	1,430	1,705	1,705	1,705
Insurance	0	0	0	0	0
Other Services	310,065	827,413	518,571	758,480	758,480
Operating Expenses	322,802	841,189	533,081	769,399	769,399
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	110,949	20,117	111,588	148,188	8,188
Professional/Cont Services	110,949	20,117	111,588	148,188	8,188
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Other Charges	10	0	0	0	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	308	29,188	2,389	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	-25,000	-25,000	-30,094	-30,094
Other Financing Uses	90,849	181,698	181,698	178,735	178,735
Other Charges	91,167	185,886	159,087	148,641	148,641
Total Expenditures	636,830	1,193,365	941,672	1,209,596	1,069,596

Development Services

Description	FY 2009 Actual	FY 2010 Orig Budget	FY 2010 Estimate	FY 2011 Recommend	FY 2011 Adopted
Salaries & Wages	2,148,202	2,249,449	2,114,620	2,096,540	2,136,484
Social Security & Pension	262,465	281,478	261,572	294,899	300,528
Insurance & Benefits	336,554	367,366	346,427	397,195	403,196
Temporary Services	0	0	1,500	4,500	4,500
Personnel Services	2,747,221	2,898,293	2,724,119	2,793,134	2,844,708
Utilities	0	0	0	0	0
Supplies	30,846	29,600	24,900	36,340	38,340
Small Equipment/Computers	0	0	19,039	2,182	4,364
General Maintenance	1,993	12,000	10,862	14,500	14,500
Vehicle Maintenance	2,628	3,000	2,600	1,244	1,244
Vehicle Fuel	266	350	350	353	353
Communications	81,047	92,700	97,046	112,006	112,006
Travel and Development	192,109	199,300	172,913	179,328	179,828
Memberships and Dues	9,846	7,500	7,500	7,515	7,935
Insurance	0	0	0	0	0
Other Services	474	200	200	200	200
Operating Expenses	319,209	344,650	335,410	353,668	358,770
Accounting, Auditing & Legal	0	200	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	406,418	275,966	434,727	516,012	566,012
Professional/Cont Services	406,418	276,166	434,727	516,012	566,012
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	43,663	0	72,088	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	43,663	0	72,088	0	0
Other Charges	0	0	495	0	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	6,067	0	9,132	5,000	5,000
Debt Service	4,161	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Financing Uses	0	0	0	0	0
Other Charges	10,228	0	9,627	5,000	5,000
Total Expenditures	3,526,739	3,519,109	3,575,971	3,667,814	3,774,490

Engineering & Infrastructure

Description	FY 2009 Actual	FY 2010 Orig Budget	FY 2010 Estimate	FY 2011 Recommend	FY 2011 Adopted
Salaries & Wages	2,905,243	3,033,345	2,862,798	2,998,182	2,998,182
Social Security & Pension	352,274	379,877	352,070	422,491	422,491
Insurance & Benefits	517,599	607,160	525,918	619,876	619,876
Temporary Services	5,872	0	0	0	0
Personnel Services	3,780,988	4,020,382	3,740,786	4,040,549	4,040,549
Utilities	367,891	377,866	449,589	230,456	230,456
Supplies	536,572	597,666	541,167	552,467	552,467
Small Equipment/Computers	650	0	20,453	0	0
General Maintenance	32,887	54,552	28,283	49,719	49,719
Vehicle Maintenance	530,579	517,662	561,796	552,727	552,727
Vehicle Fuel	187,146	215,500	174,873	192,465	192,465
Communications	28,304	32,001	31,161	31,909	31,909
Travel and Development	33,552	42,140	34,176	38,785	38,785
Memberships and Dues	5,079	5,114	4,448	5,544	5,544
Insurance	0	0	0	0	0
Other Services	6,996	13,000	11,129	9,215	9,215
Operating Expenses	1,729,656	1,855,501	1,857,075	1,663,287	1,663,287
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	958	1,942	1,084	1,384	1,384
Other Contract Services	562,559	1,243,652	1,313,056	498,986	498,986
Professional/Cont Services	563,517	1,245,594	1,314,140	500,370	500,370
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	36,210	0	8,777	0	0
Equipment - Other	394,747	0	279,010	0	0
Equipment - Motor Vehicles	432,854	0	90,802	346,000	346,000
Infrastructure	22,236	2,000	14,505	55,300	55,300
Capital Outlay	886,047	2,000	393,094	401,300	401,300
Other Charges	3,777	10,235	9,455	5,488	5,488
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	355,980	200,357	200,357	83,680	83,680
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Financing Uses	3,200,000	3,681,332	6,060,299	3,734,261	3,734,261
Other Charges	3,559,757	3,891,924	6,270,111	3,823,429	3,823,429
Total Expenditures	10,519,965	11,015,401	13,575,206	10,428,935	10,428,935

Environmental Services

Description	FY 2009 Actual	FY 2010 Orig Budget	FY 2010 Estimate	FY 2011 Recommend	FY 2011 Adopted
Salaries & Wages	2,924,577	3,307,237	2,775,025	3,268,807	3,268,807
Social Security & Pension	354,540	413,024	342,152	460,642	460,642
Insurance & Benefits	627,670	788,757	615,369	813,761	813,761
Temporary Services	444,690	0	485,504	0	0
Personnel Services	4,351,477	4,509,018	4,218,050	4,543,210	4,543,210
Utilities	42,803	43,170	49,135	51,599	51,599
Supplies	416,117	452,692	376,887	388,548	388,548
Small Equipment/Computers	1,180	0	6,396	0	0
General Maintenance	15,229	29,573	46,239	23,077	23,077
Vehicle Maintenance	904,731	1,002,285	932,024	923,914	923,914
Vehicle Fuel	473,762	537,354	437,250	462,145	462,145
Communications	28,404	37,531	27,844	34,104	34,104
Travel and Development	7,314	8,750	8,750	8,782	8,782
Memberships and Dues	381	1,283	2,908	3,401	3,401
Insurance	0	0	0	0	0
Other Services	126	295	0	0	0
Operating Expenses	1,890,047	2,112,933	1,887,433	1,895,570	1,895,570
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	988	2,688	650	666	666
Other Contract Services	84,524	88,700	66,100	67,683	67,683
Professional/Cont Services	85,512	91,388	66,750	68,349	68,349
Land	0	0	0	0	0
Buildings	0	0	71,344	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	1,024,273	0	388,834	1,250,000	1,250,000
Infrastructure	38	0	0	0	0
Capital Outlay	1,024,311	0	460,178	1,250,000	1,250,000
Other Charges	2,407	2,563	2,563	2,627	2,627
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	1,213,951	676,884	676,884	544,050	544,050
Inventory	1,419,461	1,790,000	1,300,000	1,423,500	1,423,500
Cost Redistribution	-1,513,388	-1,855,125	-1,361,000	-1,484,500	-1,484,500
Other Financing Uses	0	0	0	0	0
Other Charges	1,122,431	614,322	618,447	485,677	485,677
Total Expenditures	8,473,778	7,327,661	7,250,858	8,242,806	8,242,806

Finance

Description	FY 2009 Actual	FY 2010 Orig Budget	FY 2010 Estimate	FY 2011 Recommend	FY 2011 Adopted
Salaries & Wages	927,388	969,762	922,696	976,034	976,034
Social Security & Pension	112,909	120,197	113,213	135,986	135,986
Insurance & Benefits	131,608	148,905	125,948	161,164	161,164
Temporary Services	8,173	0	39,320	21,100	21,100
Personnel Services	1,180,078	1,238,864	1,201,177	1,294,284	1,294,284
Utilities	0	0	0	0	0
Supplies	19,966	18,000	17,000	18,000	18,000
Small Equipment/Computers	0	0	2,182	0	0
General Maintenance	21,551	26,895	22,703	27,533	27,533
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	35,192	39,850	37,233	41,100	41,100
Travel and Development	5,848	9,420	9,349	9,680	9,680
Memberships and Dues	1,480	1,885	2,030	2,096	2,096
Insurance	0	0	0	0	0
Other Services	0	0	0	0	0
Operating Expenses	84,037	96,050	90,497	98,409	98,409
Accounting, Auditing & Legal	92,315	66,200	127,245	61,270	61,270
Medical Services	0	0	0	0	0
Other Contract Services	1,001,538	1,076,125	1,043,671	1,065,425	1,065,425
Professional/Cont Services	1,093,853	1,142,325	1,170,916	1,126,695	1,126,695
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	86,224	0	47,055	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	86,224	0	47,055	0	0
Other Charges	0	0	0	0	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	2,542	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Financing Uses	0	0	0	0	0
Other Charges	2,542	0	0	0	0
Total Expenditures	2,446,734	2,477,239	2,509,645	2,519,388	2,519,388

Fire & Emergency Management

Description	FY 2009 Actual	FY 2010 Orig Budget	FY 2010 Estimate	FY 2011 Recommend	FY 2011 Adopted
Salaries & Wages	13,243,344	13,605,193	13,699,467	14,124,716	14,124,716
Social Security & Pension	1,599,928	1,706,506	1,684,337	1,989,699	1,989,699
Insurance & Benefits	2,707,241	2,647,806	2,658,231	2,908,829	2,908,829
Temporary Services	0	0	0	0	0
Personnel Services	17,550,513	17,959,505	18,042,035	19,023,244	19,023,244
Utilities	176,578	192,548	183,500	195,500	195,500
Supplies	506,476	596,583	708,804	610,802	610,802
Small Equipment/Computers	111,059	71,250	122,795	122,200	122,200
General Maintenance	34,284	53,750	46,705	85,152	85,152
Vehicle Maintenance	421,133	468,302	467,610	476,928	476,928
Vehicle Fuel	186,489	236,227	181,240	192,999	192,999
Communications	112,794	105,855	110,257	116,987	116,987
Travel and Development	37,677	43,193	42,885	44,172	44,172
Memberships and Dues	11,834	20,306	20,674	12,187	12,187
Insurance	0	0	0	0	0
Other Services	2,400	1	1	0	0
Operating Expenses	1,600,724	1,788,015	1,884,471	1,856,927	1,856,927
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	34,859	40,000	39,900	75,505	75,505
Other Contract Services	541,279	465,629	511,458	459,472	459,472
Professional/Cont Services	576,138	505,629	551,358	534,977	534,977
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	35,660	80,250	127,150	27,660	27,660
Equipment - Motor Vehicles	1,246,473	0	1,009,098	1,454,000	1,454,000
Infrastructure	0	0	0	0	0
Capital Outlay	1,282,133	80,250	1,136,248	1,481,660	1,481,660
Other Charges	1,243	6,330	3,830	6,330	6,330
Indirect Cost Allocation	63,538	77,505	65,444	67,407	67,407
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	632,328	496,439	496,439	85,941	85,941
Inventory	0	0	0	0	0
Cost Redistribution	-51,178	-75,000	-55,000	-55,000	-55,000
Other Financing Uses	125,000	49,042	85,604	40,000	40,000
Other Charges	770,931	554,316	596,317	144,678	144,678
Total Expenditures	21,780,439	20,887,715	22,210,429	23,041,486	23,041,486

Human Relations

Description	FY 2009 Actual	FY 2010 Orig Budget	FY 2010 Estimate	FY 2011 Recommend	FY 2011 Adopted
Salaries & Wages	165,057	165,819	165,682	169,229	169,229
Social Security & Pension	20,311	20,812	20,446	23,846	23,846
Insurance & Benefits	15,780	22,858	22,353	24,364	24,364
Temporary Services	0	0	0	0	0
Personnel Services	201,148	209,489	208,481	217,439	217,439
Utilities	0	0	0	0	0
Supplies	12,699	12,944	14,072	14,100	14,100
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	4,925	8,863	10,035	9,810	9,810
Travel and Development	4,208	3,745	4,647	6,200	6,200
Memberships and Dues	875	1,205	1,405	1,405	1,405
Insurance	0	0	0	0	0
Other Services	0	0	0	0	0
Operating Expenses	22,707	26,757	30,159	31,515	31,515
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	0	500	650	575	575
Professional/Cont Services	0	500	650	575	575
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Other Charges	0	5,000	2,850	5,000	5,000
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	616	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Financing Uses	0	0	0	0	0
Other Charges	616	5,000	2,850	5,000	5,000
Total Expenditures	224,471	241,746	242,140	254,529	254,529

Human Resource Development

Description	FY 2009 Actual	FY 2010 Orig Budget	FY 2010 Estimate	FY 2011 Recommend	FY 2011 Adopted
Salaries & Wages	660,655	760,828	684,307	750,567	750,567
Social Security & Pension	78,128	92,456	82,311	103,093	103,093
Insurance & Benefits	69,272	100,964	101,286	118,409	118,409
Temporary Services	7,846	0	19,600	0	0
Personnel Services	815,901	954,248	887,504	972,069	972,069
Utilities	0	0	0	0	0
Supplies	8,710	22,960	19,126	13,319	13,319
Small Equipment/Computers	3,456	2,000	18,539	0	0
General Maintenance	12,134	22,075	31,413	20,983	20,983
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	36,973	45,618	36,983	44,285	44,285
Travel and Development	110,089	110,911	90,939	106,823	106,823
Memberships and Dues	3,182	10,145	3,154	3,285	3,285
Insurance	0	0	0	0	0
Other Services	0	0	0	0	0
Operating Expenses	174,544	213,709	200,154	188,695	188,695
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	39,378	34,612	112,885	39,240	39,240
Professional/Cont Services	39,378	34,612	112,885	39,240	39,240
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Other Charges	2,169	300	677	750	750
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	1,772	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Financing Uses	0	0	0	0	0
Other Charges	3,941	300	677	750	750
Total Expenditures	1,033,764	1,202,869	1,201,220	1,200,754	1,200,754

Information Technology

Description	FY 2009 Actual	FY 2010 Orig Budget	FY 2010 Estimate	FY 2011 Recommend	FY 2011 Adopted
Salaries & Wages	644,156	1,010,887	925,932	1,022,417	1,022,417
Social Security & Pension	77,309	123,902	112,468	140,667	140,667
Insurance & Benefits	94,873	146,553	135,195	168,351	168,351
Temporary Services	0	30,000	30,000	30,000	30,000
Personnel Services	816,338	1,311,342	1,203,595	1,361,435	1,361,435
Utilities	0	0	0	0	0
Supplies	36,017	38,043	37,117	34,213	34,213
Small Equipment/Computers	528,724	60,526	112,974	28,738	28,738
General Maintenance	391,624	525,866	545,584	896,949	896,949
Vehicle Maintenance	5,179	4,000	3,800	2,579	2,579
Vehicle Fuel	545	1,400	1,000	1,100	1,100
Communications	126,528	179,870	178,858	194,133	194,133
Travel and Development	29,630	53,995	40,272	41,558	41,558
Memberships and Dues	5,475	7,139	6,644	6,689	6,689
Insurance	0	0	0	0	0
Other Services	22,466	27,996	28,154	27,996	27,996
Operating Expenses	1,146,188	898,835	954,403	1,233,955	1,233,955
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	180,564	75,000	200,763	153,275	153,275
Professional/Cont Services	180,564	75,000	200,763	153,275	153,275
Land	0	0	0	0	0
Buildings	0	0	65,000	7,200	7,200
Improvements	24,344	0	0	0	0
Equipment - Office	219,720	77,800	135,260	175,921	175,921
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	244,064	77,800	200,260	183,121	183,121
Other Charges	236	0	0	0	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Go v't Agencies	0	0	0	0	0
Debt Service	11,182	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	-5,702	0	0	0	0
Other Financing Uses	0	288,662	416,162	283,500	283,500
Other Charges	5,716	288,662	416,162	283,500	283,500
Total Expenditures	2,392,870	2,651,639	2,975,183	3,215,286	3,215,286

Management Services

Description	FY 2009 Actual	FY 2010 Orig Budget	FY 2010 Estimate	FY 2011 Recommend	FY 2011 Adopted
Salaries & Wages	548,324	491,149	436,343	452,336	452,336
Social Security & Pension	66,111	61,645	54,143	63,740	63,740
Insurance & Benefits	71,735	79,112	67,670	78,088	78,088
Temporary Services	29,995	0	0	0	0
Personnel Services	716,165	631,906	558,156	594,164	594,164
Utilities	0	0	0	0	0
Supplies	33,924	49,347	45,903	29,620	29,620
Small Equipment/Computers	9,020	0	4,587	1,101	1,101
General Maintenance	9,908	12,500	14,840	11,000	11,000
Vehicle Maintenance	3,674	5,100	2,437	1,166	1,166
Vehicle Fuel	127	500	200	200	200
Communications	49,137	66,187	56,830	58,216	58,216
Travel and Development	12,362	10,415	16,152	8,976	8,976
Memberships and Dues	1,784	2,090	1,980	2,040	2,040
Insurance	0	0	0	0	0
Other Services	8,748	14,252	13,752	13,752	13,752
Operating Expenses	128,684	160,391	156,681	126,071	126,071
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	77,821	83,845	96,953	84,870	59,070
Professional/Cont Services	77,821	83,845	96,953	84,870	59,070
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	5,870	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	5,870	0	0	0	0
Other Charges	443	500	500	500	500
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	1,387	0	0	0	0
Inventory	126,834	140,000	126,000	131,000	131,000
Cost Redistribution	-172,124	-187,000	-164,000	-169,000	-169,000
Other Financing Uses	10,000	0	0	0	0
Other Charges	-33,460	-46,500	-37,500	-37,500	-37,500
Total Expenditures	895,080	829,642	774,290	767,605	741,805

Mayor & Council

Description	FY 2009 Actual	FY 2010 Orig Budget	FY 2010 Estimate	FY 2011 Recommend	FY 2011 Adopted
Salaries & Wages	217,843	218,285	217,070	222,359	222,359
Social Security & Pension	18,877	19,086	18,852	20,206	20,206
Insurance & Benefits	30,065	71,645	50,147	78,068	78,068
Temporary Services	0	0	0	0	0
Personnel Services	266,785	309,016	286,069	320,633	320,633
Utilities	0	0	0	0	0
Supplies	12,026	19,400	11,600	3,100	3,100
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	15,381	19,048	14,431	13,270	13,270
Travel and Development	19,912	37,884	57,984	42,888	42,888
Memberships and Dues	80,323	87,035	81,696	93,126	93,126
Insurance	0	0	0	0	0
Other Services	595	1,200	1,000	1,000	1,000
Operating Expenses	128,237	164,567	166,711	153,384	153,384
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	54,427	271,900	276,295	61,700	61,700
Professional/Cont Services	54,427	271,900	276,295	61,700	61,700
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Other Charges	1,867	3,200	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	386	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Financing Uses	0	0	0	0	0
Other Charges	2,253	3,200	2,600	2,600	2,600
Total Expenditures	451,702	748,683	731,675	538,317	538,317

Other Appropriations

Description	FY 2009 Actual	FY 2010 Orig Budget	FY 2010 Estimate	FY 2011 Recommend	FY 2011 Adopted
Salaries & Wages	0	0	0	0	0
Social Security & Pension	0	0	0	0	0
Insurance & Benefits	37,168	31,396	29,775	32,368	32,368
Temporary Services	0	0	0	0	0
Personnel Services	37,168	31,396	29,775	32,368	32,368
Utilities	24,834	17,926	17,188	7,914	7,914
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	26	0	0	0	0
Travel and Development	0	0	0	0	0
Memberships and Dues	0	0	0	0	0
Insurance	1,010,360	1,171,523	1,070,040	1,184,739	1,184,739
Other Services	0	0	0	0	0
Operating Expenses	1,035,220	1,189,449	1,087,228	1,192,653	1,192,653
Accounting, Auditing & Legal	45,866	50,000	50,000	50,000	50,000
Medical Services	0	0	0	0	0
Other Contract Services	5,088,885	8,065,723	7,474,135	7,507,511	7,531,804
Professional/Cont Services	5,134,751	8,115,723	7,524,135	7,557,511	7,581,804
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	2,176,000	703,598	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	2,176,000	703,598	0	0
Other Charges	39,533	90,800	206,190	60,000	60,000
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	339,000	376,500	376,500	307,375	307,375
Debt Service	4,591,752	6,198,523	4,581,206	5,406,353	5,406,353
Refunded Bonds	0	0	8,600,308	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Financing Uses	12,668,555	5,643,190	6,950,183	5,437,014	5,437,014
Other Charges	17,638,840	12,309,013	20,714,387	11,210,742	11,210,742
Total Expenditures	23,845,979	23,821,581	30,059,123	19,993,274	20,017,567

Parks, Recreation & Maintenance

Description	FY 2009 Actual	FY 2010 Orig Budget	FY 2010 Estimate	FY 2011 Recommend	FY 2011 Adopted
Salaries & Wages	6,543,190	6,779,265	6,506,014	6,522,620	6,522,620
Social Security & Pension	778,389	829,693	782,401	890,129	890,129
Insurance & Benefits	1,114,689	1,251,526	1,159,526	1,301,505	1,301,505
Temporary Services	410,998	381,639	413,049	307,008	307,008
Personnel Services	8,847,266	9,242,123	8,860,990	9,021,262	9,021,262
Utilities	915,719	1,017,886	1,013,401	1,109,834	1,109,834
Supplies	983,821	1,050,568	1,020,147	942,159	942,159
Small Equipment/Computers	1,087	36,600	64,775	0	0
General Maintenance	650,189	562,415	566,342	570,883	570,883
Vehicle Maintenance	939,313	933,524	1,012,955	964,703	964,703
Vehicle Fuel	256,733	303,394	254,806	270,475	270,475
Communications	275,791	308,018	297,139	285,501	285,501
Travel and Development	35,869	45,687	28,259	28,537	28,537
Memberships and Dues	7,015	8,522	6,670	6,914	6,914
Insurance	117,966	128,659	114,657	114,899	114,899
Other Services	37,115	68,842	155,765	36,665	36,665
Operating Expenses	4,220,618	4,464,115	4,534,916	4,330,570	4,330,570
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	738	692	626	584	584
Other Contract Services	797,159	814,669	807,396	741,372	741,372
Professional/Cont Services	797,897	815,361	808,022	741,956	741,956
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	112,965	45,000	45,000	154,000	154,000
Equipment - Office	0	0	32,910	0	0
Equipment - Other	46,680	83,000	158,816	0	0
Equipment - Motor Vehicles	85,046	64,500	271,875	180,506	180,506
Infrastructure	8,660	0	0	0	0
Capital Outlay	253,351	192,500	508,601	334,506	334,506
Other Charges	54	10,000	461,430	517,792	517,792
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	283,012	160,765	160,765	16,563	16,563
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Financing Uses	230,500	264,500	264,500	208,000	208,000
Other Charges	573,566	495,265	946,695	802,355	802,355
Total Expenditures	14,692,698	15,209,364	15,659,224	15,230,649	15,230,649

Police

Description	FY 2009 Actual	FY 2010 Orig Budget	FY 2010 Estimate	FY 2011 Recommend	FY 2011 Adopted
Salaries & Wages	23,997,433	26,536,114	25,310,065	25,586,978	25,856,995
Social Security & Pension	4,300,494	4,836,461	4,610,317	5,112,807	5,171,537
Insurance & Benefits	3,773,169	4,453,055	3,921,775	4,585,067	4,592,357
Temporary Services	62,815	48,500	49,386	55,578	55,578
Personnel Services	32,133,911	35,874,130	33,891,543	35,340,430	35,676,467
Utilities	162,470	196,754	163,400	175,750	175,750
Supplies	851,812	888,463	923,735	783,032	783,032
Small Equipment/Computers	44,635	154,955	203,979	0	0
General Maintenance	384,261	454,235	348,301	453,770	453,770
Vehicle Maintenance	964,132	921,215	924,029	948,420	948,420
Vehicle Fuel	865,272	1,147,323	907,000	967,100	967,100
Communications	695,465	737,400	721,622	745,584	745,584
Travel and Development	95,252	135,660	119,938	121,900	121,900
Memberships and Dues	7,626	9,566	8,816	8,764	8,764
Insurance	0	0	0	0	0
Other Services	207,216	161,130	180,860	189,362	189,362
Operating Expenses	4,278,141	4,806,701	4,501,680	4,393,682	4,393,682
Accounting, Auditing & Legal	3,140	5,000	3,150	3,150	3,150
Medical Services	27,911	18,733	39,200	40,376	40,376
Other Contract Services	151,753	121,898	218,804	145,493	145,493
Professional/Cont Services	182,804	145,631	261,154	189,019	189,019
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	1,376	0	0
Equipment - Office	0	23,515	24,700	28,000	28,000
Equipment - Other	77,689	49,400	63,794	0	0
Equipment - Motor Vehicles	1,408,259	1,657,576	1,838,484	1,412,859	1,412,859
Infrastructure	0	0	0	0	0
Capital Outlay	1,485,948	1,730,491	1,928,354	1,440,859	1,440,859
Other Charges	60,119	116,100	141,100	116,100	116,100
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	997,803	852,441	852,441	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Financing Uses	192,151	92,500	90,775	99,025	99,025
Other Charges	1,253,073	1,064,041	1,087,316	218,125	218,125
Total Expenditures	39,333,877	43,620,994	41,670,047	41,582,115	41,918,152

Central Business Tax District Fund

Description	FY 2009 Actual	FY 2010 Orig Budget	FY 2010 Estimate	FY 2011 Recommend	FY 2011 Adopted
Salaries & Wages	0	0	0	0	0
Social Security & Pension	0	0	0	0	0
Insurance & Benefits	0	0	0	0	0
Temporary Services	0	0	0	0	0
Personnel Services	0	0	0	0	0
Utilities	0	0	0	0	0
Supplies	50,000	7,000	4,100	18,000	18,000
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	22,000	22,000
Travel and Development	0	0	0	0	0
Memberships and Dues	0	0	0	0	0
Insurance	0	0	0	0	0
Other Services	0	0	0	0	0
Operating Expenses	50,000	7,000	4,100	40,000	40,000
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	50,927	50,960	51,100	27,384	27,384
Professional/Cont Services	50,927	50,960	51,100	27,384	27,384
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	20,000	20,000	37,700	37,700
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	21,040	21,040
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	20,000	20,000	58,740	58,740
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	25,000	25,000	30,094	30,094
Other Financing Uses	100,000	50,000	50,000	50,000	50,000
Other Charges	100,000	75,000	75,000	80,094	80,094
Total Expenditures	200,927	152,960	150,200	206,218	206,218

City of Fayetteville Finance Corporation

Description	FY 2009 Actual	FY 2010 Orig Budget	FY 2010 Estimate	FY 2011 Recommend	FY 2011 Adopted
Salaries & Wages	0	0	0	0	0
Social Security & Pension	0	0	0	0	0
Insurance & Benefits	0	0	0	0	0
Temporary Services	0	0	0	0	0
Personnel Services	0	0	0	0	0
Utilities	0	0	0	0	0
Supplies	0	0	0	0	0
Small Equipment/Computers	0	0	0	0	0
General Maintenance	0	0	0	0	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	0	0	0	0	0
Travel and Development	0	0	0	0	0
Memberships and Dues	0	0	0	0	0
Insurance	0	0	0	0	0
Other Services	0	0	0	0	0
Operating Expenses	0	0	0	0	0
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	0	0	0	0	0
Professional/Cont Services	0	0	0	0	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Other Charges	6,605	7,000	18,145	3,225	3,225
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	2,103,368	1,801,250	1,801,250	1,446,250	1,446,250
Refunded Bonds	0	0	2,078,284	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Financing Uses	0	0	0	0	0
Other Charges	2,109,973	1,808,250	3,897,679	1,449,475	1,449,475
Total Expenditures	2,109,973	1,808,250	3,897,679	1,449,475	1,449,475

Emergency Telephone System Fund

Description	FY 2009 Actual	FY 2010 Orig Budget	FY 2010 Estimate	FY 2011 Recommend	FY 2011 Adopted
Salaries & Wages	40,713	40,141	41,992	41,442	41,442
Social Security & Pension	4,944	5,038	5,230	5,840	5,840
Insurance & Benefits	7,196	7,052	6,865	7,682	7,682
Temporary Services	0	0	0	0	0
Personnel Services	52,853	52,231	54,087	54,964	54,964
Utilities	0	0	0	0	0
Supplies	5,466	3,060	4,565	4,702	4,702
Small Equipment/Computers	0	0	6,575	0	0
General Maintenance	114,011	173,417	201,125	230,557	230,557
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	251,154	262,650	240,409	247,621	247,621
Travel and Development	59	5,000	5,000	5,250	5,250
Memberships and Dues	0	0	0	0	0
Insurance	0	0	0	0	0
Other Services	0	0	0	0	0
Operating Expenses	370,690	444,127	457,674	488,130	488,130
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	121,591	125,231	139,912	144,110	144,110
Professional/Cont Services	121,591	125,231	139,912	144,110	144,110
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	209,244	0	554,784	0	0
Equipment - Other	87,300	0	0	297,691	297,691
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	296,544	0	554,784	297,691	297,691
Other Charges	0	453,011	0	85,911	85,911
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	71,274	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Financing Uses	0	0	0	0	0
Other Charges	71,274	453,011	0	85,911	85,911
Total Expenditures	912,952	1,074,600	1,206,457	1,070,806	1,070,806

Stormwater Fund

Description	FY 2009 Actual	FY 2010 Orig Budget	FY 2010 Estimate	FY 2011 Recommend	FY 2011 Adopted
Salaries & Wages	1,231,420	1,269,685	1,151,761	1,097,314	1,097,314
Social Security & Pension	148,200	159,143	141,362	154,637	154,637
Insurance & Benefits	218,986	254,562	227,750	232,184	232,184
Temporary Services	0	3,600	7,400	3,600	3,600
Personnel Services	1,598,606	1,686,990	1,528,273	1,487,735	1,487,735
Utilities	8,341	7,800	10,890	15,660	15,660
Supplies	64,354	78,090	65,191	68,200	68,200
Small Equipment/Computers	25,468	0	10,216	1,707	1,707
General Maintenance	97,769	332,824	74,400	79,648	79,648
Vehicle Maintenance	153,295	150,500	149,000	155,300	155,300
Vehicle Fuel	53,006	77,000	67,393	82,370	82,370
Communications	52,391	60,090	69,498	82,490	82,490
Travel and Development	18,889	20,885	12,550	12,085	12,085
Memberships and Dues	1,717	1,583	1,734	1,757	1,757
Insurance	10,482	10,967	13,548	13,626	13,626
Other Services	34,971	69,800	39,800	43,000	43,000
Operating Expenses	520,683	809,539	514,220	555,843	555,843
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	300	500	500	500	500
Other Contract Services	1,282,246	969,833	1,967,020	742,385	742,385
Professional/Cont Services	1,282,546	970,333	1,967,520	742,885	742,885
Land	64,693	1,000	71,000	80,000	80,000
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	6,941	0	0	0	0
Equipment - Other	135,032	0	0	0	0
Equipment - Motor Vehicles	356,132	0	0	0	0
Infrastructure	827,766	1,882,545	2,534,390	3,025,500	3,025,500
Capital Outlay	1,390,564	1,883,545	2,605,390	3,105,500	3,105,500
Other Charges	621	6,300	6,595	96,037	96,037
Indirect Cost Allocation	115,230	118,687	118,687	122,248	122,248
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	23,161	0	11,570	25,984	25,984
Inventory	0	0	0	0	0
Cost Redistribution	51,178	75,000	55,000	55,000	55,000
Other Financing Uses	0	0	191,920	0	0
Other Charges	190,190	199,987	383,772	299,269	299,269
Total Expenditures	4,982,589	5,550,394	6,999,175	6,191,232	6,191,232

Airport Fund

Description	FY 2009 Actual	FY 2010 Orig Budget	FY 2010 Estimate	FY 2011 Recommend	FY 2011 Adopted
Salaries & Wages	864,145	961,618	862,761	957,902	957,902
Social Security & Pension	104,691	120,687	106,128	135,041	135,041
Insurance & Benefits	130,136	167,295	128,865	178,028	178,028
Temporary Services	39,646	23,899	68,038	25,166	25,166
Personnel Services	1,138,618	1,273,499	1,165,792	1,296,137	1,296,137
Utilities	410,393	455,804	421,000	451,900	451,900
Supplies	120,924	112,400	141,100	143,400	143,400
Small Equipment/Computers	8,748	0	44,709	1,707	1,707
General Maintenance	255,964	256,500	320,200	331,000	331,000
Vehicle Maintenance	52,660	65,348	78,460	80,188	80,188
Vehicle Fuel	37,613	34,500	34,600	37,373	37,373
Communications	73,237	66,866	66,625	139,750	139,750
Travel and Development	18,124	17,700	20,998	26,650	26,650
Memberships and Dues	1,385	2,350	2,405	2,450	2,450
Insurance	62,771	69,475	56,566	56,786	56,786
Other Services	0	0	0	0	0
Operating Expenses	1,041,819	1,080,943	1,186,663	1,271,204	1,271,204
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	130,615	104,800	149,281	152,152	152,152
Professional/Cont Services	130,615	104,800	149,281	152,152	152,152
Land	0	0	0	0	0
Buildings	176,161	0	0	0	0
Improvements	51,385	0	26,595	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	103,478	77,000	21,500	108,000	108,000
Equipment - Motor Vehicles	2,374	0	64,894	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	333,398	77,000	112,989	108,000	108,000
Other Charges	261,318	873,423	375,250	585,173	585,173
Indirect Cost Allocation	175,140	215,420	180,394	185,806	185,806
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	49,628	0	0	0	0
Inventory	6,165	10,000	15,000	15,000	15,000
Cost Redistribution	3,159	0	0	0	0
Other Financing Uses	1,861,695	305,726	407,466	288,266	288,266
Other Charges	2,357,105	1,404,569	978,110	1,074,245	1,074,245
Total Expenditures	5,001,555	3,940,811	3,592,835	3,901,738	3,901,738

Recycling Fund

Description	FY 2009 Actual	FY 2010 Orig Budget	FY 2010 Estimate	FY 2011 Recommend	FY 2011 Adopted
Salaries & Wages	0	0	0	0	0
Social Security & Pension	0	0	0	0	0
Insurance & Benefits	0	0	0	0	0
Temporary Services	0	0	0	0	0
Personnel Services	0	0	0	0	0
Utilities	0	0	0	0	0
Supplies	2,356	12,500	6,890	12,500	12,500
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	24,928	25,850	27,960	26,250	26,250
Travel and Development	0	0	0	0	0
Memberships and Dues	0	0	0	0	0
Insurance	0	0	0	0	0
Other Services	0	0	0	0	0
Operating Expenses	27,284	38,350	34,850	38,750	38,750
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	1,875,545	1,902,497	1,902,497	1,950,060	1,950,060
Professional/Cont Services	1,875,545	1,902,497	1,902,497	1,950,060	1,950,060
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	0	55,000	55,000
Infrastructure	0	0	0	0	0
Capital Outlay	0	55,000	0	55,000	55,000
Other Charges	0	144,228	0	70,462	70,462
Indirect Cost Allocation	16,490	29,911	30,583	28,923	28,923
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	487,245	427,245	430,745	427,245	427,245
Other Charges	503,735	601,384	461,328	526,630	526,630
Total Expenditures	2,406,564	2,597,231	2,398,675	2,570,440	2,570,440

Risk Management Fund

Description	FY 2009 Actual	FY 2010 Orig Budget	FY 2010 Estimate	FY 2011 Recommend	FY 2011 Adopted
Salaries & Wages	325,463	327,369	302,228	277,388	277,388
Social Security & Pension	39,968	41,088	37,656	39,086	39,086
Insurance & Benefits	44,510	62,050	56,205	68,515	68,515
Temporary Services	0	0	0	0	0
Personnel Services	409,941	430,507	396,089	384,989	384,989
Utilities	0	0	0	0	0
Supplies	20,772	30,060	28,219	25,365	25,365
Small Equipment/Computers	60	0	0	2,460	2,460
General Maintenance	9,550	9,600	4,500	4,500	4,500
Vehicle Maintenance	86,110	85,000	67,000	70,000	70,000
Vehicle Fuel	0	0	0	0	0
Communications	5,356	7,450	7,008	10,879	10,879
Travel and Development	7,123	9,050	5,808	7,120	7,120
Memberships and Dues	1,335	1,625	1,325	1,325	1,325
Insurance	12,340,106	15,504,711	14,585,604	16,977,474	16,977,474
Other Services	340	0	340	350	350
Operating Expenses	12,470,752	15,647,496	14,699,804	17,099,473	17,099,473
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	114,882	137,950	116,300	118,448	118,448
Other Contract Services	112,797	123,880	126,705	111,700	111,700
Professional/Cont Services	227,679	261,830	243,005	230,148	230,148
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	8,000	8,000
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	8,000	8,000
Other Charges	0	5,811	1,000	3,937	3,937
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	539	0	0	0	0
Other Financing Uses	2,322,100	0	2,576,050	0	0
Other Charges	2,322,639	5,811	2,577,050	3,937	3,937
Total Expenditures	15,431,011	16,345,644	17,915,948	17,726,547	17,726,547

Transit Fund

Description	FY 2009 Actual	FY 2010 Orig Budget	FY 2010 Estimate	FY 2011 Recommend	FY 2011 Adopted
Salaries & Wages	2,188,063	2,288,147	2,530,699	2,650,113	2,650,113
Social Security & Pension	259,557	279,133	307,286	367,635	367,635
Insurance & Benefits	460,539	528,883	520,487	645,432	645,432
Temporary Services	2,729	0	5,273	0	0
Personnel Services	2,910,888	3,096,163	3,363,745	3,663,180	3,663,180
Utilities	41,616	42,346	46,580	50,080	50,080
Supplies	79,888	94,182	83,737	87,828	87,828
Small Equipment/Computers	2,625	5,500	119,492	0	0
General Maintenance	73,312	145,900	141,239	62,550	62,550
Vehicle Maintenance	488,331	487,700	299,689	340,900	340,900
Vehicle Fuel	506,390	829,350	508,329	608,349	608,349
Communications	34,764	39,350	36,040	37,300	37,300
Travel and Development	3,105	9,100	7,660	6,660	6,660
Memberships and Dues	1,741	2,200	2,200	2,200	2,200
Insurance	132,335	84,076	86,933	101,636	101,636
Other Services	0	0	0	0	0
Operating Expenses	1,364,107	1,739,704	1,331,899	1,297,503	1,297,503
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	4,916	6,400	5,400	4,861	4,861
Other Contract Services	214,005	217,740	217,211	224,407	224,407
Professional/Cont Services	218,921	224,140	222,611	229,268	229,268
Land	0	0	0	0	0
Buildings	0	0	5,975	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	5,975	0	0
Other Charges	11,238	680,000	5,000	8,000	8,000
Indirect Cost Allocation	526,508	476,343	542,304	558,574	558,574
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	0	0	1,987	23,833	23,833
Inventory	(703)	0	0	0	0
Cost Redistribution	(92,844)	(125,000)	(75,000)	(75,000)	(75,000)
Other Financing Uses					
Other Charges	444,199	1,031,343	474,291	515,407	515,407
Total Expenditures	4,938,115	6,091,350	5,398,521	5,705,358	5,705,358

Warranty Vehicle Lease Fund

Description	FY 2009 Actual	FY 2010 Orig Budget	FY 2010 Estimate	FY 2011 Recommend	FY 2011 Adopted
Salaries & Wages	0	0	0	0	0
Social Security & Pension	0	0	0	0	0
Insurance & Benefits	0	0	0	0	0
Temporary Services	0	0	0	0	0
Personnel Services	0	0	0	0	0
Utilities	0	0	0	0	0
Supplies	0	0	0	0	0
Small Equipment/Computers	0	0	0	0	0
General Maintenance	0	0	0	0	0
Vehicle Maintenance	112,640	125,150	125,012	0	0
Vehicle Fuel	411	1,000	1,000	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	24,553	25,690	25,690	0	0
Other Services	0	0	0	0	0
Operating Expenses	137,604	151,840	151,702	0	0
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	1,153	2,500	2,500	0	0
Professional/Cont Services	1,153	2,500	2,500	0	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	45,733	0	119,142	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	45,733	0	119,142	0	0
Other Charges	0	170,350	0	0	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Financing Uses	0	0	0	0	0
Other Charges	0	170,350	0	0	0
Total Expenditures	184,490	324,690	273,344	0	0

LEOSSA Fund

Description	FY 2009 Actual	FY 2010 Orig Budget	FY 2010 Estimate	FY 2011 Recommend	FY 2011 Adopted
Salaries & Wages	460,934	473,359	457,147	514,733	514,733
Social Security & Pension	30,606	36,212	32,364	39,377	39,377
Insurance & Benefits	0	0	0	0	0
Temporary Services	0	0	0	0	0
Personnel Services	491,540	509,571	489,511	554,110	554,110
Utilities	0	0	0	0	0
Supplies	0	0	0	0	0
Small Equipment/Computers	0	0	0	0	0
General Maintenance	0	0	0	0	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	0	0	0	0	0
Travel and Development	0	0	0	0	0
Memberships and Dues	0	0	0	0	0
Insurance	0	0	0	0	0
Other Services	0	0	0	0	0
Operating Expenses	0	0	0	0	0
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	0	0	0	0	0
Professional/Cont Services	0	0	0	0	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Other Charges	0	3,012	0	0	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Financing Uses	0	0	0	0	0
Other Charges	0	3,012	0	0	0
Total Expenditures	491,540	512,583	489,511	554,110	554,110

Parking Fund

Description	FY 2009 Actual	FY 2010 Orig Budget	FY 2010 Estimate	FY 2011 Recommend	FY 2011 Adopted
Salaries & Wages	0	0	0	0	0
Social Security & Pension	0	0	0	0	0
Insurance & Benefits	0	0	0	0	0
Temporary Services	0	0	0	0	0
Personnel Services	0	0	0	0	0
Utilities	8,464	8,750	8,200	8,800	8,800
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	84,944	87,593	83,212	86,416	86,416
Operating Expenses	93,408	96,343	91,412	95,216	95,216
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	113,100	231,009	204,142	219,713	219,713
Professional/Cont Services	113,100	231,009	204,142	219,713	219,713
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Other Charges	0	11,268	0	17,256	17,256
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Financing Uses	0	0	0	0	0
Other Charges	0	11,268	0	17,256	17,256
Total Expenditures	206,508	338,620	295,554	332,185	332,185

Capital Outlay By Fund

Fund	Type of Capital	Department	Description	Price	Qty	Recommended Total	Qty	Adopted Total	Replacement
General Fund									
Buildings									
	Info. Tech		Sprinkler System Alteration	\$7,200	1	\$7,200	1	\$7,200	No
Total Buildings						\$7,200		\$7,200	
Improvements									
	E&I		Signal System Upgrade			\$50,000		\$50,000	No
	PR & M		Lighting at Tokay Football Fields	\$90,000	1	\$90,000	1	\$90,000	No
	PR & M		Walking Trail at Mable C. Smith Park	\$32,000	1	\$32,000	1	\$32,000	No
	PR & M		Walking Trail at Gen Reilly Park	\$32,000	1	\$32,000	1	\$32,000	No
Total Improvements						\$204,000		\$204,000	
Office Equipment									
	Info. Tech		Network Survivability/Redundancy - Router	\$93,000	1	\$93,000	1	\$93,000	No
	Info. Tech		Cisco Catalyst 3560 48 port	\$5,569	9	\$50,121	9	\$50,121	Yes
	Info. Tech		Microsoft Visual Studio 2010 Programming Software	\$10,000	1	\$10,000	1	\$10,000	No
	Info. Tech		Internal Web Server	\$8,000	1	\$8,000	1	\$8,000	No
	Info. Tech		Web Server	\$6,800	1	\$6,800	1	\$6,800	No
	Info. Tech		ADO.Net application development environment	\$8,000	1	\$8,000	1	\$8,000	No
	Police		Drying Cabinet	\$28,000	1	\$28,000	1	\$28,000	No
Total Office Equipment						\$203,921		\$203,921	
Other Equipment									
	Fire		Hurst Tool System	\$27,600	1	\$27,660	1	\$27,660	No
Total Other Equipment						\$27,660		\$27,660	
Rights-of-Way									
	E&I		Rights-of-Way	\$5,300	1	\$5,300	1	\$5,300	No
Total Rights-of-Way						\$5,300		\$5,300	
Vehicles									
Replacements									
	E&I		Class 3 Truck	\$36,000	1	\$36,000	1	\$36,000	Yes
	E&I		Large Tire Loader	\$145,000	1	\$145,000	1	\$145,000	Yes
	E&I		Class 8 Truck with Dump Body	\$165,000	1	\$165,000	1	\$165,000	Yes
	Env Svcs		Garbage Truck	\$260,000	4	\$1,040,000	4	\$1,040,000	Yes
	Env Svcs		Garbage Truck - Compact	\$210,000	1	\$210,000	1	\$210,000	Yes
	Fire		Search and Rescue Vehicle	\$150,000	1	\$150,000	1	\$150,000	Yes
	Fire		Pumper Truck	\$541,000	2	\$1,082,000	2	\$1,082,000	Yes
	Fire		Midsized Sedan	\$24,000	3	\$72,000	3	\$72,000	Yes
	Police		Full Size Sedan with Cameras	\$42,000	18	\$756,000	18	\$756,000	Yes
	Police		8 Passenger Van	\$22,000	2	\$44,000	2	\$44,000	Yes
	Police		Full Size SUV with Cameras	\$44,000	6	\$264,000	6	\$264,000	Yes
	Police		Full Size Sedan unmarked	\$33,000	10	\$330,000	10	\$330,000	Yes
	PR & M		Bunker Rake	\$13,000	2	\$26,000	2	\$26,000	Yes
	PR & M		Mower	\$12,000	1	\$12,000	1	\$12,000	Yes
	PR & M		Class 2 Truck	\$20,006	1	\$20,006	1	\$20,006	Yes
	PR & M - District		Van	\$16,000	1	\$16,000	1	\$16,000	Yes
	PR & M - District		Class 1 Truck	\$18,000	5	\$90,000	5	\$90,000	Yes
Total Replacements						\$4,458,006		\$4,458,006	
Additions									
	Fire		Search and Rescue Vehicle	\$150,000	1	\$150,000	1	\$150,000	No
	Police		Full Size Van	\$18,859	1	\$18,859	1	\$18,859	No
	PR & M - District		Tractor Mower	\$16,500	1	\$16,500	1	\$16,500	No
Total Additions						\$185,359		\$185,359	
Total Vehicles						\$4,643,365		\$4,643,365	

Capital Outlay By Fund

Fund	Type of Capital	Department	Description	Price	Recommended		Adopted		Replacement
					Qty	Total	Qty	Total	
Transfers									
	E&I		Transfer to General Gov't Fund - Parking Lot Maintenance	\$52,000		\$52,000		\$52,000	No
	E&I		Transfer to Transportation Fund - Street Resurfacing	\$3,280,261		\$3,280,261		\$3,280,261	No
	E&I		Transfer to Transportation Fund - Sidewalks	\$154,000		\$154,000		\$154,000	No
	E&I		Transfer to Transportation Fund - Downtown Streetscape	\$248,000		\$248,000		\$248,000	No
	IT		Transfer to General Gov't Fund - Computer Replacements	\$283,500		\$283,500		\$283,500	Yes
	OAP		Transfer to General Gov't Fund - Computer Replacements	\$228,600		\$228,600		\$228,600	Yes
	OAP		Transfer to Rec/Cult Fund - Wayfinding	\$50,000		\$50,000		\$50,000	No
	PR & M		Transfer to General Gov't Fund - Building Maintenance Improvements	\$52,000		\$52,000		\$52,000	No
	PR & M		Transfer to Rec/Cult Fund - Playground Improvements	\$156,000		\$156,000		\$156,000	No
Total Transfers						\$4,504,361		\$4,504,361	
Total General Fund						\$9,595,807		\$9,595,807	
Central Business Tax District									
Improvements									
			Wayfinding Signage	\$37,700		\$37,700		\$37,700	No
Total Improvements						\$37,700		\$37,700	
Other Equipment									
			Trash/Recycling Receptacles	\$5,260	4	\$21,040	4	\$21,040	No
Total Other Equipment						\$21,040		\$21,040	
Transfers									
			Transfer to Transportation Fund - Paver Brick Improvements	\$50,000		\$50,000		\$50,000	No
Total Transfers						\$50,000		\$50,000	
Total Central Business Tax District						\$108,740		\$108,740	
Emergency Telephone Fund									
Other Equipment									
			PSAP Positron	\$297,691	1	\$297,691	1	\$297,691	No
Total Other Equipment						\$297,691		\$297,691	
Total Emergency Telephone Fund						\$297,691		\$297,691	
Stormwater Fund									
Land									
			Land for Drainage Projects	\$80,000		\$80,000		\$80,000	No
Total Land						\$80,000		\$80,000	
Right-of-Way									
			Right-of-Way or Easement	\$20,000		\$20,000		\$20,000	No
Total Right-of-Way						\$20,000		\$20,000	
Drainage Projects									
			Stormwater Drainage Projects	\$3,005,500		\$3,005,500		\$3,005,500	No
Total Drainage Projects						\$3,005,500		\$3,005,500	
Total Stormwater Fund						\$3,105,500		\$3,105,500	

Capital Outlay by Fund

Fund	Type of Capital	Department	Description	Price	Recommended Qty	Recommended Total	Adopted Qty	Adopted Total	Replacement
<i>Risk Management Fund</i>									
	Office Equipment								
			Medical Office Software	\$8,000	1	\$8,000	1	\$8,000	No
	Total Office Equipment					\$8,000		\$8,000	
<i>Total Risk Management Fund</i>						\$8,000		\$8,000	
<i>Airport</i>									
	Other Equipment								
			Universal Remote for Conference Room	\$8,000	1	\$8,000	1	\$8,000	No
			Large Tractor with Side Arm	\$80,000	1	\$80,000	1	\$80,000	No
			Small Radius Mower	\$10,000	2	\$20,000	2	\$20,000	No
	Total Other Equipment					\$108,000		\$108,000	
	Transfers to Airport Capital Fund								
			Taxiway A Extension Project	\$42,500		\$42,500		\$42,500	No
			North GA/ Auto Parking Project	\$15,000		\$15,000		\$15,000	No
			Tree Clearing for Runways 4 & 10	\$22,600		\$22,600		\$22,600	No
			Airline Concrete Slabs Project	\$6,000		\$6,000		\$6,000	No
			Air Carrier Asphalt Mill and Overlay Construction	\$32,539		\$32,539		\$32,539	No
			Runway 10/28 Project	\$120,000		\$120,000		\$120,000	No
	Total Transfers to Airport Capital Fund					\$238,639		\$238,639	
<i>Total Airport</i>						\$346,639		\$346,639	
<i>Recycling</i>									
	Vehicles								
			Truck with Duel Tommy Lifts	\$55,000	1	\$55,000	1	\$55,000	No
	Total Vehicles					\$55,000		\$55,000	
<i>Total Recycling</i>						\$55,000		\$55,000	

General Fund Capital By Department

Department	Type of Capital	Description	Price	Qty	Recommended Total	Qty	Adopted Total	Replacement
Engineering and Infrastructure								
	Vehicles							
		Class 3 Truck	\$36,000	1	\$36,000	1	\$36,000	Yes
		Large Tire Loader	\$145,000	1	\$145,000	1	\$145,000	Yes
		Class 8 Truck with Dump Body	\$165,000	1	<u>\$165,000</u>	1	<u>\$165,000</u>	Yes
		Total Vehicles			<u>\$346,000</u>		<u>\$346,000</u>	
	Rights-of-Way							
		Rights-of-Way	\$5,300	1	<u>\$5,300</u>	1	<u>\$5,300</u>	No
		Total Rights-of-Way			<u>\$5,300</u>		<u>\$5,300</u>	
	Other Improvements							
		Signal System Upgrade			<u>\$50,000</u>		<u>\$50,000</u>	No
		Total Other Improvements			<u>\$50,000</u>		<u>\$50,000</u>	
	Transfers							
		Transfer to General Gov't Fund - Parking Lot Maintenance	\$52,000		\$52,000		\$52,000	No
		Transfer to Transportation Fund - Street Resurfacing	\$3,280,261		\$3,280,261		\$3,280,261	No
		Transfer to Transportation Fund - Sidewalks	\$154,000		\$154,000		\$154,000	No
		Transfer to Transportation Fund - Downtown Streetscape	\$248,000		<u>\$248,000</u>		<u>\$248,000</u>	No
		Total Transfers			<u>\$3,734,261</u>		<u>\$3,734,261</u>	
		Total Engineering and Infrastructure			<u>\$4,135,561</u>		<u>\$4,135,561</u>	
Environmental Services								
	Vehicles							
		Garbage Truck	\$260,000	4	\$1,040,000	4	\$1,040,000	Yes
		Garbage Truck - Compact	\$210,000	1	<u>\$210,000</u>	1	<u>\$210,000</u>	Yes
		Total Vehicles			<u>\$1,250,000</u>		<u>\$1,250,000</u>	
		Total Environmental Services			<u>\$1,250,000</u>		<u>\$1,250,000</u>	
Fire								
	Vehicles							
		Search and Rescue Vehicle	\$150,000	1	\$150,000	1	\$150,000	Yes
		Pumper Truck	\$541,000	2	\$1,082,000	2	\$1,082,000	Yes
		Midsized Sedan	\$24,000	3	\$72,000	3	\$72,000	Yes
		Search and Rescue Vehicle	\$150,000	1	<u>\$150,000</u>	1	<u>\$150,000</u>	No
		Total Vehicles			<u>\$1,454,000</u>		<u>\$1,454,000</u>	
	Other Equipment							
		Hurst Tool System	\$27,660	1	<u>\$27,660</u>	1	<u>\$27,660</u>	No
		Total Other Equipment			<u>\$27,660</u>		<u>\$27,660</u>	
		Total Fire			<u>\$1,481,660</u>		<u>\$1,481,660</u>	

General Fund Capital By Department

Department	Type of Capital	Description	Price	Qty	Recommended Total	Qty	Adopted Total	Replacement
Information Technology								
	Buildings							
		Sprinkler System Alteration	\$7,200	1	<u>\$7,200</u>	1	<u>\$7,200</u>	No
	Total Buildings				<u>\$7,200</u>		<u>\$7,200</u>	
	Office Equipment							
		Network Cor Survivability/Redundancy - Router	\$93,000	1	\$93,000	1	\$93,000	No
		Cisco Catalyst 3560 48 port	\$5,569	9	\$50,121	9	\$50,121	Yes
		Microsoft Visual Studio 2010 Programming Software	\$10,000	1	\$10,000	1	\$10,000	No
		Internal Web Server	\$8,000	1	\$8,000	1	\$8,000	No
		Web Server	\$6,800	1	\$6,800	1	\$6,800	No
		ADO.Net application development environment	\$8,000	1	\$8,000	1	\$8,000	No
	Total Office Equipment				<u>\$175,921</u>		<u>\$175,921</u>	
	Transfers							
		Transfer to General Govt. Fund - Computer Replacements	\$283,500		<u>\$283,500</u>		<u>\$283,500</u>	Yes
	Total Transfers				<u>\$283,500</u>		<u>\$283,500</u>	
	Total Information Technology				<u>\$466,621</u>		<u>\$466,621</u>	
Other Appropriations								
	Transfers							
		Transfer to General Gov't Fund - Computer Replacements	\$228,600		\$228,600		\$228,600	Yes
		Transfer to Rec/Cult Fund - Wayfinding	\$50,000		<u>\$50,000</u>		<u>\$50,000</u>	No
	Total Transfers				<u>\$278,600</u>		<u>\$278,600</u>	
	Total Other Appropriations				<u>\$278,600</u>		<u>\$278,600</u>	
Police								
	Office Equipment							
		Drying Cabinet	\$28,000	1	<u>\$28,000</u>	1	<u>\$28,000</u>	No
	Total Office Equipment				<u>\$28,000</u>		<u>\$28,000</u>	
	Vehicles							
		Full Size Sedan with Cameras	\$42,000	18	\$756,000	18	\$756,000	Yes
		8 Passenger Van	\$22,000	2	\$44,000	2	\$44,000	Yes
		Full Size Van	\$18,859	1	\$18,859	1	\$18,859	No
		Full Size SUV with Cameras	\$44,000	6	\$264,000	6	\$264,000	Yes
		Full Size Sedan unmarked	\$33,000	10	\$330,000	10	\$330,000	Yes
					<u>\$1,412,859</u>		<u>\$1,412,859</u>	
	Total Vehicles				<u>\$1,412,859</u>		<u>\$1,412,859</u>	
	Total Police				<u>\$1,440,859</u>		<u>\$1,440,859</u>	

General Fund Capital By Department

Department	Type of Capital	Description	Price	Qty	Recommended Total	Qty	Adopted Total	Replacement
Parks & Recreation and Maintenance								
	Improvements							
		Lighting at Tokay Football Fields	\$90,000	1	\$90,000	1	\$90,000	No
		Walking Trail at Mable C. Smith Park	\$32,000	1	\$32,000	1	\$32,000	No
		Walking Trail at Glen Reilly Park	\$45,000	1	<u>\$32,000</u>	1	<u>\$32,000</u>	No
		Total Improvements			<u>\$154,006</u>		<u>\$154,006</u>	
	Vehicles							
		Class 2 Truck	\$20,006	1	\$20,006	1	\$20,006	Yes
		Bunker Rake	\$13,000	2	\$26,000	2	\$26,000	Yes
		Mower	\$12,000	1	<u>\$12,000</u>	1	<u>\$12,000</u>	Yes
		Total Vehicles			<u>\$58,006</u>		<u>\$58,006</u>	
	Transfers							
		Transfer to General Gov't Fund - Building Maintenance	\$52,000		\$52,000		\$52,000	No
		Transfer to Rec/Cult Fund - Playground Improvements	\$156,000		<u>\$156,000</u>		<u>\$156,000</u>	No
		Total Transfers			<u>\$208,000</u>		<u>\$208,000</u>	
		Total Parks & Recreation and Maintenance			<u>\$420,006</u>		<u>\$420,006</u>	
PR & M - District								
	Vehicles							
		Tractor Mower	\$16,500	1	\$16,500	1	\$16,500	No
		Van	\$16,000	1	\$16,000	1	\$16,000	Yes
		Class 1 Truck	\$18,000	5	<u>\$90,000</u>	5	<u>\$90,000</u>	Yes
		Total Vehicles			<u>\$122,500</u>		<u>\$122,500</u>	
		Total PR & M - District			<u>\$122,500</u>		<u>\$122,500</u>	
		Total General Fund			<u>\$9,595,807</u>		<u>\$9,595,807</u>	

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Authorized Positions by Fund/Department

	Adopted 2007-08	Adopted 2008-09	Adopted 2009-10	Recommended 2010-11	Adopted 2010-11
General Fund					
City Attorney					
Full-Time	9	9	9	9	9
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
City Manager					
Full-Time	6	6	6	6	6
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
Community Development					
Full-Time	1	2	2	2	2
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
Development Services					
Full-Time	46	46	46	42	43
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
Engineering & Infrastructure					
Full-Time	83	83	83	80	80
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
Environmental Services					
Full-Time	104	108	108	105	105
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
Finance					
Full-Time	19	19	19	19	19
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
Fire & Emergency Management					
Full-Time	296	296	320	324	324
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
Human Relations					
Full-Time	4	4	4	3	3
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
Human Resource Development					
Full-Time	14	14	14	14	14
Part-Time	1	1	2	1	1
Temporary	0	0	0	0	0

Authorized Positions by Fund/Department

	Adopted 2007-08	Adopted 2008-09	Adopted 2009-10	Recommended 2010-11	Adopted 2010-11
Information Technology					
Full-Time	10	10	20	20	20
Part-Time	0	0	0	0	0
Temporary	0	0	4	4	4
Management Services					
Full-Time	19	14	11	10	10
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
Mayor and Council					
Full-Time	1	1	1	1	1
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
Parks, Recreation & Maintenance					
<i>Parks & Recreation - City Funded</i>					
Full-Time	102	110	109	99	99
Part-Time	0	0	0	0	0
Temporary	88	88	107	98	98
<i>Parks & Recreation - County Funded</i>					
Full-Time	37	37	37	32	32
Part-Time	0	0	0	0	0
Temporary	92	92	97	95	95
<i>Maintenance</i>					
Full-Time	41	33	33	30	30
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
Police					
Full-Time	525	526	545	517	517
Part-Time	9	9	10	10	10
Temporary	0	0	0	0	0
<u>Total General Fund</u>					
Full-Time	1317	1318	1367	1313	1314
Part-Time	10	10	12	11	11
Temporary	180	180	208	197	197

Authorized Positions by Fund/Department

	Adopted 2007-08	Adopted 2008-09	Adopted 2009-10	Recommended 2010-11	Adopted 2010-11
<u>Airport Fund</u>					
Airport					
Full-Time	15	16	16	17	17
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
Fire & Emergency Management					
Full-Time	6	6	6	6	6
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
<u>Emergency Telephone System Fund</u>					
Police					
Full-Time	1	1	1	1	1
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
<u>Risk Management Fund</u>					
Risk Management					
Full-Time	5	6	6	5	5
Part-Time	1	0	0	0	0
Temporary	0	0	0	0	0
<u>Special Revenue Fund</u>					
Community Development					
Full-Time	9	8	8	8	8
Part-Time	4	4	4	4	4
Temporary	0	0	0	0	0
Police - Grant funded Positions					
Full-Time	2	2	2	19	19
Part-Time	2	2	0	0	0
Temporary	1	0	0	0	0
<u>Stormwater Fund</u>					
Engineering & Infrastructure					
Full-Time	27	41	40	40	40
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
<u>Transit Fund</u>					
Transit					
Full-Time	62	70	70	84	84
Part-Time	0	0	0	0	0
Temporary	18	15	15	15	15

Authorized Positions by Fund/Department

	Adopted 2007-08	Adopted 2008-09	Adopted 2009-10	Recommended 2010-11	Adopted 2010-11
<u>Total All Funds</u>					
Full-Time	1444	1468	1516	1493	1494
Part-Time	17	16	16	15	15
Temporary	199	195	223	212	212

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

For Fiscal Year 2010-11, 19 of the 1,493 full-time positions are frozen.

For Fiscal Year 2009-10, 7 of the 1,516 full-time positions were related to grants that were not approved, and 23 positions were frozen.

Full-Time Regular Positions

Airport

Administrative Secretary	1
Airport Director	1
Airport Maintenance Supervisor	1
Assistant Airport Director	1
Crew Leader	1
Custodian	5
Equipment Operator I	1
Equipment Operator II	2
Office Assistant I	1
Office Assistant II	1
Senior Skilled Trades Technician	2
Total	17

City Attorney

Assistant City Attorney	3
City Attorney	1
Executive Legal Assistant	1
Office Assistant II	1
Real Estate Manager	1
Senior Paralegal.....	2
Total	9

City Manager

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

Community Development

General Fund

Administrative Secretary	1
Downtown Development Manager	1

Special Revenue Fund

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

Development Services

Building Inspector	3
Building Plan Review & Inspections Division Manager	1
Chief Development Officer	1
Code Enforcement Administrator (Housing)	6
Code Enforcement Administrator (Zoning)	5

Full-Time Regular Positions

Development Services – (cont'd)

Code Enforcement & Housing Division Manager	1
Electrical Inspector	3
Mechanical Inspector	3
Office Assistant II	5
Office Supervisor	1
Planner II	3
Planner II (Frozen until 10/01/2010)	1
Planning & Zoning Division Manager	1
Plumbing Inspector	2
Senior Building Inspector	1
Senior Code Enforcement Administrator (Housing)	1
Senior Code Enforcement Administrator (Zoning)	1
Senior Electrical Inspector	1
Senior Mechanical Inspector	1
Senior Planner	1
Senior Plumbing Inspector	1
Total	43

Engineering & Infrastructure

General Fund

Assistant City Traffic Engineer	1
Administrative Secretary	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
Senior CAD Technician	1
Senior Engineering Inspector	1
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

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

Stormwater Fund

Crew Leader	2
Crew Supervisor (frozen)	1
Engineer II	2
Equipment Operator II	7
Equipment Operator II (frozen)	4
Equipment Operator III	1
Equipment Operator III (frozen)	1
Maintenance Worker	3
Maintenance Worker (frozen)	3
Office Assistant II	1
Paralegal I	1
Public Information Specialist	1
Secretary	1
Senior Engineering Inspector	1
Skilled Trades Technician	2
Skilled Trades Technician (frozen)	3
Stormwater Inspector	3
Stormwater Inspector (frozen)	1
Stormwater Manager	1
Street Maintenance Supervisor	1
Total	120

Environmental Services

Contact Center Call Taker	5
Environmental Services Director	1
Equipment Operator II	41
Equipment Operator III	9
Maintenance Worker	2
Office Assistant II	1
Personnel Technician	1
Public Information Specialist	1
Solid Waste Analyst	1
Solid Waste Collector	34
Solid Waste Superintendent	1
Solid Waste Supervisor	7
Warehouse Supervisor	1
Total	105

Finance

Accounting Clerk	6
Budget and Evaluation Manager	1
Cash Manager	1

Full-Time Regular Positions

Finance – (cont'd)

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
Total	19

Fire & Emergency Management

General Fund

Assistant Fire Chief	3
Emergency Management Administrator	1
Fire Battalion Commander	12
Fire Captain	51
Fire Chief	1
Fire Inspector	7
Fire Lieutenant	65
Firefighter	180
Office Assistant II	3
Office Supervisor	1

Airport Fund

Fire Captain - Airport	3
Firefighter - Airport	3
Total	330

Human Relations

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

Human Resource Development

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

Full-Time Regular Positions

Information Technology

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

Management Services

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

Mayor and Council

Administrative Secretary	1
Total	1

Parks, Recreation & Maintenance

Parks & Recreation - City Funded

Assistant Recreation Center Supervisor	14
Athletic Program Coordinator	4
Business Manager.....	1
Crew Leader	1
Crew Supervisor	6
Custodian	4
Equipment Operator I	9
Historical Properties Coordinator.....	1
Historical Properties Manager.....	1
Landscape Architect	1
Landscape Technician	2
Landscape Worker	2
Maintenance Worker	17
Office Assistant II	1

Full-Time Regular Positions

Parks, Recreation & Maintenance (cont'd)

Office Supervisor	1
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
Inventory Technician	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

Building Maintenance Superintendent	1
Crew Supervisor.....	2
Custodian	3
Electrical/Heating/A/C Maintenance Supv.....	1
Equipment Operator I	4
Equipment Operator II.....	7
Maintenance Worker	1
Office Assistant II	1
Senior Skilled Trades Technician	8
Skilled Trades Technician	2
Total	161

Full-Time Regular Positions

Police

General Fund

Accounting Clerk	1
Administrative Secretary	1
Alarm Ordinance Coordinator	1
Assistant Police Chief	3
Budget Analyst	1
Chief of Police & Emergency Communications	1
Civilian Traffic Investigator	5
Communications Manager.....	1
Communications Supervisor	4
Communications Technician	1
Community Relations Specialist	1
Communications Training Specialist	1
Crime Analyst	3
Crime Prevention Specialist	6
Custodian	4
Forensic Photograph Technician	1
Forensic Supervisor	1
Forensic Technician	12
Installation Technician	1
Installation Technician (frozen)	1
Investigative Assistant.....	2
Latent Print Examiner	1
Office Assistant II	11
Paralegal II	1
Planner II	1
Police Attorney	1
Police Captain	8
Police Lieutenant	20
Police Officer	281
Police Records Clerk	28
Police Records Supervisor	5
Police Sergeant	43
Police Training Coordinator	1
Property and Evidence Technician	3
Public Information Specialist	1
Public Safety Call Taker	18
Public Safety Dispatcher I.....	30
Public Safety Dispatcher II.....	4
Secretary	5
Supply Custodian	1
Technical Equipment Specialist	1
Victim Advocate	1
Special Revenue Fund	
Juvenile Program Coordinator	1
Office Assistant I.....	1
Police Officer	17

Full-Time Regular Positions

Police (cont'd)

Emergency Telephone System Fund

Enhanced 911 Coordinator	1
Total	537

Risk Management

Claims Adjuster	1
Medical Assistant	1
Occupational Health Nurse	1
Risk Manager	1
Safety Officer	1
Total	5

Transit

Administrative Secretary	1
Assistant Transit Director (frozen)	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	49
Transit Dispatcher	6
Transit Director (frozen)	1
Transit Operations Superintendent	1
Transit Supervisor	6
Total	84

GRAND TOTAL 1,494

Positions and Salary Grade Assignments

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

Positions and Salary Grade Assignments

Grade 111 (cont'd) **\$29,678 - \$44,518**

Background Investigator
Communications Technician
Court Liaison Coordinator
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
Public Safety Dispatcher II
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
City Clerk
Code Enforcement Administrator (Housing)
Code Enforcement Administrator (Zoning)
Crime Prevention Specialist
Electrical, Heat, & AC Supervisor
Electrical Inspector
Engineering Inspector
Executive Legal Assistant
Fire Inspector (Regular)
Forensic Photograph Technician
Graphic Designer

Positions and Salary Grade Assignments

Grade 113 (cont'd)	\$35,326 - \$52,989
Human Resources Specialist	
Investigative Assistant	
Latent Print Examiner	
Mechanical Inspector	
Paralegal II	
Park Ranger	
Plumbing Inspector	
Stormwater Inspector	
Street Maintenance Supervisor	
Training & Development Specialist	
Grade 113P10	\$38,859 - \$58,288
Senior Systems Support Specialist	
Grade 114	\$39,667 - \$59,501
Communications Supervisor	
Communications Training Specialist	
Public Information Specialist	
RMS Database Manager	
Senior Building Inspector	
Senior Code Enforcement Administrator (Housing)	
Senior Code Enforcement Administrator (Zoning)	
Senior Electrical Inspector	
Senior Engineering Inspector	
Senior Mechanical Inspector	
Senior Paralegal	
Senior Plumbing Inspector	
Traffic Signal Systems Analyst	
Victim Advocate	
Grade 114P5	\$41,651 - \$62,476
Senior CAD Technician	
Grade 114P10	\$43,634 - \$65,451
Geographic Information Systems Technician	
Grade 115	\$42,607 - \$63,911
Webmaster	
Grade 212	\$32,301 - \$48,451
Para-Transit Supervisor	
Police Records Supervisor	
Signs & Markings Supervisor	
Transit Supervisor	
Grade 212P15	\$37,146 - \$55,719
Programmer Analyst	

Positions and Salary Grade Assignments

Grade 213 **\$35,326 - \$52,989**

Assistant Network Administrator
Automotive Technician Supervisor
Claims Adjuster
Juvenile Restitution Program Coordinator
Safety/Training Coordinator
Solid Waste Supervisor
Warehouse Supervisor

Grade 213P15 **\$40,625 - \$60,938**

IT Business Analyst

Grade 214 **\$39,667 - \$59,501**

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

Grade 215 **\$42,607 - \$63,911**

Administrative Manager
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

Grade 216 **\$45,915 - \$68,872**

Building Maintenance Superintendent
Community Development Administrator
Desktop Support Administrator
Downtown Development Manager
Economic Development Administrator
Financial Analyst
Human Relations Supervisor
Human Resources Analyst

Positions and Salary Grade Assignments

Grade 216 (cont'd)	\$45,915 - \$68,872
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	
Grade 216P15	\$52,802 - \$79,203
Engineer II	
Senior Systems Analyst	
Grade 217	\$49,810 - \$74,716
Assistant Airport Director	
Assistant Transit Director	
Business Manager	
Cash Manager	
Communications Manager	
Communications Officer	
Construction Manager	
Emergency Management Administrator	
Historical Properties Manager	
Housing/Code Enforcement Division Manager	
Information Technology Network Engineer	
Parks Superintendent	
Senior Financial Analyst	
Traffic Signal Management Engineer	
Grade 218	\$54,220 - \$81,330
Assistant 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	
Grade 219	\$59,292 - \$88,938
Assistant City Attorney	
City Traffic Engineer	
Human Relations Director	
Planning & Zoning Division Manager	

Positions and Salary Grade Assignments

Grade 219 (cont'd) Police Attorney Risk Management Director Special Projects Director Stormwater Manager	\$59,292 - \$88,938
Grade 219P15 City Engineer	\$68,186 - \$102,279
Grade 221 Airport Director Community Development Director Environmental Services Director Transit Director	\$71,860 - \$107,790
Grade 223 Chief Development Officer Chief Information Officer Human Resource Development Director Parks, Recreation & Maintenance Director	\$87,740 - \$131,611
Grade 224 Chief Financial Officer Engineering & Infrastructure Director Fire Chief	\$93,637 - \$140,456
Grade 225 Assistant City Manager Police Chief	\$99,322 - \$148,983
Grade 301 Firefighter	\$29,506 - \$49,931
Grade 303 Fire Inspector (Public Safety) Fire Lieutenant	\$36,372 - \$58,863
Grade 305 Police Officer	\$33,813 - \$57,941
Grade 307 Police Sergeant	\$43,259 - \$71,883
Grade 401 Fire Captain	\$44,232 - \$74,863
Grade 402 Fire Battalion Commander	\$53,958 - \$78,438

Positions and Salary Grade Assignments

Grade 403 Assistant Fire Chief	\$62,737 - \$112,345
Grade 405 Police Lieutenant	\$51,918 - \$81,804
Grade 406 Police Captain	\$62,832 - \$98,124
Grade 407 Assistant Police Chief	\$75,990 - \$117,708

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<i>Citations</i>	
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<i>Special Use Permit</i>	
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Fee Schedule

Description	Current Fee	Established or Last Changed
All Functions		
<i>Default Civil Penalty for Code Violation</i>	\$100 per violation per day	2007
Applies to any violation for which a penalty is not elsewhere		
Airport		
<i>Landing Fee (Signatory Airline)</i>	\$1.23 per 1,000 pounds	2004
<i>Landing Fee (Non-signatory Airline)</i>	\$1.39 per 1,000 pounds	2004
<i>Terminal Leases and Fees</i>		
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
<i>Fuel Flowage Fee</i>	\$0.05 per gallon of non-airline fuel	1997
<i>Airline Uplift Charge</i>	\$0.18 per gallon, \$18.00 minimum or \$18.00 no-fuel fee	1997
<i>Fuel Pricing</i>	Will not exceed 106% of retail price at comparable airports with based tenants afforded a \$0.20 discount	1997
<i>Property Leases</i>		
Tie-Down Fee	\$45.00 per month	2003
Old T-Hangar Rental	\$180.00 per month	2003
New T-Hangar Rental	\$210.00 per month	2003
Ground Lease	\$0.20 per 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
<i>Rental Cars</i>		
Rental Car Agency Fee	\$15.00 per parking space per month plus 10% of gross revenues	1986
Rental Car Booth Space	\$253.52 per month	2009
<i>Terminal Leases and Fees</i>		
Short Term Parking (1-30 minutes)	\$1.00	2002
Short Term Parking (each additional 30 minutes)	\$1.00	2002
Short Term Parking (maximum 24 hours)	\$10.00	2008
Long Term Parking (0-1 hour)	\$1.00	2002
Long Term Parking (each additional hour)	\$1.00	2002
Long Term Parking (maximum 24 hours)	\$8.00	2008
<i>Public Safety Airline Charge</i>	Cost charged to airlines based on prorata share of emplanements less security reimbursement from TSA	1991

Fee Schedule

Description	Current Fee	Established or Last Changed
<i>Advertising Space</i>	\$883.33 plus commissions	1998
<i>Exhibition Flight Permit</i>	\$5.00 per flight, or \$25.00 per six-month period	N/A
Development Services		
<u>Building, Plan Review and Inspections Fees:</u>		
<i>Privilege Licenses</i>		
Brick/Cement Block Manufacturer	\$35.00	2002 or prior
Demolition Contractor	\$37.50	2002 or prior
Electrical Contractor	\$50.00	Set by State
Fire Sprinkler Contractor	\$50.00	2002 or prior
General Contractor	\$10.00	Set by State
Insulation Contractor	\$50.00	2002 or prior
Maintenance of Heat/AC	\$7.50	2002 or prior
Mechanical Contractor	\$50.00	Set by State
Moving Contractor	\$10.00	2002 or prior
Plumbing Contractor	\$50.00	Set by State
Refrigeration Contractor	\$17.50	2002 or prior
Roofing Contractor	\$25.00	2002 or prior
Sand and Gravel Dealer	\$15.00	2002 or prior
Sanding/Refinishing of Floors	\$10.00	2002 or prior
Sheet Metal Contractor	\$15.00	2002 or prior
Sign Contractor	\$35.00	2002 or prior
Taxicab	\$15.00	2002 or prior
Tile Setter/Dealer	\$15.00	2002 or prior
<i>Building Plan Review</i>		
Up to 5,000 sq ft	\$140.00	2010
5,001 to 10,000 sq ft	\$280.00	2010
10,001 to 15,000 sq ft	\$420.00	2010
15,001 to 25,000 sq ft	\$560.00	2010
25,001 to 40,000 sq ft	\$840.00	2010
Greater than 40,000 sq ft	\$980.00	2010
Re-Review Fee (applies after first re-review)	1/2 of original fee	2010
<i>Building Permits</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 and above	\$4.20 per \$1,000	2008
Extra Inspections	\$50.00	2008

Fee Schedule

Description	Current Fee	Established or Last Changed
<i>Electrical Permits</i>		
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, etc., Baseboard, Unit	\$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	\$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
Extra Inspections	\$50.00	2008
<i>Mechanical Permits</i>		
Residential Heat or AC	\$47.25 for the first unit, \$26.25 for each additional unit plus total BTU listing multiplied by .0001	2008
Commercial Heat or AC	\$52.50 for the first unit, \$36.75 for each additional unit plus total BTU listing multiplied by .0002	2008
Commercial Hood/Canopy over Cooking Equipment	\$52.50	2008
Floor Furnaces, Unit Heaters, etc.	\$26.25	2008
Commercial Refrigeration	\$52.50 for the first unit, \$36.75 for each additional unit plus total BTU listing multiplied by .0002	2008
Gas Piping	\$21.00	2008
Each Additional Unit	\$5.25	2008
Each LP Tank and Piping	\$21.00	2008
Duct Extensions and Alterations	\$21.00	2008
Commercial Exhaust and Duct System	\$5.25	2008
Minimum Fee	\$21.00	2008
Extra Inspections	\$50.00	2008

Fee Schedule

Description	Current Fee	Established or Last Changed
<i>Plumbing Permits</i>		
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
Extra Inspections	\$50.00	2008
<i>Miscellaneous Inspections</i>		
Demolition Permit	Same fee structure as Building Permits	2008
Asbestos Removal	Same fee structure as Building Permits	2008
Sign Placement	\$50.00 plus same fee structure as Building Permits	2010
Insulation	Same fee structure as Building Permits	2008
Flood Plain and Zoning Inspections	\$26.25	2008
Mobile Home Placements	\$52.50	2008
Processing Fee for Permit Fee Refunds	\$21.00	2008
<i>Homeowner Recovery Fee</i>	\$10.00	2003
<i>Watershed Protection Inspection Fee and Permit</i>		
Inspection Fee for Required Improvement	\$20.00 per inspection	1996
Low Density Development Permit	\$20.00 per project	1996
High Density Development Permits 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
<u>Code Enforcement Fees:</u>		
<i>Citations</i>		
Abandoned Vehicle Violation	\$250.00 per day	2002 or prior
Solid Waste Violation (Trash or overgrown lot)	\$100.00 per day	1995
Taxicab Violation	\$250.00 per day	2002 or prior
Trailer/Mobile Home Violation	\$50.00 per day	2002 or prior
Substandard Housing Violation	\$50.00 per day	2002 or prior
Animal and Fowl Violation	\$100, \$200, or \$300 per day	2002 or prior
Zoning Violation	\$100.00 per day	2002 or prior
Landscape Standard Violation	\$50.00 per day	2002 or prior
Water Supply Violation	\$500.00 per day	2002 or prior
Advertising Violation	\$500.00 per day	2002 or prior
<i>Administrative Fee (Abatement Actions)</i>	\$100.00	2008
<i>Daycare Inspections</i>	\$105.00	2008
<i>Lot Cleaning</i>	Based on contract	2002

Fee Schedule

Description	Current Fee	Established or Last Changed
<i>Taxicab Permits</i>		
Taxi Driver Permit Application Fee	\$10.00	
Taxi Driver Permit (new, renewal or expired)	\$15.00	2002
Lost Drivers Permit	\$15.00	2002
Change of Company	\$15.00	2002
Change of Address	\$5.00	2002
Change of Vehicle	\$5.00	2002
Franchise Application	\$25.00	2002
Annual Franchise Fee	\$15.00 per vehicle	2002
Quarterly Inspection	\$50.00 per vehicle	2002
Sign Fee (advertising other than taxicab business)	\$10.00 per sign	2002
<i>Yard Sale Permits</i>	\$10.00	2006
<u>Planning & Zoning Fees:</u>		
<i>Board of Adjustment Hearing Fee</i>	\$500.00	2007
<i>Rezoning Fees</i>	\$700.00	2008
Conditional Zoning	\$700.00 plus site plan review fee	2010
Planned Development	\$700.00 plus site plan review fee	2010
<i>Special Use Permit</i>		
Residential, Professional, Commercial and Industrial	\$700.00 plus site plan review fee	2010
<i>Site Plan Review</i>		
Non-Residential	\$500.00 plus \$20.00 per 1,000 sq ft of building	2010
Residential	\$500.00 plus \$20.00 per unit or lot	2010
Revisions or rereviews beyond first review	1/2 of original fee	2010
<i>Subdivision Fee</i>		
Subdivision Reviews	\$400.00 plus \$20.00 per lot	2010
Revisions or rereviews beyond first review	1/2 of original fee	2010
Final Plats	\$50.00	2007
<i>Zoning and Subdivision Ordinance Book Fee</i>	Cost of reproduction	2010
<i>Open Space Fee</i>	Variable	1996
<i>Payment in lieu of Sidewalk Construction</i>	\$26.99 per linear foot for 4' wide sidewalk*	2010
Price per foot to be adjusted each Jan 1st based on Construction Cost Index. (2010 adjustment -0.6.3%)	\$31.31 per linear foot for 5' wide sidewalk	2010
	\$35.62 per linear foot for 6' wide sidewalk*	2010
<i>Tax Grantback Application Fee</i>	\$250.00	2010
<i>Zoning Permits</i>		
Pushcarts (Downtown Core Only)	\$25.00 per year	2005
Outdoor Dining and Merchandising (Downtown Core Only)	\$25.00 per year	2005
Sidewalk Entertainment (Downtown Core Only)	\$25.00 per year	2005
Delivery Services (Downtown Core Only)	\$25.00 per year	2007

Fee Schedule

Description	Current Fee	Established or Last Changed
Engineering & Infrastructure		
<i>Map Sales</i>		
Aerial Photographs		
Prints (8 1/2" x 11")	\$10.00	2010
Prints (8 1/2" x 14")	\$12.00	2010
Prints (11" x 17")	\$15.00	2010
Prints (18" x 24")	\$20.00	2010
Prints (24" x 36")	\$30.00	2010
Prints (36" x 48")	\$50.00	2010
District Map	\$15.00	2010
Large City Map with street index booklet	\$35.00	2008
Medium City Map	\$25.00	2010
Precinct Map	\$15.00	2010
Topographic Map	\$15.00	2008
<i>Copy Sales</i>		
Prints (11" x 17")	\$2.00	2010
Prints (8 1/2" x 11")	\$1.00	2010
Prints (8 1/2" x 14")	\$2.00	2010
Prints (18" x 24")	\$5.00	2010
Prints (24" x 36")	\$6.00	2010
Prints (36" x 48")	\$7.00	2010
<i>Development Plan Reviews</i>		
Commercial Developments, one acre or less	\$200.00	2010
Commercial Developments, between one and ten acres	\$350.00	2010
Commercial Developments, in excess of ten acres	\$650.00	2010
Residential Subdivisions, 50 lots or less	\$350.00	2010
Residential Subdivisions, 51 to 100 lots	\$500.00	2010
Residential Subdivisions, in excess of 100 lots	\$650.00	2010
Resubmittal Fee, commercial or residential, per submittal	\$150.00	2010
<i>Driveway Permits</i>		
Driveway Permit (Commercial) ≤ 75,000 sq. ft.	\$200.00 plus \$50.00 per hour for traffic impact analysis and traffic signal modifications as applicable	2010
Driveway Permit (Commercial) > 75,000 sq. ft.	\$400.00 plus \$50.00 per hour for traffic impact analysis and traffic signal modifications as applicable	2010
Driveway Permit (Residential)	\$50.00	2004
<i>Infrastructure Inspection Fees</i>		
Roadway Inspection Fee	\$0.50 per linear ft.	2010
Storm Drainage Pipe Inspection	\$0.30 per linear ft.	2010
<i>Drainage Excavation Permit</i>	\$100.00	2008
<i>Utility Excavation Permit</i>	\$75.00	2008
<i>Resurfacing Permit</i>	\$30.00	
<i>Sidewalk Permit</i>	\$30.00	

Fee Schedule

Description	Current Fee	Established or Last Changed
<i>House Moving Fee</i>	\$1,500 Bond, \$25 administrative fee, \$25 per hour police escort fee and \$37 per hour signal technician fee	1987
<i>Degradation Fee</i>	\$8 per sq. yd. of encroachment	2008
<i>Right of Way Registration Fee</i>	\$200.00	2002 or prior
<i>Street Closing Fee</i>	\$1,100.00	2010
<i>Street Paving Assessments</i>		
To improve a soil street to a strip paved street	\$10.00 per front foot	2007
To install concrete curb and gutter on a strip paved street	\$15.00 per front foot	2007
To pave and install concrete curb and gutter on a soil street	\$25.00 per front foot	2007
<i>Petitioned Sidewalk Assessment</i>	\$10.00 per front foot	
<i>Temporary Right of Way Encroachment Fee</i>		
30 day permit for items (construction dumpsters, etc) placed on	\$50.00 per 30 days	2008
Environmental Services		
<i>Bulky Yard Waste Pickup</i>		
Full truckload pickups (approx. 20 cubic yards)	\$357.00 per truckload	2007
Less than full truck load pickups	Free	
<i>Backdoor Pickup Fee</i>		
Handicap Backdoor Pickup	Free	2002 or prior
<i>Administrative Fee</i> (Abatement Actions)	\$100.00	2008
<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	
Finance		
<i>Privilege Licenses</i>		
Standard Rate	\$50 plus \$0.10 per \$1,000 of gross receipts over \$500,000 and equal to or less than \$1,000,000, and \$0.20 per \$1,000 of gross receipts over \$1,000,000 and equal to or less than \$5,000,000, and \$0.30 per \$1,000 of gross receipts over \$5,000,000	2000
Nonstandard Rates:		
Amusement (Rides, courses, etc.)	\$25.00	Set by State
Amusement (Circuses, etc.)	\$25.00 per day	Set by State
Amusement (Movie Theatres)	\$200.00 per screen	Set by State
Amusement (Outdoor Movie Theatres)	\$100.00 per screen	Set by State
Automobile Dealers	\$25.00	Set by State

Fee Schedule

Description	Current Fee	Established or Last Changed
Automobile Accessories (Wholesale)	\$37.50	Set by State
Bankrupt or Fire Sales	\$100 for the week, \$10 each succeeding day	prior to 2000
Barber/Beauty Shops	\$2.50 each operator	Set by State
Beer Dealers (Wholesale)	\$37.50	Set by State
Wine Dealers (Wholesale)	\$37.50	Set by State
Beer and Wine Dealers (Wholesale)	\$62.50	Set by State
Beer Dealers (Retail, on premises)	\$15.00	Set by State
Beer Dealers (Retail, off premises)	\$5.00	Set by State
Wine Dealers (Retail, on premises)	\$15.00	Set by State
Wine Dealers (Retail, off premises)	\$10.00	Set by State
Bicycle Sales, Supplies or Accessories	\$25.00	Set by State
Billiard and Pool Tables	\$25.00 per location	Set by State
Boarding House	\$25.00 minimum, \$1 per room	prior to 2000
Bowling Alley	\$10.00 each alley	Set by State
Branch or Chain Stores	\$50.00	Set by State
Campgrounds and Trailer Parks	\$12.50	Set by State
Catering Trucks (Includes pushcarts not in downtown core)	\$50.00 per truck	2000
Collecting Agencies	\$50.00	Set by State
Dancing Schools (Less than 3 instructors)	\$10.00	2000
Dancing Schools (More than 3 instructors)	\$50.00	2000
Delivery Services via Scooter, Bicycle, Skate or Skateboard (Downtown Core Only)	\$25.00	2007
Dry Cleaners	\$50.00	Set by State
Electric Power Companies	\$2,000.00	2000
Electronic Gaming Operations (e.g. Internet Sweepstakes Cafes)	\$2,000.00 per location plus \$2,500.00 per computer terminal	2010
Electronic Video Games	\$5.00 per machine	Set by State
Elevators and Automatic Sprinkler Systems	\$100.00	Set by State
Employment Agencies	\$100.00	Set by State
Escort or Dating Service	\$100.00	Prior to 2000
Firearms Dealers (Guns)	\$50.00	Set by State
Firearms Dealers (Bowie Knives, daggers, etc.)	\$200.00	Set by State
Fortune Tellers, Palmists, etc.	\$1,000.00	Prior to 2000
Frozen Meat Trucks	\$25.00	Set by State
Funeral Homes	\$50.00	Set by State
Gas Manufacturer and Distributors	\$1,000.00	2000
Gasoline, Oil, etc (Wholesale for Domestic Use)	\$50.00	Set by State
Hotels, Motels, etc.	\$25.00 minimum, \$1.00 per room	Set by State
Ice Cream (Manufacturing or Wholesale)	\$12.50 minimum per freezer	Set by State
Ice Cream (Retail or Distributor)	\$2.50	Set by State
Laundries	\$50.00	Set by State
Laundries (Persons soliciting business to be performed outside of city)	\$12.50	Set by State
Linen Supply Companies	\$50.00	Set by State
Loan Agencies or Brokers	\$100.00	Set by State
Manufacturers (Bagging, burlap, etc.)	\$25.00	Prior to 2000
Manufacturers (Candy)	\$25.00	Prior to 2000
Manufacturers (Medicine)	\$50.00	Prior to 2000
Manufacturers (Mattresses with 5 or less employees)	\$25.00	Prior to 2000
Manufacturers (Mattresses with 5 or more employees)	\$50.00	Prior to 2000
Manufacturers (Welding Machines)	\$25.00	Prior to 2000
Manufacturers (Window Shades)	\$25.00	Prior to 2000
Manufacturers (Miscellaneous, 5 or less employees)	\$25.00	Prior to 2000
Manufacturers (Miscellaneous, 5 or more employees)	\$50.00	Prior to 2000

Fee Schedule

Description	Current Fee	Established or Last Changed
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
Solicitor Permit		
Application Fee	\$25.00	2004
Three-Month Renewal	\$5.00	2004
Regulatory License		
Adult Bookstore, Adult Motion Picture Theater, Adult Motel or Hotel	\$250.00 initial application, \$100.00 annual renewal	N/A

Fee Schedule

Description	Current Fee	Established or Last Changed
Fire & Emergency Management		
<i>False Alarms</i>	No charge for the 1st and 2nd false alarm, \$500.00 for each subsequent false alarm per calendar year	2010
<i>Fines</i>		
Exit Violation	\$500.00 for the first offense, \$1,000 for each subsequent offense in the period of a year	1995
Code Violation	\$100.00 for the first offense, \$250.00 for the second offense, \$500.00 for each subsequent offense in the period of a year	1995
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	\$500.00 per offense	2010
<i>Fire Inspection Fees</i>		
<u>Annual Inspections:</u>		
Assembly (A-1, A-2, A-3, A-4, A-5)	Up to 2,500 sq. ft. \$75 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
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 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
Hazardous:	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
Institutional:		
Nursing Home, Hospital, Mental Health Facility, Jail or Detox Center	Up to 2,500 sq. ft. \$75	2008
	2,501 - 10,000 sq. ft. \$100	2008
	10,001 - 50,000 sq. ft. \$150	2008
	50,001 - 100,000 sq. ft. \$200	2008
	100,001 - 150,000 sq. ft. \$250	2008
	150,001 - 200,000 sq. ft. \$300	2008
	Over 200,000 sq. ft. \$350	2008
High-Rise		
	Up to 2,500 sq. ft. \$75	2008
	2,501 - 10,000 sq. ft. \$100	2008
	10,001 - 50,000 sq. ft. \$150	2008
	50,001 - 100,000 sq. ft. \$200	2008
	100,001 - 150,000 sq. ft. \$250	2008
	150,001 - 200,000 sq. ft. \$300	2008
	Over 200,000 sq. ft. \$350	2008
Residential:		
Group home	\$75 per visit	2008
Day Care (in a residence)	\$75 per visit	2008
Apartments, Hotels, Dorms	1-10 units \$75	2008
	11-20 units \$100	2008
	21-40 units \$125	2008
	41-100 units \$150	2008
	101-200 units \$200	2008
	201-300 units \$250	2008
	301-400 units \$300	2008
	401-500 units \$350	2008
	Over 500 units \$400	2008
<u>3-Year Inspection Fee:</u>		
Business, Mercantile, Storage, Church/Synagogue, Miscellaneous (Group U)	Up to 2,500 sq. ft. \$75	2008
	2,501 - 10,000 sq. ft. \$100	2008
	10,001 - 50,000 sq. ft. \$150	2008
	50,001 - 100,000 sq. ft. \$200	2008
	100,001 - 150,000 sq. ft. \$250	2008
	150,001 - 200,000 sq. ft. \$300	2008
	Over 200,000 sq. ft. \$350	2008
<u>Permits:</u>		
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
Private fire hydrants/valves	\$52.50	2008
Tent Permit	\$75 per visit	2008

Fee Schedule

Description	Current Fee	Established or Last Changed
<i>Additional Inspections:</i>		
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)	\$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
<i>Training Facility Fees</i>		
FAR-1 One-Day Training	\$250.00 per person	2010
Recurrent Three-Day Training	\$425.00 per person	2010
Out of State Training Registration Fee	\$60.00 per person	2010
Refueling Course	\$65.00 per person	1993
Industry	\$175.00 per burn	2010
<i>Hazardous Material Protection Fee</i>		
Haz-Mat Unit Response	\$555.00 per hour	2010
Haz-Mat Battalion Commander Response	\$60.00 per hour	2010
Engine Company Response	\$205.00 per hour	2010
Truck Company Response	\$205.00 per hour	2010
Rescue Company	\$175.00 per hour	2010
Fire Suppression Battalion Commander Response	\$60.00 per hour	2010
Material, Equipment, and Long Distance	Replacement Cost	1992
Recalled Personnel	Time and half of the hourly salary of recalled personnel	1992
Air Monitoring	\$170.00	2010
Environmental Research Immediate Area - 1 year	\$20.00	2010
Environmental Research Immediate Area - 5 year	\$115.00	2010
Environmental Research Half Mile Radius - 1 year	\$60.00	2010
Environmental Research Half Mile Radius - 5 year	\$190.00	2010
Environmental Research One Mile Radius - 1 year	\$80.00	2010
Environmental Research One Mile Radius - 5 year	\$230.00	2010
Management Services		
<i>City Song and Music Video DVDs</i>	\$10.00 each	2007
Police		
<i>Code Violations</i>		
Residential Noise Violation	\$200.00	2008
Barking Dog Violation	\$200 for the 1st violation, \$250 for subsequent violations within a 12 month period	2009
Noise from Radios, Loudspeakers, etc. Violation	\$200.00	2008
Street Numbering Violation	\$50.00	1990

Fee Schedule

Description	Current Fee	Established or Last Changed
Police False Alarm Fee <i>*Listed alarm fees superceded by City Council Action on August 9, 2010</i>		
1st false alarm per calendar year	No Charge	2010
2nd false alarm per calendar year	\$25.00 each	2010
3rd and 4th false alarm per calendar year	\$50.00 each	2010
5th and 6th false alarm per calendar year	\$100.00 each	2010
7th and 8th false alarm per calendar year	\$200.00 each	2010
In excess of 8th false alarm per calendar year	\$400.00 each	2010
Continuous alarm	\$10.00 for each 60-minute interval beginning 60 minutes after notification, not to exceed \$100.00 in a 24-hour period	2010
IDB Photo Reports	\$0.35 for 4"x 6", \$5.00 for 8"x 10", \$5.00 for Contact Sheet	2008
Photographic CD	\$35.00 per CD	2008
Wrecker Fees		
Annual Wrecker Inspection Fee	\$100 per truck	2008
Wrecker Rotation Fee	\$15.00 per tow	2008
Officer Fees	Variable	2002
Range Fee	\$200.00 per day	2010
Parks, Recreation & Maintenance		
Special Event Permits		
Special Event Permits for Mazarick Building, Cross Creek Park Fountain, Mazarick Park Shelters, Core Downtown Area, Festival Park	Up to 500 attendees: \$75.00 with \$100.00 deposit; 501-2500 attendees: \$150 with \$200.00 deposit; Over 2500 attendees: \$300.00 with \$500.00 deposit	1999
Recreation Center Rentals		
Program Room Rental (nonprofit organizations)	\$200 deposit & \$65.00 for 1 to 4 hours, plus \$25.00 each additional hour up to 8 hours maximum.	2007
Multipurpose Room Rental (nonprofit organizations)	\$200 deposit & \$130.00 for 1 to 4 hours, plus \$25.00 each additional hour up to 8 hour maximum	2007
Gym Rental (nonprofit organizations)	\$200 deposit & \$200.00 up to 4 hours, \$50.00 each additional hour; if event requires floor covering \$300 up to 4 hours, \$50 each additional hour	1999
Kitchen Rental (non-profit organizations)	\$200 deposit & \$50.00 up to 4 hrs plus \$25.00 each additional hr up to 8 hrs max.	1999 or prior
After-Hour Fee (non-profit organizations)	\$25.00 additional per hour for rentals after center closings, maximum 2 hours	2007
Sunday or Legal Holiday use (nonprofit organizations)	\$100.00 for 1 to 4 hours maximum plus deposit and rental fee	2007
Program Room Rental (for profit organizations)	\$200 deposit & \$130 per hour for 1 to 4 hours, plus \$50 each additional hour up to 8 hours maximum	2007
Multipurpose Room Rental (for profit organizations)	\$200 deposit & \$260.00 for 1 to 4 hours, plus \$50.00 each additional hour up to 8 hour maximum	2007

Fee Schedule

Description	Current Fee	Established or Last Changed
Gym Rental (for profit organizations)	\$200 deposit & \$400.00 up to 4 hours, \$100.00 each additional hour. If event requires floor covering \$600 up to 4 hours, \$100 each additional hour	2007
Kitchen Rental (for profit organizations)	\$200 deposit & \$100.00 up to 4 hrs plus \$50.00 each additional hr up to 8 hrs maximum	2007
After-Hour Fee (for profit organizations)	\$50.00 additional per hour for rentals after center closings	2010
Custodial Setup/Breakdown/Clean-Up	\$25.00 per hour	1999
Sunday or Legal Holiday use (for profit organizations)	\$200.00 for 1 to 4 hours maximum plus deposit and rental fee	2007
<i>Park Rental Fees</i>		
Ball Field Rental	\$250.00 deposit plus \$175.00 per day or \$250.00 deposit plus \$35.00 up to four hours, \$50.00 over four hours	1999
Outdoor Basketball Court	\$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	\$50.00 (1-4 hours), 15.00 each additional hour plus \$150.00 deposit	1999
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

Fee Schedule

Description	Current Fee	Established or Last Changed
Family Campsite	\$10.00 per night	1995 or prior
Mobile Stage - Large (nonprofit organizations)	\$500.00 per calendar day, plus \$500.00 deposit	2008
Mobile Stage - Small (nonprofit organizations)	\$400.00 per calendar day, plus \$500.00 deposit	2008
Mobile Bleachers (nonprofit organizations)	\$400.00 per calendar day, plus \$500.00 deposit	2007
Mobile Stage - Large (for profit organizations)	\$1,000.00 per calendar day, plus \$500.00 deposit	2008
Mobile Stage - Small (for profit organizations)	\$800.00 per calendar day, plus \$500.00 deposit	2008
Mobile Bleachers (for profit organizations)	\$800.00 per calendar day, plus \$500.00 deposit	2007
<i>Mini-Bus Rental for Partnering Agencies</i>	100% recovery of direct costs	
<i>Athletic Programs</i>		
Adult Open Play Athletics	\$2.00	2004
Adult Softball Team Fee (Fall League - 1 night per week)	\$475.00	100% Cost Recovery
Adult Softball Team Fee (Fall League - 2 nights per week)	\$575.00	100% Cost Recovery
Adult Softball Team Fee (Spring league - 1 night per week)	\$575.00	100% Cost Recovery
Adult Softball Team Fee (Spring league - 2 nights per week)	\$675.00	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
<i>Swimming Pool Fees</i>		
Swimming Lessons	\$30.00	2009
Pool Entry Fee	\$2.00 for adults, \$1.00 for children	1995 or prior
Pool Rental	\$175.00 plus current rate of payment for lifeguards	1999
<i>Tennis Fees</i>		
Tennis Lessons	Variable	1995 or prior
Courts	\$150 refundable deposit; rental fee of \$35 (up to four hours); \$50 (over four hours); \$175 additional charge for use of lights	2010
<i>Senior Programs / Leisure Activities</i>		
Leisure Activities	Variable	1995 or prior
<i>After-School Program</i>		
Program Fee	\$70.00 per month	2008
Early/Late Fee	\$5.00 per 5 minute period	2008

Fee Schedule

Description	Current Fee	Established or Last Changed
<i>Summer Camp/Playground</i>		
Summer Day Camp	\$50.00 per week	2009
Summer Playground	\$20.00 per week	2009
Late Pickup Fee	\$5.00 per 5 minute period	2009
<i>Athletic Protest Fee</i>	\$25.00	2002
<i>Community Garden</i>	\$25.00 refundable deposit	2009
<i>Concessions</i>	Variable	2002 or prior
<i>Cemetery:</i>		
<i>Burial Plots</i>		
Pre-Need Cemetery Fee	\$400.00	2004
At-Need Cemetery Fee (Adult)	\$475.00	2004
At-Need Cemetery Fee (Infant)	\$350.00	2004
At Need Cemetery Fee (Pauper)	\$250.00	2002 or prior
<i>Monument Administration/Interment Fees</i>		
Monument Administration/Interment Fees	\$25.00	2002 or prior
After Hours Cemetery Fee	\$75.00	2002 or prior
Parking		
<i>Parking Fines</i>		
Amtrak Lot Violation	\$10.00	2007
Backed to Curb Violation	\$10.00	2007
City Hall Lot Violation	\$10.00	2007
Curb to Sidewalk Violation	\$25.00	1986 or prior
Fire Hydrant Violation	\$25.00	1986 or prior
Fire Lane Violation	\$100.00	1986 or prior
Handicapped Violation	\$250.00	2000
Judgment Fees	\$50.00	2002 or prior
Late Payment Penalty	\$25.00	1999
Left to Curb Violation	\$25.00	1986 or prior
Loading Zone Violation	\$25.00	1986 or prior
No Parking Zone Violation	\$25.00	1986 or prior
Overtime Violation (Lots)	\$10.00	2007
Overtime Violation (Street)	\$10.00	2007
Prohibited Parking Violation	\$25.00	1986 or prior
Repeat Overtime Violation	\$5.00	2007
Traffic Obstruction Violation	\$25.00	1986 or prior
Within Lines Violation	\$10.00	2007
<i>Immobilization Fee</i>		
Fee per wheel lock removal, in addition to outstanding parking	\$50.00	2009
<i>Leased Parking Spaces</i>		
Franklin Common Parking Lot	\$50.00 per month	2007
All Other Lots	\$45.00 per month	2010
<i>Hourly Paid Parking</i>		
Parking lots (where applicable)	\$0.50 per hour, or \$4.00 per day	2009
On Street (where applicable)	\$0.75 per hour	2009

Fee Schedule

Description	Current Fee	Established or Last Changed
<i>Contractor Parking Permit</i>	\$5.00/day, \$15.00/wk	2008
<i>Annual Contractor Parking Permit</i>	\$1,000.00 per year	2010
<i>Residential Parking Permit</i>	\$100.00 per year	2010
Recycling		
<i>Curbside Residential Recycling Fee</i> Single-family homes and residential units in multi-family properties of 7 units or less	\$38.00 per year	2009
Stormwater		
<i>Stormwater Fee (Quality & Improvements)</i> Single Family	\$3.00 per month per ERU	2009
Non-Single Family	\$3.00 per month per 2,266 square feet of impervious surface	2009
<i>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
Transit		
<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

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, 2009" 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 2009-10 and 2010-11 are considered along with the available fund balance at June 30, 2009, to project fund balance at June 30, 2011. 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, 2011.

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 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

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.

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.

Glossary

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City of
Fayetteville
North Carolina