

City of
Fayetteville
North Carolina



FY 2016

annual budget



RECOMMENDED

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annual budget

City of
Fayetteville
North Carolina

MAYOR AND CITY COUNCIL

Nat Robertson, Mayor

Kady-Ann Davy, Mayor Pro Tem, District 2

Kathy Jensen, District 1

Mitch Colvin, District 3

Chalmers McDougald, District 4

Robert Thomas Hurst, Jr., District 5

William Joseph Leon Crisp, District 6

Larry Wright, District 7

Theodore W. Mohn, District 8

James William Arp, Jr., District 9

CITY MANAGER'S OFFICE

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Kristoff T. Bauer, Deputy City Manager

Rochelle Small-Toney, Deputy City Manager

Jay Reinstein, Assistant City Manager

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Corporate Communications Department

Fayetteville Fire/Emergency Management Department

Fayetteville Police Department

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City of
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South Carolina

Section A

Introduction

BUDGET MESSAGE



May 11, 2015

Dear Mayor Robertson and
Members of the Fayetteville City Council:

In accordance with the requirements of the Local Government Budget and Fiscal Control Act, I am transmitting herewith the proposed budget for the fiscal year beginning July 1, 2015 through June 30, 2016 for the City of Fayetteville. The proposed budget provides \$213,984,404 total expenditures across all funds*, with \$159,957,339 in General Fund expenditures. This spending plan represents a 2.8% increase in the General Fund over the FY 2015 Adopted Budget. The tax rate necessary to support the base budget remains unchanged at \$0.486 per \$100 of assessed valuation.

As we discuss the needs and desires of our community and our organization, I want to thank Mayor Robertson and the City Council for providing clear guidance through the strategic planning process and adopting a FY 2015 budget that linked the Council's strategic priorities with funded initiatives. This holistic approach to reducing crime, bolstering our infrastructure, expanding recreational opportunities and improving economic development was realized through the addition of police officers, the establishment of a crime lab, the construction of the Westover Aquatic Center, the return of the Fayetteville-Cumberland Youth Council and the opening of the new Economic & Business Development Office. This is an exciting time for the City of Fayetteville as we continue our pursuit of providing the best possible quality of life for our residents.

Our job as a municipality is to deliver on the priorities that the City Council has adopted during its Strategic Planning Retreat. These are informed by resident feedback through our Community Café Conversations, web-based resident engagement, including Fayetteville OutFront, and our monthly Community Awareness meetings coordinated through the Fayetteville Police Department. These priorities serve as points of special emphasis for determining resource allocations in the FY 2016 budget. The City Council's top priorities include:

* Excludes funds under control of Public Works Commission

Budget Message

City Council's Top Priorities

- Crime/Police Department
- Economic Development Plan
- Parks & Recreation
- Customer Service
- Homelessness Solution
- Comprehensive Land Use Plan

Public Safety

In 2014, the incidence of major crime was reduced by approximately 10% and the Police Department is optimistic that this positive trend will continue. Much of this reduction comes from a new emphasis on data driven decision-making and problem-solving policing in partnership with the community. These techniques, together with enhanced use of technology, such as the new public camera systems, the new Crime Information Center, and improved forensic capabilities, set us on a steady course of crime reduction and deterrence. Noteworthy as well is the fact that complaints of police use of force and incidents of police-involved use of firearms are both significantly reduced from prior years. At a time when the national conversation is about how police departments should reform, Fayetteville is demonstrating success through action, but there remains more to be done.

In FY 2016, the Fayetteville Police Department will receive its final budget allocation of 11 new officers that will be added to the 36 already authorized in FY 2015. Recruiting well qualified individuals, while keeping up with ongoing attrition, will be a focus area for Chief Medlock in order to maintain full authorized strength. A key issue addressed by this budget will be the maintenance of the existing police “step plan” that provides generous salary progression for those that choose a law enforcement career with the City of Fayetteville. But public safety isn’t limited to policing. This budget also provides for a new step plan for public safety telecommunicators (dispatchers) who provide the critical communications link between the public and our first responders. The plan will ensure market pay equity with their peers in nearby agencies. We will also continue moving forward with the City/County study for the colocation of a new 9-1-1 Center, and we will begin our first full year of operating our newly upgraded public safety radio system that provides enhanced reliability and coverage throughout our service area. Body cameras will also be deployed in FY 2016.

While police services are the City’s largest budgetary expenditure, fire services are very significant as well. Recently, the City’s Internationally Accredited Fire Department received the rating of ISO Class 1, only the third department in the State to be so rated. This designation will result in decreased fire insurance premiums for commercial and industrial

properties within the City's fire service area beginning July 1, 2015. Achievement of ISO Class 1 status is a testament to the excellence of our firefighters, Chief Major's leadership, our excellent 9-1-1 center and staff, and the quality of our water system managed by PWC. In further support of our firefighting services, this budget initiates a step plan for the fire department and funds the construction of a replacement for Fire Station 12.

Economic Development

I'm pleased that the City will be able to hit the ground running in FY 2016 with the staff authorized by the City Council last year. The Economic & Business Development Department's mission to support small, local business development opportunities, and to promote retail corridor redevelopment projects, will be supported in the recommended budget with **funding for a targeted economic development strategic plan**. Additionally, I'm proposing a Local Small Disadvantaged Business Enterprise (LSDBE) Manager position to develop targeted outreach, mentoring, and bidding assistance for local businesses. This position will also serve as a liaison to the City's purchasing division (which is recommended to transition from PWC to the City by the end of the calendar year) to make sure we hold ourselves accountable to any requirements for LSDBE goals in City contracting.

Further commitments to Economic Development include \$150,000 for a detailed feasibility study for the Catalyst Site 1 reinvestment project, \$100,000 to begin a Redevelopment Project Fund for corridors, \$495,000 to continue land purchases for Murchison Road Redevelopment, and \$150,000 to continue contributions for the Farmer's Market and business incubator initiatives. Industrial recruitment activities continue to be structured in partnership with Cumberland County and the Chamber of Commerce's Fayetteville Cumberland Alliance which is undergoing a transition. We will keep in close contact with Cumberland County and Alliance officials as we work together to determine how best to arrange our public-private partnership for success.

Parks and Recreation Facilities

In keeping with last year's initiative to expand the City's recreational offerings by constructing the Westover Family Aquatics Center (scheduled to open this summer), **funding for an additional aquatics center is provided in FY 2016 with a location to be determined by the City Council**. Together, these two facilities should send a strong message to citizens that the City is serious about adding parks and recreation facilities that enhance our quality of life. In order to meet the many and varied interests of our community, including our seniors, it will be necessary for a large capital investment to deliver a wide range of new facilities such as additional aquatics facilities, ball fields, trails, skate parks, tennis and basketball courts, competition facilities, an enlarged senior center, and other facilities. Such a collection of projects is best financed through the use of general obligation bonds, which requires a referendum of the people. **Accordingly, the recommended budget provides funding for a bond referendum and voter education campaign** should the City Council decide the time is

Budget Message

right for such an initiative. If so, the City Council will decide the final size and content of the bond package during the summer.

Customer Service

Across the entire City organization, we are committed to excellence in customer service. It's what we strive for day in and day out. There is no other organization in our community that touches so many citizens' lives so frequently. Whether through City provided utilities, streets, transit, solid waste collection, public safety services, or any number of other functions, we deliver service to tens of thousands of people every day. So it's important that every employee understand that we are in the customer service business. **To this end, we have begun integrating customer service training and awareness throughout the organization.** In particular, Development Services staff has developed partnerships that allow for open dialog about planning and development issues, implemented customer service training specifically designed for staff in regulatory roles, and introduced new technology to improve transparency and response-time. Furthermore, the funding of additional inspectors and a Development Advocate last year, coupled with recent pay plan changes are all beginning to positively impact service levels and increase our responsiveness. While electrical inspections became a service issue during FY 2015, focused attention is having a desirable impact on improving overall outcomes. Upcoming City Hall renovation projects will result in a redesigned customer experience for the Development Services department on the first floor.

But Development Services is only part of the story. Earlier this year we successfully relocated our Customer Call Center to the PWC campus, added new call tracking technology, deployed our new FayWorx service request and customer response solution, and deployed the Fayetteville customized mobile service request app FayFixIt. These are truly major initiatives to modernize and respond to the changing dynamics of the customer service environment in which we now live. As we continue to refine our processes and use these new tools, we will be better able to meet customer expectations, report on our activities, and make more timely and responsive decisions for our customers.

Further customer service improvements were made to our public transportation system, the Fayetteville Area System of Transit (FAST). Improvements include enhanced services to Fort Bragg and the Enterprise Avenue/Owen Drive area, services to the western area on Strickland Bridge Road, a new partnership with Fayetteville State University that also serves the Pamalee and Country Club Drive area, as well as increasing the number of bus stop shelters and benches across the city. Additionally, the much anticipated Multimodal Center project is under construction. This is an exciting time for FAST and this budget supports the ongoing effort to strengthen customer service, safety and convenience.

Another dramatic impact on the public's perception of our commitment to customer service will come with the major redesign of the public concourse at the Fayetteville Regional Airport.

Thanks to Airport Director Brad Whited's planning and strong relationship with the FAA, the largely federally funded project has been moved ahead and is advancing into full scale design. On another front, staff is working diligently on overhauling the City's website to modernize it, make it more customer-friendly and easier to navigate. The site is scheduled to launch by 2016 and will be a game-changer in terms of communication with the public. Staff continues to boost participation in Fayetteville OutFront and other social media platforms to further involve our residents in contributing to the betterment of the city.

Homelessness Solutions

The problems surrounding homelessness are complex and seemingly intractable. Our community has taken many steps to address the needs of our homeless population and has invested significantly over the years in affordable housing. Unfortunately, there always seems to be a population that remains "on the street." Recently, the City entered into a contract to reopen the Hope Center, and continues to provide financial assistance to our homeless services partners such as the Salvation Army, Operation Inasmuch, True Vine Ministries and other nonprofit entities. Further, the City Council has committed to financial participation with the Fayetteville Metropolitan Housing Authority to redevelop the 70 year old Grove View Terrace public housing complex. The question remains, what else can be done? **This budget provides the City's \$10,000 contribution to purchase a Homeless Management Information System with Cumberland County, and \$40,000 to partner with the County to develop a joint approach to the coordination and oversight of the various homelessness activities in our community.** With the County serving as the lead agency for most human service, social service, and behavioral health issues, it makes sense for us to coordinate our activities.

Additionally, we will continue to work with our Downtown Alliance partners on ways to address panhandling and vagrancy so that we achieve positive outcomes for our downtown merchants and visitors, while respecting the dignity of our harder to serve populations.

Comprehensive Land Use Plan

Achieving our goal of a highly desirable place to live, work and recreate, as well as a community of vibrant focal points with unique neighborhoods and high quality effective infrastructure means that we simply must pay more attention to planning and good design. **That's why it is so important to have a solid long range and comprehensive land use plan which continues to be supported in this budget.** The addition of a long range planner in FY 2015 will now allow us to move in this direction over time. As we progress, citizens, planning commissioners and City Council Members will be asked to help craft the plan section by section through an iterative process. This is how we hope to advance this agenda in a measured and cost effective way.

Budget Message

Expenditure and Service Highlights

The budget development process began with City Council setting strategic priorities and adopting budget development guidelines. It should be evident from the information above, that the City Council is driving organizational priorities. The following specific highlights identify budgeted initiatives within the framework of the Council's adopted Strategic Plan.

Goal 1: Safe & Secure Community

- \$2.875 million to relocate Fire Station 12
- \$300,000 to purchase land for the future relocation of Fire Station 4
- \$1.34 million to replace Self Contained Breathing Apparatus for the Fire Department
- Add the remaining 11 police officer positions
- New fire and 9-1-1 dispatcher step pay plan
- Wide scale police body camera deployment



Goal 2: Diverse & Viable Economy

- \$495,000 to continue land purchases for Murchison Road Redevelopment
- Economic & Business Development department strategic plan
- Add a Local/Small Disadvantaged Business Enterprise Manager
- Feasibility study for Catalyst Site 1 reinvestment project
- \$100,000 to begin a Redevelopment Project Fund
- \$150,000 to continue contributions for Farmer's Market and business incubator initiatives
- Transition operational management of downtown services and activities to the Downtown Alliance



Goal 3: High Quality Built Environment

- \$3.85 million in annual street resurfacing funding
- \$1.3 million for stormwater drainage projects
- \$500,000 for replacement of the Ann Street Bridge
- \$125,000 for thoroughfare streetlight improvements
- \$112,000 in sidewalk funding
- \$375,000 to fund a major commercial demolition
- Add an engineering inspector to ensure compliance with increased restoration standards following right-of-way excavations
- Comprehensive Land Use Plan phased development



Goal 4: Desirable Place to Live, Work and Recreate



- Westover Family Aquatics Center opening
- \$2.2 million to construct an additional community pool (location TBD)
- FAST Multimodal Center construction/opening
- \$2.1 million for City facility maintenance and improvement projects, including City Hall, ADA accessibility and other major repairs and refurbishment
- \$100,000 for gateway improvements
- \$236,000 for playground improvements and resurfacing of tennis and basketball courts
- \$90,000 to install an additional pedestrian bridge in Festival Park
- Airport runway rehabilitation and planning for major terminal improvements
- CDBG redevelopment of affordable housing
- \$100,000 to begin an Affordable Housing Project Fund
- \$45,000 to begin a Neighborhood Matching Grant program
- Add a Community Relations Specialist to focus on community engagement and neighborhood improvement
- Funding for Parks Facilities Bond Referendum (if approved by Council)

Homelessness Solutions:

- \$40,000 for partnership with County
- \$10,000 for Homeless Services Information System
- True Vine Ministries funding and lease to operate homeless shelter

Goal 5: Sustainable Organizational Capacity



- \$1.52 million for technology projects, including computer replacements, telephone system upgrades, continued FayWorx implementation and enhancement of GIS capabilities and other projects
- Add a GIS database administrator
- Police step plan unchanged
- Fire and 9-1-1 step plans initiated
- 2% merit pay for employees not on step plans
- 1% 401(k) contribution initiated for fire fighters and general employees (police already receive 5% required by State law)
- Transition Purchasing function from PWC

Goal 6: Resident Engagement & Partnerships



- New City website
- Expanded social media presence & management
- Community Cafés
- Review of Human Relations Department mission, programs and structure underway
- Rebranding of Community Awareness meetings
- Call Center improvements

Budget Message

Revenue Highlights

- General property tax remains at 48.6 cents per \$100 of assessed valuation
- Property tax rate for the Central Business Tax District remains at 10.0 cents per \$100 of assessed valuation
- Property tax rate for the Lake Valley Drive Municipal Service District increases to 33.6 cents per \$100 of assessed valuation
- Stormwater fee increases to \$3.75 per month as scheduled, with three additional increases planned in FY 2017, FY 2018 and FY 2019 to fund stormwater drainage improvements and permit compliance
- Residential solid waste fee increases by \$4 to \$44 per year
- Privilege license tax revenues eliminated due to State legislative action
- Increases to right-of-way excavation fees to fund monitoring of restoration standards compliance
- 0.3% estimated growth in real and personal property tax base – 0.5% excluding FY 2015 late listings and discoveries
- FY 2015 sales taxes expected to be 5.8% above budget, followed by 4.0% expected growth in FY 2016
- Project FY 2015 utility tax distributions to be 15.0% above budget, and FY 2016 distributions to be relatively unchanged
- Interfund transfer from the Public Works Commission Electric Fund is projected to be \$9.5 million in FY 2016, calculated at the 5.2% of FY 2014 retail electric sales as proposed in the City Charter revision
- FY 2016 proposed budget includes \$1.9 million in loan proceeds to purchase vehicles and equipment
- \$6.9 million proposed to be appropriated from General Fund fund balance in FY 2016, including \$2.2 million from dedicated Capital Funding Plan fund balance and \$1.2 million from County Parks and Recreation District fund balance
- Projected unassigned fund balance for the General Fund at the conclusion of FY 2016 is \$20.1 million and equates to 12.9% of the FY 2016 budget expenditures, excluding the County recreation program (Policy is 10% and goal is 12%)

Summary

The City of Fayetteville's mission is to be recognized as a state and regional leader in providing excellent municipal services that enhance the quality of life for all. The City has a tremendous opportunity in FY2016 to capitalize on the investments made to improve the economy and safety of our residents. We must continue to work together to boost economic development in order for Fayetteville to remain competitive and thriving. The outcome will have a positive impact on our efforts to further reduce crime. We are also committed to building an organizational culture of excellence that will enhance City programs and customer service efforts. Residents are already benefitting from a unified and comprehensive commitment to

Budget Message

quality service. We serve with R.E.S.P.E.C.T. and employees are being recognized through our Core Values Award.

Working together with the Mayor and City Council to develop actionable priorities that help us to achieve our community vision has enabled the City to address critical service areas and facility and infrastructure needs. This year, City Council's approach was collaborative and focused on the top priorities for our community. A critical component of this success was the increased opportunity for resident engagement to define, not only what the priorities are, but what success looks like. The Mayor and City Council listened to our residents and responded with action. Additionally, if real change is to be accomplished, movement must be deliberate and with purpose. City Council developed a results-focused approach and remains committed to performance management, ensuring transparency and accountability.

On behalf of the City Manager's Office, I would like to thank City staff for their service to the community and assistance in developing this recommended budget. In particular, I would like to thank Budget and Evaluation Director Tracey Broyles and Budget Office staff members Kelly Culbreth, Mary Beth Grimberg, Shea Poteet and Chris Wilkerson for their efforts that resulted in the enclosed balanced budget. I'd also like to thank Rebecca Rogers-Carter and Chris McMillan for their leadership on performance measurement. I'd like to thank Deputy City Managers Rochelle Small-Toney and Kristoff Bauer and Assistant City Manager Jay Reinstein for their attention to detail and good counsel. Finally, I would like to thank the City Council for providing clear strategic direction for the budget development process.

We have great momentum and as City Manager of Fayetteville, it is my commitment to you that staff will continue to work hard every day to deliver the quality services and programs our residents expect and deserve.

Respectfully submitted,



Theodore L. Voorhees, ICMA-CM
City Manager

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

This Reader's Guide has been provided to inform the reader where particular information may be found. The City of Fayetteville's 2015-2016 budget document is divided into eight major sections: Introduction, Policies and Goals, Budget Overview, Fund Summaries, Portfolio and Department Summaries, Fayetteville at a Glance, Fiscal Information and the Appendices. Each section is outlined below:

- **Introduction**

The Introduction includes the budget message from the Fayetteville City Manager regarding the 2015-2016 budget; the Reader's Guide; descriptions of the functions of City government through boards, commissions and committees; discussions of the budgetary relationship of the City's utility operation; and information on the City's elected officials. Also included is the appropriations ordinance upon its passage.

- **Policies and Goals**

This section provides information on the City Council's strategic plan for 2015-2016 and financial policies.

- **Budget Overview**

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

Additional information includes fund summaries and position authorizations.

- **Fund Summaries**

This section provides additional detail for funding sources and expenditure appropriations by fund and fund balance projections.

- **Portfolio and Department Summaries**

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

- **Fayetteville at a Glance**

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

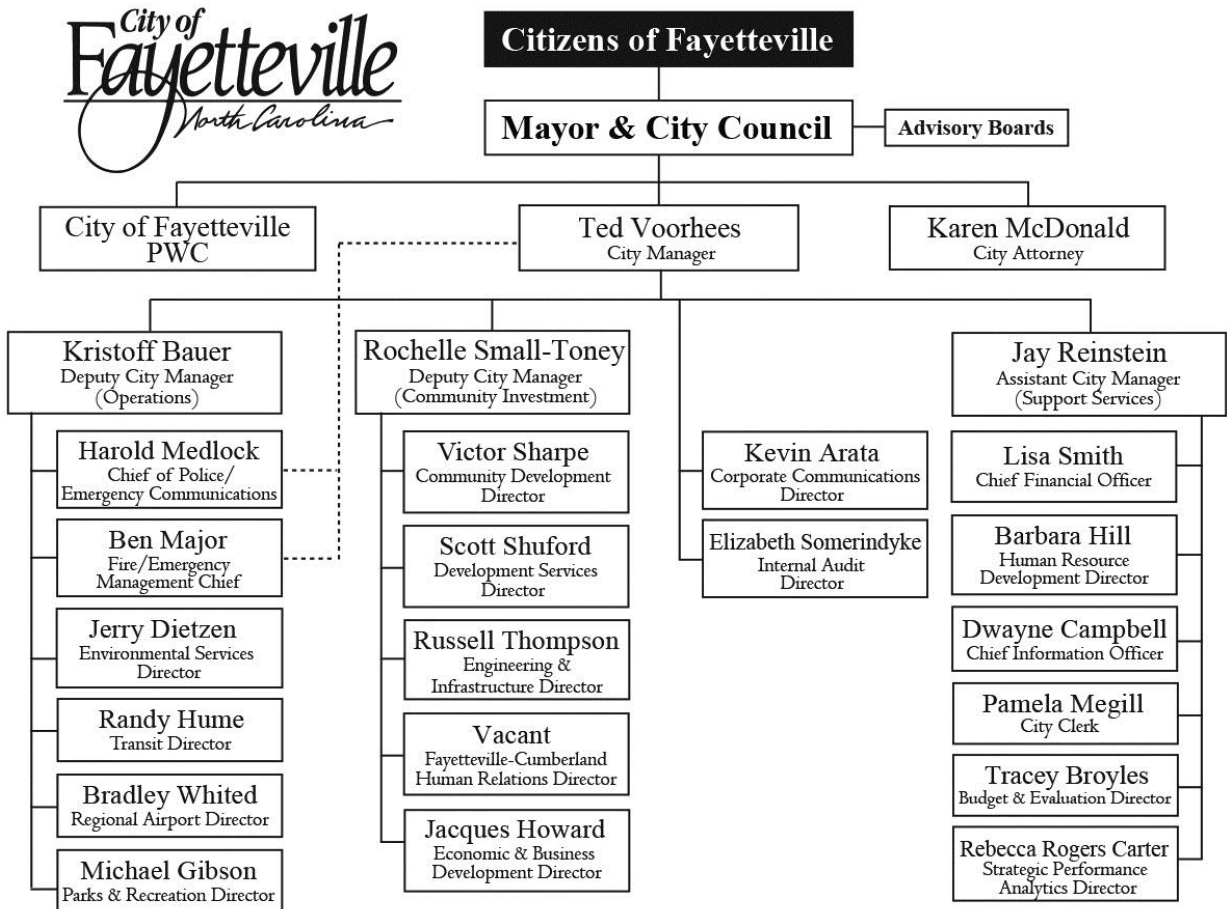
- **Fiscal Information**

The Fiscal Information section takes the reader through the budget process and details the budget policies established by the City Council and the Local Government Budget and Fiscal Control Act. Information is also included on the description of the financial and fund structure and major revenue assumptions. Department expenditure detail and capital outlay listings are contained in this section, followed by a summary of the City's Capital Funding Plan and the five-year Capital Improvement and Information Technology Plans.

- **Appendices**

The Appendix section includes information about authorized staffing by department, a listing of positions and assignment to grades, the fee schedule and a glossary of terms.

Governmental Structure and Organization



Revised 4/24/2015

Governmental Structure and Organization

Form of Government

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

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

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

City Council

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

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

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

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

Terms of office

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

Council meetings

The Fayetteville City Council meets regularly in formal session on the second and fourth Monday of each month. Council meetings are held in the first floor Council Chamber of City Hall, 433 Hay St. The City televises regularly scheduled Council meetings live and on playback on FayTV7. 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.

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

Governmental Structure and Organization

advisors who make recommendations that help shape the policies and programs of Fayetteville.

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

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

Profiles of the Mayor and Council

Fayetteville City Council's 10-member body includes Mayor Nat Robertson and Council members Kathy Jensen, Kady-Ann Davy (Mayor Pro Tem), Mitch Colvin, Chalmers McDougald, Bobby Hurst, Bill Crisp, Larry Wright, Ted Mohn and Jim Arp. Mayor Nat Robertson is serving his first term as mayor.

Biographical Information

Nat Robertson was elected mayor of Fayetteville in November 2013. He grew up in Fayetteville, graduated from E.E. Smith High School, attended classes at Fayetteville State University and graduated from Elon University with a Bachelor of Arts in public administration. He was a partner with his father in Robertson Jewelers and owned the General Nutrition Center stores on Raeford Road and Bragg Boulevard. Robertson now works as a physician representative for a clinical laboratory.

He was the youngest council member ever elected to the Fayetteville City Council at the age of 26. Robertson served four terms on the Council and as mayor, focuses on policy and not politics and on doing the right things for the right reasons! This is most evident in the Council's recent actions to re-establish the City/County Liaison Committee that will bring both boards together to openly discuss mutual policy interests for the betterment of the community. His support of the Police Department and the double digit reduction in Fayetteville's crime rate, along with his actions taken to strengthen and improve the community's overall quality of life, are unmistakable. Mayor Robertson was also the first mayor of Fayetteville to be named to the Governor's Crime Commission.

Mayor Robertson's priorities include reducing crime, making the City's residents feel safer; to make the City more customer friendly; bringing common sense back to City government; and working with local businesses to promote and expand economic development. He believes business growth will promote a healthier and safer environment for ALL of our residents.

Mayor Robertson and his wife Kim have two adult children, Cameron and Carlin. They are members of Highland Presbyterian Church and both Nat and Kim are active in many civic organizations. Kim has been an administrator with the Cumberland County Schools since 2004.

Mayor Nat Robertson
433 Hay Street
Fayetteville, NC 28301
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mayor@ci.fay.nc.us

Kathy Jensen was elected to serve District 1 on the Fayetteville City Council in November 2013. She was born and raised in Fayetteville. She attended Long Hill Elementary and Pine Forest Junior High and is a 1983 graduate of Pine Forest Senior High School. Throughout high school, she was involved in many clubs and organizations while working part-time in her family business. Jensen attended East Carolina University and Methodist College pursuing her career in business.

After college, Jensen joined the family business and worked in the retail, property management and customer service departments, bringing a higher level of efficiency and professionalism to the company.

In 1993, Jensen married Lt. Col. Jerry Jensen and supported him in his military career through Fort Bragg; Germany; Newport, R. I.; and back to Fayetteville and her hometown. When they were deciding on where to live, Kathy and Jerry wanted to raise their children where she was born and raised. In 2005,

Profiles of the Mayor and Council

Jensen opened An Affair to Remember on Ramsey Street across from Methodist University. Since opening, she has learned the value of customers, vendors and employees, and the balance that is required to operate a successful business and be a valuable member of our community.

Jensen is committed to her city, is an active member of school Parent Teacher Associations and booster clubs, and volunteers her time and energy willingly. Her care and commitment to her neighbors and the citizens of north Fayetteville is visible every day.

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

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

On December 2, 2013, **Kady-Ann Davy** was unanimously elected as Mayor Pro Tem of Fayetteville, North Carolina. She is the youngest and the first African American woman in this position.

Mayor Pro Tem Kady-Ann Davy was elected as the District 2 representative to the Fayetteville City Council in November of 2009. Mayor Pro Tem Davy made Fayetteville her home in 2005 and immediately became actively engaged in City and community affairs.

Mayor Pro Tem Davy is a graduate of the University of Oregon, where she received her bachelor's degree in psychology with a minor in business. She recently obtained her

project/healthcare management Master of Business Administration at Fayetteville State University.

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

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

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

- International 2014 HERSTORY Recipient
- 2011 All-America City Award Delegation Member
- Certified Tourism Ambassador (CTA)
- CARE Clinic of Cumberland County/Operation Inasmuch
- Council Liaison for Cumberland County Veterans Council
- Chair of City/County Liaison Committee
- Council Liaison to the Gateways, Streets & Roads Committee
- President of K. Davy Consulting, LLC
- Junior League of Fayetteville
- Fayetteville Urban Ministry Youth Mentor
- Member of Fayetteville Downtown Alliance
- Fayetteville Young Professionals
- Fellow of United Way Leadership Program
- Greater Fayetteville Futures II
- Fellow of the Institute of Political Leadership
- Member of Friends of African & African-American Art

Profiles of the Mayor and Council

- Member of Cape Fear Toastmasters, International
- Elected Mayor of Leadership Fayetteville, Class of 2009
- Member of NC Center for Women in Public Service Board
- Member of PFC: Public Engagement & Development Committee
- Monthly Speaker at Fayetteville/Cumberland Senior Center
- Susan B. Anthony Recipient 2010
- Commencement Speaker for Troy University Spring 2010 Graduation
- Citizen of the Year for Tau Gamma Gamma Chapter of Omega Psi Phi Inc.
- 2011 Class of The Fayetteville Observer's 40 Under Forty
- Motivational Speaker
- Founding Member of D.C.A.T. (Davy Community Action Team)
- Member of the Miss North Carolina Official Judges Panel
- Les Femmes Debutant
- Meals-on-Wheels and Senior Meals Programs Volunteer.

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

Kady-Ann Davy, MBA
Mayor Pro Tem
District 2
P.O. Box 58561
Fayetteville, NC 28305
(910) 322-0780
kdavy@ci.fay.nc.us

Mitch Colvin was elected the District 3 representative to the Fayetteville City Council in November 2013. He is a graduate of E.E. Smith Senior High School; John Tyler Mortuary College, with an Associate of Arts in funeral service; and Fayetteville State

University, with a Bachelor of Arts in sociology.

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

Mr. Colvin's City Council priorities include job creation, economic development, education and training, and the creation of a safe and secure community for all to enjoy.

He is married to Daisha S. Colvin and together they have three beautiful daughters: Porscha, Ashley and Mya. The Colvins are members of Mt. Olive Missionary Baptist Church. He is a member of Kappa Alpha Psi Fraternity, Inc. and active in many other civic and social organizations.

Mitch Colvin
District 3
P.O. Box 9579
Fayetteville, NC 28311
(910) 670-5186
Mitch.Colvin@ci.fay.nc.us

Chalmers L. McDougald was elected to the Fayetteville City Council to represent District 4 in November 2013. Born in Portsmouth, Va., he was raised by his grandmother in rural Harnett County. McDougald's grandmother taught him to believe in God and to seek him through prayer.

There were people in the church and community he looked to for guidance.

Profiles of the Mayor and Council

McDougald saw them prosper by going to work, maintaining family and serving the Lord in church and church-sponsored activities.

Drafted into military service in 1971, he returned home two years later and married the woman he loves to this day, Alice, on April 20, 1973. They have two children and six grandchildren, two sons-in-law and a host of nieces and nephews. McDougald currently serves as Pastor of New Bethel A.M.E. Zion Church. After leaving the military, he worked as a debit insurance agent for the next four years while attending college to complete the degree requirement he started earlier. After graduation from college, he spent the next 25 years working in human resources.

McDougald worked with the Employment Security Commission, Offender Aid and Restoration and Cumberland County Workforce Development. His role required him to develop work opportunities for ex-offenders, at-risk youth, dislocated workers, long term unemployed and others that found it hard to find work that would provide a living wage. It was in May 1988, he answered the call to ministry. In August 2001, McDougald accepted the call to full-time ministry. He sensed God wanted more out of him and wanted his life to be an example.

McDougald is a graduate of Fayetteville State University with a Bachelor of Science in business administration and a graduate of Campbell University Divinity School with a Master of Divinity.

Chalmers McDougald
District 4
433 Hay Street
Fayetteville, NC 28301
(910) 433-1992

Chalmers.McDougald@ci.fay.nc.us

Bobby Hurst was elected to the Fayetteville City Council in November 2013 as District 5 representative for a fourth term. Hurst was

appointed to serve on the City Council as an at-large council member in 2000. A life-long resident of Fayetteville, Mr. Hurst is a 1972 graduate from Terry Sanford High School and a 1976 graduate of Elon University with a Bachelor of Arts in business administration.

Mr. Hurst 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 young son, Dylan. Mr. Hurst also has a son, Chris, daughter, Katie and stepson, Michael. They are members of Northwood Temple Church.

Bobby Hurst's list of professional and civic involvement includes:

- City Liaison for PWC (2010-2011)
- Chairman, Council Boards & Commissions Appointment Committee (2007-present)
- 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 (2006-2011)
- Community Advisory Group, Public Works Commission (2004-2007)
- Board of Directors, Cumberland County Business Council (2004-present)
- 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)

Profiles of the Mayor and Council

- Community Liaison, Operation Ceasefire (2002-present)
- Appearance Commission, City of Fayetteville (2002-2004)
- Analysis Team Member, Metro Visions (2002-2004)
- Chairman, Government Affairs Committee, Chamber of Commerce (2002-2003)
- Chairman, Appearance Subcommittee, Greater Fayetteville Futures (2002-2003)
- Crown Coliseum Civic Center Commission (2001)
- Fayetteville City Council, At-Large member (2000-2001)
- Senior Commander, Royal Rangers at Northwood Temple (1984-1996)
- Board of Directors, Dance Theater of Fayetteville (1985-1987)
- Member, North Fayetteville Exchange Club (1987-1989)
- Board member, NC Small Business Advocacy Council (1986).

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 first term on the Fayetteville City Council as District 6 representative on November 6, 2007. Bill is fully retired from the Army and the retail automobile industry.

Bill was born in Raleigh and grew up primarily in Baltimore, Md., where he entered the United States Army in 1960. He served in an Infantry Rifle Company in Korea, the I Corps Ceremonial Honor Guard, Korea and the United States Army Infantry Center Honor Guard, Fort Benning, Ga. Bill steadily advanced in rank and progressive

assignments, which included instructor duty in a Noncommissioned Officer Academy and as an administrative assistant, Reserve Officer Training Corps, at Pennsylvania State University.

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

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

Bill is a lay speaker and has spoken extensively throughout Europe and the United States. He is very proud to have delivered the baccalaureate address to his twins' graduating class in 1985 in Mannheim, Germany. Bill is a member of the masonic fraternity. He strongly believes in charitable endeavors and is proud that, while in Belgium, he worked tirelessly to financially support a home and school for the blind and was instrumental in purchasing and training a "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.

Profiles of the Mayor and Council

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

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

Larry O. Wright, Sr. was elected November 2013 as District 7 representative to the Fayetteville City Council. Fayetteville has been his home for over 37 years. Councilman Wright is a graduate of Miami Northwestern High School and Shaw University, where he earned a Bachelor of Arts in theology and philosophy. He also attended Chicago University, Liberty University and Seminary and received his doctorate in theology from Tabernacle Bible Seminary.

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

Larry has been married to Deborah for over 30 years. They have two sons, Larry, Jr. (Kristal) and James Anthony (Latoya), and seven grandchildren.

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

- Military Veteran (Retired)
- Ordained Bishop and Pastor of Heal The Land Outreach Ministries (29 years)

- Former Board President for a drug and alcohol rehabilitation center (3 years)
- City representative for faith community concerning gang and youth violence
- President, Fayetteville-Cumberland County Ministerial Council (3 years)
- Board Member, Falcon Children's Home (4 years)
- PWC Community Advisory Board member (3 years)
- Chairman of Board, Homeless and Hunger Stand Down of Fayetteville (3 years)
- Member of Shaw University Alumni Chapter-Fayetteville
- 2012 Religious Leader Award Winner, Fayetteville-Cumberland Human Relations Commission
- Certified Mentor for Cumberland County School System
- Precinct chairperson for district
- Community Watch Organizer
- Cumberland Community Action Program-City Representative
- Cumberland County Veterans Council - City Liaison
- Fayetteville/Cumberland County Continuum of Care - City Liaison.

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

Ted Mohn was elected to his third term on the Fayetteville City Council by the citizens of District 8 in 2013. While being elected in a single district, Mohn believes in representing all citizens across Fayetteville regardless of district boundaries.

Mohn grew up in North Chicago, Illinois, joined the U.S. Army in 1982 and graduated

Profiles of the Mayor and Council

from the Defense Mapping School in 1983 as a military cartographer. He returned to the Defense Mapping School and graduated from the Basic Terrain Analysis Course in 1985, the Advanced Terrain Analysis Course in 1989 and the Terrain Analysis Warrant Officer Course in 1997. During Mohn's time in the Army, his assignments included Fort Belvoir, Va. (twice), Fort Bragg (twice), Hawaii (twice), Fort Leonard Wood, Mo. and Germany. The Army also sent him to the former Yugoslavia, the island of Sardinia, Korea, Japan, Kuwait and Iraq. Mohn retired from the Army at Fort Bragg in 2004.

Upon retirement from the Army, Ted worked as a defense contractor on Fort Bragg until early 2007, when he became a civil service employee. He currently serves as Deputy Director for Operations at the Special Operations Mission Training Center on Fort Bragg.

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

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

Ted has two children: Amanda Mohn and Kyle Mohn.

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

Jim Arp, a Fayetteville native, was appointed as the District 9 Fayetteville City Council representative at the December 13, 2010 City Council meeting. He has since been elected in 2011, when he also served as Mayor Pro Tem, and re-elected in 2013.

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

A 20-year Army veteran, during which he was assigned to three tours of duty at Fort Bragg, Arp is currently the Vice President of Business Development for Operations Services, Inc., a defense contractor in Fayetteville. He has 30 years of experience in the leadership, management and supervision of personnel in the highly skilled fields of national security, business, aviation, maintenance and logistics.

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

Jim Arp
District 9
433 Hay St.
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Phone: (910) 433-1992
E-Mail: jarp@ci.fay.nc.us

Boards, Committees and Commissions

The Fayetteville City Council has established 23 boards and commissions. The volunteers who are appointed to the boards and commissions serve as the link that connects the public to its governing body and serve as advisors who make recommendations that help shape the policies and programs of Fayetteville. Three boards designated with asterisks will be consolidated on October 1, 2015.

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 commission develops and carries out a long-range, continuing and comprehensive planning program for the orderly growth and development of Fayetteville.
- **Fayetteville Zoning Commission**
The Zoning Commission is empowered to conduct public hearings for the purpose of making recommendations to the City Council on initial zonings, rezonings and special use permits.
- **Fayetteville Linear Park, Inc.**
The corporation assists the City of Fayetteville in the financing, acquisition and improvement of Linear Park.
- **Fayetteville Area Committee on Transit (FACT)**
The committee functions as the liaison between the citizens of Fayetteville and the Fayetteville Area System of Transit (FAST).
- **Firemen's Relief Fund Board of Trustees**
The Board of Trustees is responsible for ensuring the expenditure of funds derived from the provisions of State Statute 58-84-35.

Boards, Committees and Commissions

- **Historic Resources Commission**
The commission is responsible for reviewing and approving all exterior changes to the designated historic districts and landmark properties, as well as conducting public awareness and education programs concerning historic properties and districts.
 - **Fayetteville-Cumberland Human Relations Commission**
The commission studies problems of discrimination in any or all fields of human relationships and encourages fair treatment and mutual understanding among all racial, ethnic, sex and age groups. The commission promotes programs and seeks solutions to these problems.
 - **Fayetteville-Cumberland Parks & Recreation Advisory Commission**
The commission advises the City Council on policies and plans to provide adequate parks and recreational facilities for the City of Fayetteville and Cumberland County.
 - **Personnel Review Board**
The board hears post-termination appeals of regular full-time employees.
 - **Public Arts Commission**
The commission reviews and comments on public art projects proposed or offered to the City of Fayetteville for placement on City-controlled property.
 - **Public Works Commission**
The commission provides general supervision and management of the electric, water and sewer utility.
 - **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 board provides guidance and advice to the City Council pertaining to the stormwater management program, including but not limited to, program activities, functions, systems, management and funding.
 - **Wrecker Review Board**
The board reviews problems and hears appeals for any decision of the wrecker inspector.
 - **Residential Rental Property Review Board***
The board hears appeals from an owner of residential rental property who is required to register, due to disorderly activity and/or whose registration has been revoked.
- For additional information, please contact the city clerk by phone at 433-1989 or by email at cityclerk@ci.fay.nc.us.
- Applications are available by contacting the city clerk or through the City of Fayetteville's website at www.cityoffayetteville.org.
- *Boards to be consolidated October 1, 2015

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 the utility systems.

Revisions to the City Charter related to the organization and authority of the City's Public Works Commission are being considered by the North Carolina General Assembly at its 2015 Long Session, with a proposed effective date of July 1, 2015. Information provided herein reflects the organization of the PWC under the current City Charter.

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

The commission operates the City's utilities as enterprise funds, and 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.

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

The PWC's electric system provides for the transmission and distribution of electrical energy purchased from Duke Energy Progress, Inc. (DEP). Under a 30-year agreement effective July 1, 2012, DEP provides PWC's full power supply requirements with certain permitted exceptions to include PWC's ability to continue utilizing its Southeastern Power Association (SEPA) allocation. Charges for generating capacity and delivered energy are based on DEP's system average costs and monthly system coincident peak demand. PWC may terminate this agreement effective July 1, 2022 with prior written notice by June 30, 2015.

PWC and DEP also entered into a Power Sales Agreement to provide capacity and energy from the PWC's Butler Warner Generation Plant to DEP for the period July 1, 2012 through September 30, 2017. In October 2014, DEP and PWC amended the agreement to extend the original termination date to June 30, 2021, with no mutual termination terms. Under this agreement, PWC generates and delivers energy pursuant to scheduled energy requests from DEP. DEP provides the fuel to be used for the generation and pays PWC for capacity, variable operating and maintenance expenses, and start costs.

The Butler-Warner Generation Plant consists of eight gas turbine generators, six of which were converted in 1988 to a combined cycle steam mode. The plant's generating capacity is approximately 285 megawatts (MW).

Boards, Committees and Commissions

The electric system is interconnected with DEP at three locations. SEPA power is received under a wheeling agreement through DEP's transmission system. PWC has a 121.4 circuit mile 66 kilovolt (kV) looped, radial operated, system that interconnects 32 transmission and distribution substations. Power is then distributed through approximately 700 miles of 25kV and 15kV lines and 615 miles of underground cable to deliver power to approximately 80,100 customers. The highest peak demand of the PWC was 490.3 MW, occurring in February 2015. The total energy requirement for fiscal year 2014 was over 2,200,000 MW hours.

The PWC operates two water treatment plants with a combined daily treatment capacity of 57.5 million gallons. In fiscal year 2014, the system treated approximately 25 million gallons per day on average, with a peak of 42 million gallons occurring in 1999. The utility serves approximately 92,700 water customers through 1,360 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 82,000 sewer customers are served through 1,230 miles of sanitary sewer mains and 69 sanitary sewer lift station sites.

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FY 2016



annual budget

City of
Fayetteville
South Carolina

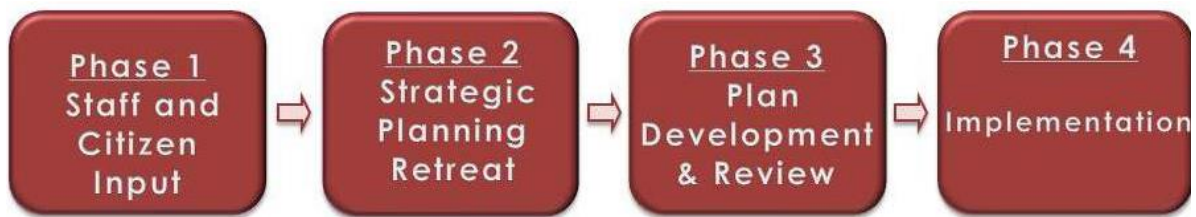
Section B

Policies and Goals

Strategic Planning Process

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

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



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



City's Strategic Plan

Staff and Citizen Input

During early 2013, a citizen satisfaction survey of a randomly selected sample of city residents was conducted. Key findings from the survey were as follows:

- Residents have a positive perception of the City
- Areas with highest satisfaction: Fire services, recycling and solid waste collection and customer service
- Areas with the lowest satisfaction rating: Code enforcement issues, transportation and infrastructure
- Combining importance and satisfaction ratings, top citizen priorities: Police services, traffic flow concerns, improvements in street maintenance and greater access to public pools.

The City plans to conduct another citizen satisfaction survey in early fall 2015.

During the fall 2014, the City conducted an employee opinion survey to obtain information to assist in decision making. The top and bottom ranking areas were:

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

The Senior Management Team (SMT) held a retreat in December, 2014 to identify priorities and goals for the City. The SMT identified the following priorities:

- Continue progress with public safety
- City economic development
- Sustainable organizational capacity
- Strategically invest in City programs and services
- More attractions for families and young people
- Collaborative governance and more public involvement
- A higher quality of life
- Organization of excellence: focused on results.

Finally, the City held two Community Café Conversations in January and February, 2015 attended by over 100 residents. The residents identified the following priorities:

- HIGHEST PRIORITY: Diversify the economy and spur job growth
- Police involvement in the community: Crime reduction, youth programs and violence prevention programs
- Recreational activities and green space
- Resources for homeless population, reduce poverty and unemployment, affordable housing
- Safe transportation infrastructure: Streets, walkability, trails, sidewalks and bus shelters
- Focus on community beautification
- Need to focus on all of the city
- Involve citizens and build social capital and incorporate across government agencies.

Strategic Plan Development and Execution

In February 2015, City Council met in a one day planning retreat. The session included opportunities for Council to build upon ideas and interact in open conversation. Council worked to develop the one year action plan and identified six **Top Policy Priorities for FY 2016**, as follows:

- Economic Development and Crime, tied for the City's first priority
- Parks and Recreation Facilities
- Customer Service
- Homelessness Solution
- Comprehensive Land Use Plan

These policy areas will define the actions that Council and staff will focus on during the fiscal year. Targets for Action (TFA) will be finalized after the annual budget is adopted. City staff will work to execute the plan and report progress to City Council and the community throughout the fiscal year. The City's strategic planning model aligns programs and spending with long-term goals. It is an organizational roadmap that also provides transparency and accountability for results.



**STRATEGIC PLAN
2014-2016**

The 2025 Vision

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

Our City has a vibrant downtown and major corridors, the Cape Fear River to enjoy, diverse cultures with a rich heritage, a strong local economy and beneficial military presence.

Our City has unity of purpose and partners with engaged residents who have confidence in their local government.

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

Mission Statement

The City government provides municipal services that enhance the quality of life and make 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 focused on customer service.

The City strives for well-designed and well-maintained infrastructure and facilities.

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

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.

The City's Goals

City Council identified six goals that we hope to achieve in five years. These strategic goals focus on outcome based objectives. They are the path that we must take to achieve the community's vision.

 Safe & Secure Community	 Desirable Place to Live, Work and Recreate
 Diverse & Viable Economy	 Sustainable Organizational Capacity
 High Quality Built Environment	 Citizen Engagement & Partnerships

The City's Performance Management Program

Objectives, key performance measures and performance targets were identified for each goal and serve as a foundation for performance evaluation, assessment and reporting. The **PRIDE** program enables the City of Fayetteville to be an **ENGAGED LEADER** in the community for innovation, effective change management, and continuous improvement strategies through evidence based decisions, accountability, and transparency.

P.R.I.D.E.

- P**erformance
- R**esults
- I**ntegration
- D**ata driven
- E**valuation

Financial Policies

Overview

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

Operating Budget

- 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.

Fund Balance

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

Capital Improvement Funding & Debt

- Outstanding general obligation bonds will not exceed 8 percent of the assessed valuation of taxable property of the City.
- Capital projects will be financed for a period not to exceed the expected useful life of the project.

- The City will maintain its financial condition in order to maintain minimum bond ratings of AA+ and Aa1 from two nationally recognized municipal debt rating services.
- The fiscal year 2015 budget dedicates an equivalent of 5.15 cents of the City's 48.6-cent ad valorem tax rate (10.6 percent) to the Capital Funding Plan (CFP), a decrease from the fiscal year 2015 rate of 5.25 cents. 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 and other instruments specifically permitted by law.

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FY 2016



annual budget

City of
Fayetteville
South Carolina

Section C

Budget Overview

Summary of Revenues and Expenditure Appropriations

Funds Reported in Annual Budget Ordinance

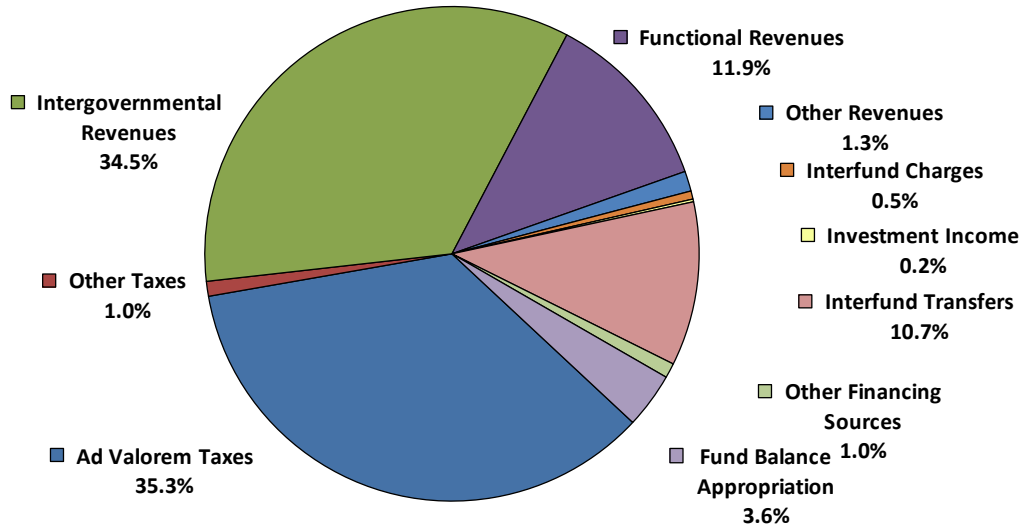
	2013-14 Actual	2014-15 Adopted Budget	2015-16 Recommended Budget	2015-16 Adopted Budget
Ad Valorem Taxes	\$ 65,328,949	\$ 67,798,683	\$ 68,575,262	\$ 0
Other Taxes	3,489,245	2,885,700	1,888,930	0
Intergovernmental Revenues	61,087,213	62,435,897	66,957,776	0
Functional Revenues	20,711,061	22,117,468	23,115,628	0
Other Revenues	2,807,319	2,455,503	2,553,449	0
Interfund Charges	811,526	854,752	1,036,896	0
Investment Income	582,627	341,279	348,318	0
Interfund Transfers	23,830,577	23,368,461	20,835,823	0
Other Financing Sources	486,869	3,199,111	1,878,677	0
Fund Balance Appropriation	0	3,926,093	7,045,576	0
Total Revenues and Other Financing Sources	\$ 179,135,386	\$ 189,382,947	\$ 194,236,335	\$ 0
Personnel Services	\$ 95,047,512	\$ 99,911,885	\$ 104,798,253	\$ 0
Operating Expenditures	25,448,927	27,254,869	29,733,506	0
Contract Services	16,272,528	17,420,465	18,839,828	0
Capital Outlay	3,586,055	5,687,356	5,194,105	0
Transfers to Other Funds	28,124,390	27,278,132	22,957,449	0
Debt Service	7,293,759	8,298,126	7,906,828	0
Other Charges	2,487,648	3,532,114	4,806,366	0
Total Expenditures and Other Financing Uses	\$ 178,260,819	\$ 189,382,947	\$ 194,236,335	\$ 0

** The City of Fayetteville Annual Budget Ordinance also incorporates the budget for the City's Public Works Commission. The budget for the City's Public Works Commission is presented in a separate budget document.*

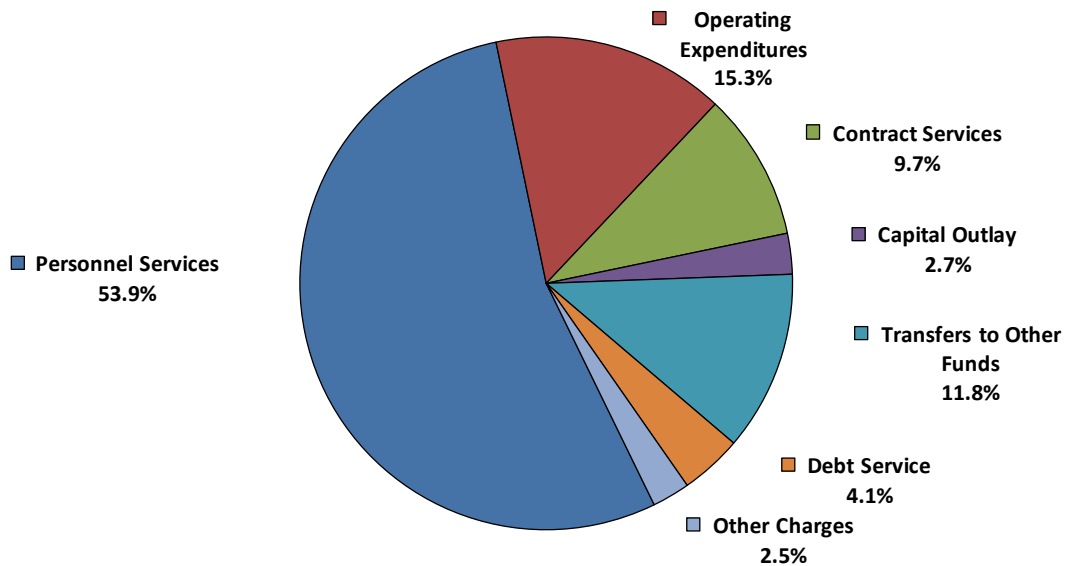
Summary of Revenues and Expenditure Appropriations

Funds Reported in Annual Budget Ordinance

2015-16 Recommended Budget Revenues and Other Financing Sources



2015-16 Recommended Budget Expenditures and Other Financing Uses



Summary of Revenues By Fund

Funds Reported in Annual Budget Ordinance

	2013-14 Actual	2014-15 Adopted Budget	2015-16 Recommended Budget	2015-16 Adopted Budget
General Fund				
Ad Valorem Taxes	\$ 65,113,252	\$ 67,614,275	\$ 68,381,482	\$ 0
Other Taxes	2,597,813	2,260,200	1,246,820	0
Intergovernmental Revenues	57,342,017	58,433,238	62,784,579	0
Functional Revenues	6,009,527	6,513,262	6,526,669	0
Other Revenues	2,467,379	2,310,468	2,421,404	0
Investment Income	457,644	270,500	262,000	0
Interfund Transfers	14,565,029	13,606,274	9,570,777	0
Other Financing Sources	0	2,107,111	1,878,677	0
Fund Balance Appropriation	0	2,539,540	6,884,931	0
Total Revenues and Other Financing Sources	\$ 148,552,661	\$ 155,654,868	\$ 159,957,339	\$ 0
Central Business Tax District Fund				
Ad Valorem Taxes	\$ 135,395	\$ 129,965	\$ 134,717	\$ 0
Investment Income	283	180	220	0
Interfund Transfers	0	0	39,274	0
Fund Balance Appropriation	0	0	0	0
Total Revenues and Other Financing Sources	\$ 135,678	\$ 130,145	\$ 174,211	\$ 0
City of Fayetteville Finance Corporation				
Functional Revenues	\$ 806,508	\$ 795,850	\$ 787,550	\$ 0
Investment Income	2	0	0	0
Total Revenues and Other Financing Sources	\$ 806,510	\$ 795,850	\$ 787,550	\$ 0
Emergency Telephone System Fund				
Intergovernmental Revenues	\$ 805,520	\$ 805,520	\$ 861,710	\$ 0
Investment Income	2,969	650	5,687	0
Other Financing Sources	486,869	0	0	0
Fund Balance Appropriation	0	85,159	160,645	0
Total Revenues and Other Financing Sources	\$ 1,295,358	\$ 891,329	\$ 1,028,042	\$ 0
Lake Valley Drive MSD Fund				
Ad Valorem Taxes	\$ 80,302	\$ 54,443	\$ 59,063	\$ 0
Investment Income	205	0	0	0
Total Revenues and Other Financing Sources	\$ 80,507	\$ 54,443	\$ 59,063	\$ 0

Summary of Revenues By Fund

Funds Reported in Annual Budget Ordinance

	2013-14 Actual	2014-15 Adopted Budget	2015-16 Recommended Budget	2015-16 Adopted Budget
Parking Fund				
Functional Revenues	\$ 336,902	\$ 310,444	\$ 258,591	\$ 0
Other Revenues	214	0	0	0
Investment Income	411	300	200	0
Interfund Transfers	23,598	133,771	91,475	0
Fund Balance Appropriation	0	0	0	0
Total Revenues and Other Financing Sources	\$ 361,125	\$ 444,515	\$ 350,266	\$ 0
Airport Fund				
Intergovernmental Revenues	\$ 108,430	\$ 109,500	\$ 109,500	\$ 0
Functional Revenues	4,384,289	4,319,376	4,375,329	0
Other Revenues	21,636	22,088	18,875	0
Investment Income	34,879	29,149	37,411	0
Interfund Transfers	0	0	0	0
Total Revenues and Other Financing Sources	\$ 4,549,234	\$ 4,480,113	\$ 4,541,115	\$ 0
Environmental Services Fund				
Intergovernmental Revenues	\$ 436,272	\$ 422,635	\$ 439,815	\$ 0
Functional Revenues	2,519,945	2,612,673	2,869,892	0
Other Revenues	220,029	111,847	106,670	0
Investment Income	12,964	8,000	2,800	0
Interfund Transfers	6,806,861	6,113,672	7,776,159	0
Other Financing Sources	0	1,092,000	0	0
Fund Balance Appropriation	0	472,334	0	0
Total Revenues and Other Financing Sources	\$ 9,996,071	\$ 10,833,161	\$ 11,195,336	\$ 0
Stormwater Fund				
Functional Revenues	\$ 5,410,142	\$ 6,324,600	\$ 6,830,910	\$ 0
Other Revenues	34,227	0	0	0
Investment Income	44,482	17,200	18,400	0
Fund Balance Appropriation	0	829,060	0	0
Total Revenues and Other Financing Sources	\$ 5,488,851	\$ 7,170,860	\$ 6,849,310	\$ 0

Summary of Revenues By Fund

Funds Reported in Annual Budget Ordinance

	2013-14 Actual	2014-15 Adopted Budget	2015-16 Recommended Budget	2015-16 Adopted Budget
Transit Fund				
Other Taxes	\$ 891,432	\$ 625,500	\$ 642,110	\$ 0
Intergovernmental Revenues	2,394,974	2,665,004	2,762,172	0
Functional Revenues	1,243,748	1,241,263	1,466,687	0
Other Revenues	63,834	11,100	6,500	0
Investment Income	9,811	0	0	0
Interfund Transfers	2,435,089	3,514,744	3,358,138	0
Total Revenues and Other Financing Sources	\$ 7,038,888	\$ 8,057,611	\$ 8,235,607	\$ 0
LEOSSA Fund				
Interfund Charges	\$ 811,526	\$ 854,752	\$ 1,036,896	\$ 0
Investment Income	18,977	15,300	21,600	0
Total Revenues and Other Financing Sources	\$ 830,503	\$ 870,052	\$ 1,058,496	\$ 0
Total Revenues and Other Financing Sources				
Funds Reported in Annual Budget Ordinance	\$ 179,135,386	\$ 189,382,947	\$ 194,236,335	\$ 0

Summary of Expenditure Appropriations By Fund

	2013-14 Actual	2014-15 Adopted Budget	2015-16 Recommended Budget	2015-16 Adopted Budget
Funds Reported in Annual Budget Ordinance				
General Fund				
Community Investment	\$ 16,794,206	\$ 17,969,827	\$ 20,085,023	\$ 0
Operations	86,507,790	94,366,018	96,417,292	0
Support Services & Administration	13,405,228	13,351,633	15,022,520	0
Other Appropriations	31,886,997	29,967,390	28,432,504	0
Total General Fund	\$ 148,594,221	\$ 155,654,868	\$ 159,957,339	\$ 0
Central Business Tax District Fund	\$ 130,661	\$ 130,145	\$ 174,211	\$ 0
City of Fayetteville Finance Corporation	\$ 806,510	\$ 795,850	\$ 787,550	\$ 0
Emergency Telephone System Fund	\$ 853,199	\$ 891,329	\$ 1,028,042	\$ 0
Lake Valley Drive MSD Fund	\$ 85,777	\$ 54,443	\$ 59,063	\$ 0
Parking Fund	\$ 407,540	\$ 444,515	\$ 350,266	\$ 0
Airport Fund	\$ 3,554,191	\$ 4,480,113	\$ 4,541,115	\$ 0
Environmental Services Fund	\$ 9,404,796	\$ 10,833,161	\$ 11,195,336	\$ 0
Stormwater Fund	\$ 6,876,244	\$ 7,170,860	\$ 6,849,310	\$ 0
Transit Fund	\$ 6,969,179	\$ 8,057,611	\$ 8,235,607	\$ 0
LEOSSA Fund	\$ 578,501	\$ 870,052	\$ 1,058,496	\$ 0
Total Annual Budget Ordinance	\$ 178,260,819	\$ 189,382,947	\$ 194,236,335	\$ 0
Funds Reported in Internal Service Fund Financial Plan				
Risk Management Fund	\$ 18,978,066	\$ 18,195,961	\$ 19,748,069	\$ 0
Total Internal Service Fund Financial Plan	\$ 18,978,066	\$ 18,195,961	\$ 19,748,069	\$ 0
Subtotal All Funds	\$ 197,238,885	\$ 207,578,908	\$ 213,984,404	\$ 0
Less: Intrabudget Transfers	(12,001,385)	(10,564,383)	(12,155,144)	0
Less: Interfund Charges	(14,532,170)	(14,908,670)	(16,359,382)	0
Total All Funds	\$ 170,705,330	\$ 182,105,855	\$ 185,469,878	\$ 0

Intrabudget Transfers

	2013-14 Actual	2014-15 Original Budget	2015-16 Recommended Budget	2015-16 Adopted Budget
To General Fund				
From Lake Valley Drive MSD Fund	\$ 85,777	\$ 51,599	\$ 55,532	\$ 0
From Central Business Tax District Fund	25,000	25,000	27,521	0
From Risk Management Fund	2,150,637	0	0	0
Total General Fund	\$ 2,261,414	\$ 76,599	\$ 83,053	\$ 0
Central Business Tax District Fund				
From General Fund	\$ 0	\$ 0	\$ 39,274	\$ 0
Total General Fund	\$ 0	\$ 0	\$ 39,274	\$ 0
City of Fayetteville Finance Corporation	\$ 0	\$ 0	\$ 0	\$ 0
Emergency Telephone System Fund	\$ 0	\$ 0	\$ 0	\$ 0
Lake Valley Drive MSD Fund	\$ 0	\$ 0	\$ 0	\$ 0
Parking Fund				
From General Fund	\$ 23,598	\$ 133,771	\$ 91,475	\$ 0
Total Parking Fund	\$ 23,598	\$ 133,771	\$ 91,475	\$ 0
Airport Fund	\$ 0	\$ 0	\$ 0	\$ 0
Environmental Services Fund				
From General Fund	\$ 6,806,861	\$ 6,113,672	\$ 7,776,159	\$ 0
Total Environmental Services Fund	\$ 6,806,861	\$ 6,113,672	\$ 7,776,159	\$ 0
Stormwater Fund	\$ 0	\$ 0	\$ 0	\$ 0
Transit Fund				
From General Fund	\$ 2,435,089	\$ 3,514,744	\$ 3,358,138	\$ 0
Total Transit Fund	\$ 2,435,089	\$ 3,514,744	\$ 3,358,138	\$ 0
LEOSSA Fund				
Interfund Charges	\$ 811,526	\$ 854,752	\$ 1,036,896	\$ 0
Total LEOSSA Fund	\$ 811,526	\$ 854,752	\$ 1,036,896	\$ 0
Risk Management Fund				
Interfund Charges	\$ 13,720,644	\$ 14,053,918	\$ 15,322,486	\$ 0
From General Fund	474,423	725,597	807,045	0
Total Risk Management Fund	\$ 14,195,067	\$ 14,779,515	\$ 16,129,531	\$ 0
Transfers from General Fund	\$ 9,739,971	\$ 10,487,784	\$ 12,072,091	\$ 0
Transfers from Other Funds	\$ 2,261,414	\$ 76,599	\$ 83,053	\$ 0
Interfund Charges	\$ 14,532,170	\$ 14,908,670	\$ 16,359,382	\$ 0
Total Intrabudget Transfers	\$ 26,533,555	\$ 25,473,053	\$ 28,514,526	\$ 0

* The City of Fayetteville Annual Budget Ordinance also incorporates the budget for the City's Public Works Commission. The budget for the City's Public Works Commission is presented in a separate budget document. Transfers to and from the City's Public Works Commission funds are not reported above.

FY2015-16 Expenditure Appropriations By Fund By Category

	Personnel Services	Operating Expenditures	Contract Services	Capital Outlay	Transfers to Other Funds	Debt Service	Other Charges	Total
Funds Reported in Annual Budget Ordinance								
General Fund	\$ 90,825,218	\$ 22,019,654	\$ 15,318,257	\$ 3,897,755	\$ 21,220,863	\$ 5,962,591	\$ 713,001	\$ 159,957,339
Central Business Tax District Fund	0	1,000	144,190	0	27,521	0	1,500	174,211
City of Fayetteville Finance Corporation	0	0	0	0	0	783,650	3,900	787,550
Emergency Telephone System Fund	0	756,869	163,919	0	0	97,371	9,883	1,028,042
Lake Valley Drive MSD Fund	0	0	0	0	55,532	0	3,531	59,063
Parking Fund	0	109,055	241,211	0	0	0	0	350,266
Airport Fund	1,513,152	1,296,987	148,067	28,000	0	0	1,554,909	4,541,115
Environmental Services Fund	3,937,700	3,082,787	2,226,864	1,260,000	0	150,002	537,983	11,195,336
Stormwater Fund	2,185,740	843,388	459,194	0	1,419,800	913,214	1,027,974	6,849,310
Transit Fund	5,734,943	1,623,766	138,126	8,350	233,733	0	496,689	8,235,607
LEOSSA Fund	601,500	0	0	0	0	0	456,996	1,058,496
Total Annual Budget Ordinance	\$ 104,798,253	\$ 29,733,506	\$ 18,839,828	\$ 5,194,105	\$ 22,957,449	\$ 7,906,828	\$ 4,806,366	\$ 194,236,335
Funds Reported in Internal Service Fund Financial Plan								
Risk Management Fund	\$ 440,991	\$ 17,624,902	\$ 382,005	\$ -	\$ 495,000	\$ 0	\$ 805,171	\$ 19,748,069
Total Internal Service Fund Financial Plan	\$ 440,991	\$ 17,624,902	\$ 382,005	\$ -	\$ 495,000	\$ 0	\$ 805,171	\$ 19,748,069
Total All Funds	\$ 105,239,244	\$ 47,358,408	\$ 19,221,833	\$ 5,194,105	\$ 23,452,449	\$ 7,906,828	\$ 5,611,537	\$ 213,984,404

Authorized Staffing by Fund

Authorized Regular Positions - Full-Time Equivalents	2013-14 Original Budget	2014-15 Original Budget	2015-16 Recommended Budget	2015-16 Adopted Budget
Funds Reported in Annual Budget Ordinance				
General Fund				
Community Investment	123.5	130.9	133.9	0
Operations	1,038.7	1,080.7	1,091.5	0
Support Services & Administration	92.1	96.1	104.6	0
Other Appropriations	0.5	0.3	0.3	0
Total General Fund	1,254.8	1,308.0	1,330.3	0
Airport Fund				
Operations	22.0	22.0	23.0	0.0
	22.0	22.0	23.0	0.0
Environmental Services Fund				
Operations	72.0	73.2	74.2	0.0
	72.0	73.2	74.2	0.0
Stormwater Fund				
Community Investment	38.2	37.8	37.8	0.0
	38.2	37.8	37.8	0.0
Transit Fund				
Operations	96.5	104.5	114.5	0.0
	96.5	104.5	114.5	0.0
Total Annual Budget Ordinance	1,483.5	1,545.5	1,579.8	0.0
Funds Reported in Internal Service Fund Financial Plan				
Risk Management Fund				
Support Services & Administration	5.9	5.9	5.9	0.0
	5.9	5.9	5.9	0.0
Total Internal Service Fund Financial Plan	5.9	5.9	5.9	0.0
Multi-Year Special Revenue Funds *				
Federal and State Financial Assistance Fund				
Community Investment	9.3	9.3	9.3	0.0
Operations	4.5	3.0	3.0	0.0
	13.8	12.3	12.3	0.0
Total Multi-Year Special Revenue Funds	13.8	12.3	12.3	0.0
Total All Funds **	1,503.2	1,563.7	1,598.0	0.0

* Special Revenue Funds are appropriated in Special Revenue Fund Project Ordinances and are not included in the annual budget ordinance or financial plans.

** The City of Fayetteville Annual Budget Ordinance also incorporates the budget for the City's Public Works Commission. The budget for the City's Public Works Commission is presented in a separate budget document. Authorized positions for the City's Public Works Commission funds are not reported above.

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

Authorized Staffing by Department

Authorized Regular Positions - Full-Time Equivalents

	2013-14 Original Budget	2014-15 Original Budget	2015-16 Recommended Budget	2015-16 Adopted Budget
Community Investment				
Community Development	12.0	12.0	12.0	0.0
Development Services	47.0	51.0	52.0	0.0
Engineering & Infrastructure	109.0	109.0	110.0	0.0
Economic & Business Development	0.0	3.0	4.0	0.0
Human Relations	3.0	3.0	3.0	0.0
	171.0	178.0	181.0	0.0
Operations				
Airport	22.0	22.0	23.0	0.0
Environmental Services	72.0	73.2	74.2	0.0
Fire & Emergency Management	325.0	325.0	325.0	0.0
Parks, Recreation & Maintenance	162.0	162.0	162.0	0.0
Police	556.2	596.7	607.5	0.0
Transit	96.5	104.5	114.5	0.0
	1,233.7	1,283.4	1,306.2	0.0
Support Services & Administration				
Budget and Evaluation	0.0	0.0	5.1	0.0
Corporate Communications	14.0	14.0	9.5	0.0
City Manager's Office	9.0	8.0	17.9	0.0
City Attorney's Office	6.0	9.0	9.0	0.0
Finance	23.0	23.0	20.0	0.0
Human Resource Development	19.0	19.0	19.0	0.0
Information Technology	24.0	26.0	27.0	0.0
Mayor, Council and City Clerk	3.0	3.0	3.0	0.0
	98.0	102.0	110.5	0.0
Other Appropriations	0.5	0.3	0.3	0.0
Total All Departments	1,503.2	1,563.7	1,598.0	0.0

Note: FTE position counts above include grant-funded positions which are appropriated in Special Revenue Fund Project Ordinances and are not included in the annual budget ordinance or financial plans.

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

FY 2016



annual budget

City of
Fayetteville
South Carolina

Section D

Fund Summaries

Fund Summaries

This section provides summaries of the revenues and expenditure appropriations and fund balance projections for each of the operating funds included in the Fiscal Year 2016 budget ordinance and internal service fund financial plan.

Governmental Funds

- General Fund
- Central Business Tax District Fund
- City of Fayetteville Finance Corporation
- Emergency Telephone System Fund
- Lake Valley Drive MSD Fund
- Parking Fund

Enterprise Funds

- Airport Fund
- Environmental Services Fund
- Stormwater Fund
- Transit Fund

Fiduciary Funds

- LEOSA Fund

Internal Service Funds

- Risk Management Fund

Additional information regarding the City's fund accounting practices is included on page J-5.

Note: The budget ordinance and internal service fund financial plans also incorporate the budget for the City's Public Works Commission. The budget for the City's Public Works Commission is presented in a separate budget document.

General Fund Summary

	2013-14 Actual	2014-15 Original Budget	2014-15 Estimate	2015-16 Recommended Budget	2015-16 Adopted Budget
Revenues					
Ad Valorem Taxes					
Current Year Taxes	\$ 63,626,990	\$ 66,539,175	\$ 67,333,438	\$ 67,689,122	\$ 0
Prior Years Taxes	1,132,299	775,000	645,790	425,000	0
Penalties & Interest	353,963	300,100	302,290	267,360	0
	\$ 65,113,252	\$ 67,614,275	\$ 68,281,518	\$ 68,381,482	\$ 0
Other Taxes					
Vehicle License Tax	\$ 873,233	\$ 615,000	\$ 677,110	\$ 637,460	\$ 0
Privilege License Tax	1,121,164	1,067,500	929,774	8,500	0
Vehicle Gross Receipts	603,416	577,700	608,020	600,860	0
	\$ 2,597,813	\$ 2,260,200	\$ 2,214,904	\$ 1,246,820	\$ 0
Intergovernmental Revenues					
Federal	\$ 287,193	\$ 868,189	\$ 625,790	\$ 904,799	\$ 0
State					
Sales Taxes	34,581,531	35,417,611	37,484,604	38,958,113	0
Utility Taxes	11,609,581	11,166,100	12,842,900	12,842,300	0
Street Aid (Powell Bill)	5,510,524	5,536,578	5,534,879	5,493,066	0
Other	1,049,127	970,500	1,052,380	1,085,380	0
Local	4,304,061	4,474,260	4,421,516	3,500,921	0
	\$ 57,342,017	\$ 58,433,238	\$ 61,962,069	\$ 62,784,579	\$ 0
Functional Revenues					
Permits and Fees	\$ 2,347,930	\$ 2,698,350	\$ 2,314,250	\$ 2,418,200	\$ 0
Property Leases	499,458	459,736	418,941	720,775	0
Engineering & Infr. Services	425,286	412,400	421,550	431,350	0
Development Services	70,646	67,150	75,200	75,200	0
Public Safety Services	1,040,550	1,097,597	1,087,876	1,091,127	0
Parks & Recreation Fees	1,472,405	1,522,229	1,497,141	1,522,080	0
Other Fees and Services	153,252	255,800	235,273	267,937	0
	\$ 6,009,527	\$ 6,513,262	\$ 6,050,231	\$ 6,526,669	\$ 0
Other Revenues					
Refunds & Sundry	\$ 435,843	\$ 246,319	\$ 259,954	\$ 294,719	\$ 0
Indirect Cost Allocation	1,643,419	1,673,149	1,819,868	1,811,185	0
Special Use Assessments	259,093	168,000	176,900	168,000	0
Sale of Assets & Materials	129,024	223,000	154,700	147,500	0
	\$ 2,467,379	\$ 2,310,468	\$ 2,411,422	\$ 2,421,404	\$ 0
Investment Income	\$ 457,644	\$ 270,500	\$ 269,000	\$ 262,000	\$ 0
Other Financing Sources					
Interfund Transfers	\$ 14,565,029	\$ 13,606,274	\$ 13,582,776	\$ 9,570,777	\$ 0
Proceeds from Loans	0	2,107,111	4,257,748	1,878,677	0
	\$ 14,565,029	\$ 15,713,385	\$ 17,840,524	\$ 11,449,454	\$ 0
Fund Balance Appropriation	\$ 0	\$ 2,539,540	\$ 0	\$ 6,884,931	\$ 0
Total Revenues and Other Financing Sources	\$ 148,552,661	\$ 155,654,868	\$ 159,029,668	\$ 159,957,339	\$ 0

General Fund Summary

	2013-14 Actual	2014-15 Original Budget	2014-15 Estimate	2015-16 Recommend ed Budget	2015-16 Adopted Budget
<u>Expenditures</u>					
Personnel Services	\$ 82,798,142	\$ 86,503,883	\$ 86,012,234	\$ 90,825,218	\$ 0
Operating Expenditures	18,820,684	19,910,630	20,378,353	22,019,654	0
Contract Services	13,107,901	13,962,215	14,848,092	15,318,257	0
Capital Outlay	2,613,026	4,196,471	5,274,293	3,897,755	0
Transfers to Other Funds	25,164,995	24,177,473	26,655,785	21,220,863	0
Debt Service	5,548,274	6,329,817	5,607,373	5,962,591	0
Other Charges	541,199	574,379	1,313,826	713,001	0
Total Expenditures and Other Financing Uses	\$148,594,221	\$155,654,868	\$160,089,956	\$159,957,339	\$ 0
<u>Expenditures By Function</u>					
Community Investment					
Community Development	\$ 475,417	\$ 327,298	\$ 468,207	\$ 663,633	\$ 0
Development Services	4,442,318	4,309,794	4,403,154	4,764,969	0
Economic & Business Development	0	748,312	638,885	1,600,362	0
Engineering & Infrastructure	11,578,312	12,291,378	12,600,635	12,761,863	0
Human Relations	298,159	293,045	294,761	294,196	0
	\$ 16,794,206	\$ 17,969,827	\$ 18,405,642	\$ 20,085,023	\$ 0
Operations					
Fire & Emergency Management	\$ 24,751,190	\$ 24,425,396	\$ 24,607,997	\$ 26,640,051	\$ 0
Parks, Recreation & Maintenance	17,611,106	20,121,313	19,896,205	19,590,248	0
Police	44,145,494	49,819,309	50,665,295	50,186,993	0
	\$ 86,507,790	\$ 94,366,018	\$ 95,169,497	\$ 96,417,292	\$ 0
Support Services & Administration					
Budget and Evaluation	\$ 0	\$ 0	\$ 332,746	\$ 437,163	\$ 0
Corporate Communications	673,212	671,100	597,780	746,701	0
City Manager's Office	1,693,873	1,558,539	2,166,522	2,044,097	0
City Attorney's Office	1,224,406	1,403,583	1,557,684	1,540,731	0
Finance	2,330,569	2,749,321	2,190,252	2,307,108	0
Human Resource Development	1,119,795	1,201,110	1,276,436	1,243,050	0
Information Technology	5,505,082	5,043,635	5,252,273	5,548,994	0
Mayor, Council & City Clerk	858,291	724,345	780,471	1,154,676	0
	\$ 13,405,228	\$ 13,351,633	\$ 14,154,164	\$ 15,022,520	\$ 0
Other Appropriations	\$ 31,886,997	\$ 29,967,390	\$ 32,360,653	\$ 28,432,504	\$ 0
Total Expenditures and Other Financing Uses	\$148,594,221	\$155,654,868	\$160,089,956	\$159,957,339	\$ 0

Central Business Tax District Fund Summary

	2013-14 Actual	2014-15 Original Budget	2014-15 Estimate	2015-16 Recommended Budget	2015-16 Adopted Budget
<u>Revenues</u>					
Ad Valorem Taxes					
Current Year Taxes	\$ 129,414	\$ 127,385	\$ 129,024	\$ 132,677	\$ 0
Prior Years Taxes	5,245	1,913	1,493	1,399	0
Penalties & Interest	736	667	641	641	0
	\$ 135,395	\$ 129,965	\$ 131,158	\$ 134,717	\$ 0
Investment Income	\$ 283	\$ 180	\$ 215	\$ 220	\$ 0
Other Financing Sources					
Interfund Transfers	\$ 0	\$ 0	\$ 0	\$ 39,274	\$ 0
	\$ 0	\$ 0	\$ 0	\$ 39,274	\$ 0
Total Revenues and Other Financing Sources	\$ 135,678	\$ 130,145	\$ 131,373	\$ 174,211	\$ 0
<u>Expenditures</u>					
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Operating Expenditures	40,323	35,385	27,998	1,000	0
Contract Services	27,659	26,521	28,340	144,190	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	27,000	25,000	25,000	27,521	0
Debt Service	0	0	0	0	0
Other Charges	35,679	43,239	34,424	1,500	0
Total Expenditures and Other Financing Uses	\$ 130,661	\$ 130,145	\$ 115,762	\$ 174,211	\$ 0
<u>Expenditures By Function</u>					
Community Investment					
Economic & Business Development	\$ 130,661	\$ 130,145	\$ 115,762	\$ 174,211	\$ 0
	\$ 130,661	\$ 130,145	\$ 115,762	\$ 174,211	\$ 0
Total Expenditures and Other Financing Uses	\$ 130,661	\$ 130,145	\$ 115,762	\$ 174,211	\$ 0

City of Fayetteville Finance Corporation Summary

	2013-14 Actual	2014-15 Original Budget	2014-15 Estimate	2015-16 Recommended Budget	2015-16 Adopted Budget
<u>Revenues</u>					
Functional Revenues					
Property Leases	\$ 806,508	\$ 795,850	\$ 795,850	\$ 787,550	\$ 0
	\$ 806,508	\$ 795,850	\$ 795,850	\$ 787,550	\$ 0
Investment Income	\$ 2	\$ 0	\$ 0	\$ 0	\$ 0
Total Revenues and Other Financing Sources	\$ 806,510	\$ 795,850	\$ 795,850	\$ 787,550	\$ 0
<u>Expenditures</u>					
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Operating Expenditures	0	0	0	0	0
Contract Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	0	0	0	0	0
Debt Service	803,250	792,250	792,250	783,650	0
Other Charges	3,260	3,600	3,600	3,900	0
Total Expenditures and Other Financing Uses	\$ 806,510	\$ 795,850	\$ 795,850	\$ 787,550	\$ 0
<u>Expenditures By Function</u>					
Other Appropriations	\$ 806,510	\$ 795,850	\$ 795,850	\$ 787,550	\$ 0
Total Expenditures and Other Financing Uses	\$ 806,510	\$ 795,850	\$ 795,850	\$ 787,550	\$ 0

Emergency Telephone System Fund Summary

	2013-14 Actual	2014-15 Original Budget	2014-15 Estimate	2015-16 Recommended Budget	2015-16 Adopted Budget
<u>Revenues</u>					
Intergovernmental Revenues					
State - E911 Tax	\$ 805,520	\$ 805,520	\$ 1,721,988	\$ 861,710	\$ 0
	\$ 805,520	\$ 805,520	\$ 1,721,988	\$ 861,710	\$ 0
Investment Income	\$ 2,969	\$ 650	\$ 3,636	\$ 5,687	\$ 0
Other Financing Sources					
Interfund Transfers	\$ 0	\$ 0	\$ 27,998	\$ 0	\$ 0
Proceeds from Loans	486,869	0	0	0	0
	\$ 486,869	\$ 0	\$ 27,998	\$ 0	\$ 0
Fund Balance Appropriation	\$ 0	\$ 85,159	\$ 0	\$ 160,645	\$ 0
Total Revenues and Other Financing Sources	\$ 1,295,358	\$ 891,329	\$ 1,753,622	\$ 1,028,042	\$ 0
<u>Expenditures</u>					
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Operating Expenditures	489,164	622,680	530,754	756,869	0
Contract Services	158,095	161,617	177,232	163,919	0
Capital Outlay	195,996	0	486,869	0	0
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	97,374	97,372	97,371	0
Other Charges	9,944	9,658	10,092	9,883	0
Total Expenditures and Other Financing Uses	\$ 853,199	\$ 891,329	\$ 1,302,319	\$ 1,028,042	\$ 0
<u>Expenditures By Function</u>					
Operations					
Police	\$ 853,199	\$ 891,329	\$ 1,302,319	\$ 1,028,042	\$ 0
	\$ 853,199	\$ 891,329	\$ 1,302,319	\$ 1,028,042	\$ 0
Total Expenditures and Other Financing Uses	\$ 853,199	\$ 891,329	\$ 1,302,319	\$ 1,028,042	\$ 0

Lake Valley Drive MSD Fund Summary

	2013-14 Actual	2014-15 Original Budget	2014-15 Estimate	2015-16 Recommended Budget	2015-16 Adopted Budget
<u>Revenues</u>					
Ad Valorem Taxes					
Current Year Taxes	\$ 79,012	\$ 54,443	\$ 43,964	\$ 59,063	\$ 0
Prior Years Taxes	0	0	0	0	0
Penalties & Interest	1,290	0	0	0	0
	\$ 80,302	\$ 54,443	\$ 43,964	\$ 59,063	\$ 0
Investment Income	\$ 205	\$ 0	\$ 0	\$ 0	\$ 0
Total Revenues and Other Financing Sources	\$ 80,507	\$ 54,443	\$ 43,964	\$ 59,063	\$ 0
<u>Expenditures</u>					
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Operating Expenditures	0	0	0	0	0
Contract Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	85,777	51,599	28,101	55,532	0
Debt Service	0	0	0	0	0
Other Charges	0	2,844	15,863	3,531	0
Total Expenditures and Other Financing Uses	\$ 85,777	\$ 54,443	\$ 43,964	\$ 59,063	\$ 0
<u>Expenditures By Function</u>					
Other Appropriations	\$ 85,777	\$ 54,443	\$ 43,964	\$ 59,063	\$ 0
Total Expenditures and Other Financing Uses	\$ 85,777	\$ 54,443	\$ 43,964	\$ 59,063	\$ 0

Parking Fund Summary

	2013-14 Actual	2014-15 Original Budget	2014-15 Estimate	2015-16 Recommended Budget	2015-16 Adopted Budget
<u>Revenues</u>					
Functional Revenues					
Parking Fees	\$ 132,551	\$ 123,490	\$ 134,882	\$ 109,245	\$ 0
Parking Violations	133,465	146,500	102,900	108,575	0
Other Fees & Services	70,886	40,454	40,893	40,771	0
	\$ 336,902	\$ 310,444	\$ 278,675	\$ 258,591	\$ 0
Other Revenues					
Refunds & Sundry	\$ 214	\$ 0	\$ 0	\$ 0	\$ 0
	\$ 214	\$ 0	\$ 0	\$ 0	\$ 0
Investment Income	\$ 411	\$ 300	\$ 200	\$ 200	\$ 0
Other Financing Sources					
Interfund Transfers	\$ 23,598	\$ 133,771	\$ 154,156	\$ 91,475	\$ 0
	\$ 23,598	\$ 133,771	\$ 154,156	\$ 91,475	\$ 0
Total Revenues and Other Financing Sources	\$ 361,125	\$ 444,515	\$ 433,031	\$ 350,266	\$ 0
<u>Expenditures</u>					
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Operating Expenditures	175,450	201,061	194,440	109,055	0
Contract Services	232,090	243,454	241,211	241,211	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	0	0	0	0	0
Total Expenditures and Other Financing Uses	\$ 407,540	\$ 444,515	\$ 435,651	\$ 350,266	\$ 0
<u>Expenditures By Function</u>					
Community Investment					
Engineering & Infrastructure	\$ 407,540	\$ 444,515	\$ 435,651	\$ 350,266	\$ 0
	\$ 407,540	\$ 444,515	\$ 435,651	\$ 350,266	\$ 0
Total Expenditures and Other Financing Uses	\$ 407,540	\$ 444,515	\$ 435,651	\$ 350,266	\$ 0

Airport Fund Summary

	2013-14 Actual	2014-15 Original Budget	2014-15 Estimate	2015-16 Recommended Budget	2015-16 Adopted Budget
<u>Revenues</u>					
Intergovernmental Revenues					
Federal	\$ 108,430	\$ 109,500	\$ 109,500	\$ 109,500	\$ 0
	\$ 108,430	\$ 109,500	\$ 109,500	\$ 109,500	\$ 0
Functional Revenues					
Property Leases	\$ 2,272,990	\$ 2,250,416	\$ 2,214,570	\$ 2,194,569	\$ 0
Franchise Fees	1,318,788	1,281,543	1,426,837	1,426,837	0
Landing Fees	371,700	366,751	352,713	352,713	0
Public Safety Reimbursements	209,115	209,116	209,116	209,116	0
Other Fees & Services	212,062	211,550	200,907	192,094	0
	\$ 4,384,655	\$ 4,319,376	\$ 4,404,143	\$ 4,375,329	\$ 0
Other Revenues					
Refunds & Sundry	\$ 21,270	\$ 22,088	\$ 20,576	\$ 18,875	\$ 0
Sale of Assets & Materials	0	0	430	0	0
	\$ 21,270	\$ 22,088	\$ 21,006	\$ 18,875	\$ 0
Investment Income	\$ 34,879	\$ 29,149	\$ 35,580	\$ 37,411	\$ 0
Other Financing Sources					
Interfund Transfers	\$ 0	\$ 0	\$ 377,764	\$ 0	\$ 0
	\$ 0	\$ 0	\$ 377,764	\$ 0	\$ 0
Total Revenues and Other Financing Sources	\$ 4,549,234	\$ 4,480,113	\$ 4,947,993	\$ 4,541,115	\$ 0
<u>Expenditures</u>					
Personnel Services	\$ 1,335,466	\$ 1,487,425	\$ 1,409,600	\$ 1,513,152	\$ 0
Operating Expenditures	1,032,593	1,189,665	1,248,627	1,296,987	0
Contract Services	92,137	137,195	111,324	148,067	0
Capital Outlay	439,550	143,135	162,585	28,000	0
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	654,445	1,522,693	599,428	1,554,909	0
Total Expenditures and Other Financing Uses	\$ 3,554,191	\$ 4,480,113	\$ 3,531,564	\$ 4,541,115	\$ 0
<u>Expenditures By Function</u>					
Operations					
Airport	\$ 3,554,191	\$ 4,480,113	\$ 3,531,564	\$ 4,541,115	\$ 0
	\$ 3,554,191	\$ 4,480,113	\$ 3,531,564	\$ 4,541,115	\$ 0
Total Expenditures and Other Financing Uses	\$ 3,554,191	\$ 4,480,113	\$ 3,531,564	\$ 4,541,115	\$ 0

Environmental Services Fund Summary

	2013-14 Actual	2014-15 Original Budget	2014-15 Estimate	2015-16 Recommended Budget	2015-16 Adopted Budget
<u>Revenues</u>					
Intergovernmental Revenues					
State	\$ 133,637	\$ 117,000	\$ 130,050	\$ 133,950	\$ 0
Local	302,635	305,635	304,245	305,865	0
	\$ 436,272	\$ 422,635	\$ 434,295	\$ 439,815	\$ 0
Functional Revenues					
Residential Solid Waste Fees	\$ 2,307,108	\$ 2,452,800	\$ 2,441,110	\$ 2,684,280	\$ 0
Property Leases	180,709	134,991	169,233	154,403	0
Other Fees & Services	32,049	24,882	31,209	31,209	0
	\$ 2,519,866	\$ 2,612,673	\$ 2,641,552	\$ 2,869,892	\$ 0
Other Revenues					
Refunds & Sundry	\$ 79	\$ 0	\$ 0	\$ 0	\$ 0
Sale of Assets & Materials	220,029	111,847	135,856	106,670	0
	\$ 220,108	\$ 111,847	\$ 135,856	\$ 106,670	\$ 0
Investment Income	\$ 12,964	\$ 8,000	\$ 6,400	\$ 2,800	\$ 0
Other Financing Sources					
Interfund Transfers	\$ 6,806,861	\$ 6,113,672	\$ 6,769,159	\$ 7,776,159	\$ 0
Proceeds from Loans	0	1,092,000	575,942	0	0
	\$ 6,806,861	\$ 7,205,672	\$ 7,345,101	\$ 7,776,159	\$ 0
Fund Balance Appropriation	\$ 0	\$ 472,334	\$ 0	\$ 0	\$ 0
Total Revenues and Other Financing Sources	\$ 9,996,071	\$ 10,833,161	\$ 10,563,204	\$ 11,195,336	\$ 0
<u>Expenditures</u>					
Personnel Services	\$ 3,656,246	\$ 3,861,585	\$ 3,739,978	\$ 3,937,700	\$ 0
Operating Expenditures	2,577,078	2,652,707	3,030,446	3,082,787	0
Contract Services	2,139,599	2,323,988	2,343,307	2,226,864	0
Capital Outlay	171,906	1,337,000	2,290,726	1,260,000	0
Transfers to Other Funds	360,000	52,000	117,848	0	0
Debt Service	0	142,003	12,500	150,002	0
Other Charges	499,967	463,878	522,598	537,983	0
Total Expenditures and Other Financing Uses	\$ 9,404,796	\$ 10,833,161	\$ 12,057,403	\$ 11,195,336	\$ 0
<u>Expenditures By Function</u>					
Operations					
Environmental Services	\$ 9,404,796	\$ 10,833,161	\$ 12,057,403	\$ 11,195,336	\$ 0
	\$ 9,404,796	\$ 10,833,161	\$ 12,057,403	\$ 11,195,336	\$ 0
Total Expenditures and Other Financing Uses	\$ 9,404,796	\$ 10,833,161	\$ 12,057,403	\$ 11,195,336	\$ 0

Stormwater Fund Summary

	2013-14 Actual	2014-15 Original Budget	2014-15 Estimate	2015-16 Recommended Budget	2015-16 Adopted Budget
<u>Revenues</u>					
Functional Revenues					
Stormwater Fees	\$ 5,288,622	\$ 6,204,100	\$ 6,209,400	\$ 6,710,410	\$ 0
Stormwater Services	1,020	0	0	0	0
Street Sweeping - NCDOT	120,500	120,500	120,500	120,500	0
	\$ 5,410,142	\$ 6,324,600	\$ 6,329,900	\$ 6,830,910	\$ 0
Other Revenues					
Refunds & Sundry	\$ 26,568	\$ 0	\$ 0	\$ 0	\$ 0
Sale of Assets & Materials	7,659	0	0	0	0
	\$ 34,227	\$ 0	\$ 0	\$ 0	\$ 0
Investment Income	\$ 44,482	\$ 17,200	\$ 20,450	\$ 18,400	\$ 0
Fund Balance Appropriation	\$ 0	\$ 829,060	\$ 0	\$ 0	\$ 0
Total Revenues and Other Financing Sources	\$ 5,488,851	\$ 7,170,860	\$ 6,350,350	\$ 6,849,310	\$ 0
<u>Expenditures</u>					
Personnel Services	\$ 1,992,720	\$ 2,166,953	\$ 2,013,444	\$ 2,185,740	\$ 0
Operating Expenditures	793,501	895,609	855,293	843,388	0
Contract Services	430,928	459,194	605,317	459,194	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	2,486,618	2,467,842	2,467,842	1,419,800	0
Debt Service	921,224	917,415	917,416	913,214	0
Other Charges	251,253	263,847	283,944	1,027,974	0
Total Expenditures and Other Financing Uses	\$ 6,876,244	\$ 7,170,860	\$ 7,143,256	\$ 6,849,310	\$ 0
<u>Expenditures By Function</u>					
Community Investment					
Engineering & Infrastructure	\$ 6,876,244	\$ 7,170,860	\$ 7,143,256	\$ 6,849,310	\$ 0
	\$ 6,876,244	\$ 7,170,860	\$ 7,143,256	\$ 6,849,310	\$ 0
Total Expenditures and Other Financing Uses	\$ 6,876,244	\$ 7,170,860	\$ 7,143,256	\$ 6,849,310	\$ 0

Transit Fund Summary

	2013-14 Actual	2014-15 Original Budget	2014-15 Estimate	2015-16 Recommended Budget	2015-16 Adopted Budget
Revenues					
Other Taxes					
Vehicle License Tax	\$ 891,432	\$ 625,500	\$ 684,940	\$ 642,110	\$ 0
	\$ 891,432	\$ 625,500	\$ 684,940	\$ 642,110	\$ 0
Intergovernmental Revenues					
Federal	\$ 1,678,500	\$ 1,948,530	\$ 1,973,923	\$ 1,999,910	\$ 0
State	716,474	716,474	672,262	672,262	0
Local	0	0	50,000	90,000	0
	\$ 2,394,974	\$ 2,665,004	\$ 2,696,185	\$ 2,762,172	\$ 0
Functional Revenues					
Bus Fares	\$ 1,136,235	\$ 1,128,383	\$ 1,162,155	\$ 1,209,140	\$ 0
Contract Transportation	91,927	91,960	164,118	235,827	0
Property Leases	11,850	18,720	18,720	18,720	0
Other Fees & Services	3,736	2,200	3,500	3,000	0
	\$ 1,243,748	\$ 1,241,263	\$ 1,348,493	\$ 1,466,687	\$ 0
Other Revenues					
Refunds & Sundry	\$ 1,387	\$ 1,100	\$ 500	\$ 500	\$ 0
Sale of Assets & Materials	62,447	10,000	4,000	6,000	0
	\$ 63,834	\$ 11,100	\$ 4,500	\$ 6,500	\$ 0
Investment Income	\$ 9,811	\$ 0	\$ 0	\$ 0	\$ 0
Other Financing Sources					
Interfund Transfers	\$ 2,435,089	\$ 3,514,744	\$ 3,130,585	\$ 3,358,138	\$ 0
	\$ 2,435,089	\$ 3,514,744	\$ 3,130,585	\$ 3,358,138	\$ 0
Total Revenues and Other Financing Sources	\$ 7,038,888	\$ 8,057,611	\$ 7,864,703	\$ 8,235,607	\$ 0
Expenditures					
Personnel Services	\$ 4,686,437	\$ 5,268,302	\$ 4,990,927	\$ 5,734,943	\$ 0
Operating Expenditures	1,520,134	1,747,132	1,549,492	1,623,766	0
Contract Services	84,119	106,281	166,401	138,126	0
Capital Outlay	165,577	10,750	53,120	8,350	0
Transfers to Other Funds	0	504,218	569,956	233,733	0
Debt Service	21,011	19,267	19,267	0	0
Other Charges	491,901	401,661	585,250	496,689	0
Total Expenditures and Other Financing Uses	\$ 6,969,179	\$ 8,057,611	\$ 7,934,413	\$ 8,235,607	\$ 0
Expenditures By Function					
Operations					
Transit	\$ 6,969,179	\$ 8,057,611	\$ 7,934,413	\$ 8,235,607	\$ 0
	\$ 6,969,179	\$ 8,057,611	\$ 7,934,413	\$ 8,235,607	\$ 0
Total Expenditures and Other Financing Uses	\$ 6,969,179	\$ 8,057,611	\$ 7,934,413	\$ 8,235,607	\$ 0

LEOSSA Fund Summary

	2013-14 Actual	2014-15 Original Budget	2014-15 Estimate	2015-16 Recommended Budget	2015-16 Adopted Budget
<u>Revenues</u>					
Interfund Charges					
Employee Benefits	\$ 811,526	\$ 854,752	\$ 952,663	\$ 1,036,896	\$ 0
	\$ 811,526	\$ 854,752	\$ 952,663	\$ 1,036,896	\$ 0
Investment Income	\$ 18,977	\$ 15,300	\$ 19,000	\$ 21,600	\$ 0
Total Revenues and Other Financing Sources	\$ 830,503	\$ 870,052	\$ 971,663	\$ 1,058,496	\$ 0
<u>Expenditures</u>					
Personnel Services	\$ 578,501	\$ 623,737	\$ 583,454	\$ 601,500	\$ 0
Operating Expenditures	0	0	0	0	0
Contract Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	0	246,315	0	456,996	0
Total Expenditures and Other Financing Uses	\$ 578,501	\$ 870,052	\$ 583,454	\$ 1,058,496	\$ 0
<u>Expenditures By Function</u>					
Other Appropriations	\$ 578,501	\$ 870,052	\$ 583,454	\$ 1,058,496	\$ 0
Total Expenditures and Other Financing Uses	\$ 578,501	\$ 870,052	\$ 583,454	\$ 1,058,496	\$ 0

Risk Management Fund Summary

	2013-14 Actual	2014-15 Original Budget	2014-15 Estimate	2015-16 Recommended Budget	2015-16 Adopted Budget
<u>Revenues</u>					
Other Revenues					
Refunds & Sundry	\$ 248,317	\$ 152,400	\$ 757,233	\$ 153,000	\$ 0
Sale of Assets & Materials	112	0	111	0	0
	\$ 248,429	\$ 152,400	\$ 757,344	\$ 153,000	\$ 0
Interfund Charges					
Workers' Compensation	\$ 1,879,564	\$ 1,929,100	\$ 1,969,195	\$ 2,065,300	\$ 0
Employee Benefits	10,111,772	10,683,000	10,636,000	11,748,000	0
Property & Liability	1,729,308	1,441,818	1,512,814	1,509,546	0
	\$ 13,720,644	\$ 14,053,918	\$ 14,118,009	\$ 15,322,846	\$ 0
Employee Benefit Contributions	\$ 2,876,831	\$ 2,977,000	\$ 2,998,000	\$ 3,233,000	\$ 0
Investment Income	\$ 140,911	\$ 92,900	\$ 93,300	\$ 107,500	\$ 0
Other Financing Sources					
Interfund Transfers	\$ 474,423	\$ 725,597	\$ 2,884,500	\$ 807,045	\$ 0
	\$ 474,423	\$ 725,597	\$ 2,884,500	\$ 807,045	\$ 0
Fund Balance Appropriation	\$ 0	\$ 194,146	\$ 0	\$ 124,678	\$ 0
Total Revenues and Other Financing Sources	\$ 17,461,238	\$ 18,195,961	\$ 20,851,153	\$ 19,748,069	\$ 0
<u>Expenditures</u>					
Personnel Services	\$ 323,318	\$ 436,103	\$ 388,151	\$ 440,991	\$ 0
Operating Expenditures	14,700,511	16,483,904	16,176,386	17,624,902	0
Contract Services	221,088	384,015	313,026	382,005	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	3,730,637	700,000	500,000	495,000	0
Debt Service	0	0	0	0	0
Other Charges	2,512	191,939	159,003	805,171	0
Total Expenditures and Other Financing Uses	\$ 18,978,066	\$ 18,195,961	\$ 17,536,566	\$ 19,748,069	\$ 0
<u>Expenditures By Function</u>					
Support Services & Administration					
Finance	\$ 3,544,537	\$ 3,497,918	\$ 3,320,564	\$ 3,628,191	\$ 0
Human Resource Development	15,433,529	14,698,043	14,216,002	16,119,878	0
	\$ 18,978,066	\$ 18,195,961	\$ 17,536,566	\$ 19,748,069	\$ 0
Total Expenditures and Other Financing Uses	\$ 18,978,066	\$ 18,195,961	\$ 17,536,566	\$ 19,748,069	\$ 0

Fund Balance Projections

	General Fund	Central Business Tax District Fund	City of Fayetteville Finance Corporation	Emergency Telephone System Fund
Available Fund Balance at June 30, 2014	\$ 37,909,688	\$ 36,094	\$ 0	\$ 754,294
FY15 Estimated Revenues and Other Sources	159,029,668	131,373	795,850	1,753,622
FY15 Estimated Expenditures and Other Uses	159,504,997	115,762	795,850	1,302,319
Less: Fund Balance Use Recommended for FY17 to FY19 Capital Improvement Plan	774,000	0	0	0
Less: Miscellaneous Designations (e.g., senior recreation, revolving loan fund)	4,072,126	0	0	0
Less: Fund Balance Restricted for County Recreation at 6/30/15	5,392,417	0	0	0
Less: Designation for Capital Funding Plan at 6/30/15	3,558,251	0	0	0
Projected Available Fund Balance at June 30, 2015	\$ 23,637,565	\$ 51,705	\$ 0	\$ 1,205,597
FY16 Estimated Revenues and Other Sources	153,072,408	174,211	787,550	867,397
FY16 Estimated Expenditures and Other Uses	159,957,339	172,741	787,550	1,028,042
Plus: Appropriation of Fund Balance Restricted for County Recreation at 6/30/16	1,151,749	0	0	0
Plus: Appropriation of Fund Balance Designated For FY16 Capital Funding Plan	2,220,011	0	0	0
Projected Available Fund Balance at June 30, 2016	\$ 20,124,394	\$ 53,175	\$ 0	\$ 1,044,952

Fund Balance Projections

	Lake Valley Drive MSD Fund	Parking Fund	Airport Fund	Environmental Services Fund
Available Fund Balance at June 30, 2014	\$ 134	\$ 13,104	\$ 5,958,324	\$ 1,558,017
FY15 Estimated Revenues and Other Sources	43,964	433,031	4,947,993	10,563,204
FY15 Estimated Expenditures and Other Uses	43,964	412,632	3,531,564	12,057,403
Plus: Parking Fund Receivable at 6/30/14	0	41,658	0	0
Less: Fund Balance Restricted for Parking Deck Capital Reserve at 6/30/15	0	75,161	0	0
Projected Available Fund Balance at June 30, 2015	\$ 134	\$ 0	\$ 7,374,753	\$ 63,818
FY16 Estimated Revenues and Other Sources	59,063	350,266	4,541,115	11,195,336
FY16 Estimated Expenditures and Other Uses	55,532	326,787	3,623,748	11,195,336
Less: Increase in Fund Balance Restricted for Parking Deck Capital Reserve at 6/30/16	0	23,479	0	0
Projected Available Fund Balance at June 30, 2016	\$ 3,665	\$ 0	\$ 8,292,120	\$ 63,818

Fund Balance Projections

	Stormwater Fund	Transit Fund	LEOSSA Fund	Risk Management Fund
Available Fund Balance at June 30, 2014	\$ 2,721,241	\$ (220,334)	\$ 2,935,193	\$ 15,268,179
FY15 Estimated Revenues and Other Sources	6,350,350	7,864,703	971,663	20,851,153
FY15 Estimated Expenditures and Other Uses	7,143,256	7,934,413	583,454	17,536,566
Plus: Transit Fund Grant Receivable at 6/30/14	0	311,130	0	0
Projected Available Fund Balance at June 30, 2015	\$ 1,928,335	\$ 21,086	\$ 3,323,402	\$ 18,582,766
FY16 Estimated Revenues and Other Sources	6,849,310	8,235,607	1,058,496	19,623,391
FY16 Estimated Expenditures and Other Uses	6,098,993	8,235,607	601,500	19,079,398
Projected Available Fund Balance at June 30, 2016	\$ 2,678,652	\$ 21,086	\$ 3,780,398	\$ 19,126,759

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FY 2016



annual budget

City of
Fayetteville
South Carolina

Section E

Community Investment Portfolio

Community Investment

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Engineering & Infrastructure	E-24
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Community Investment

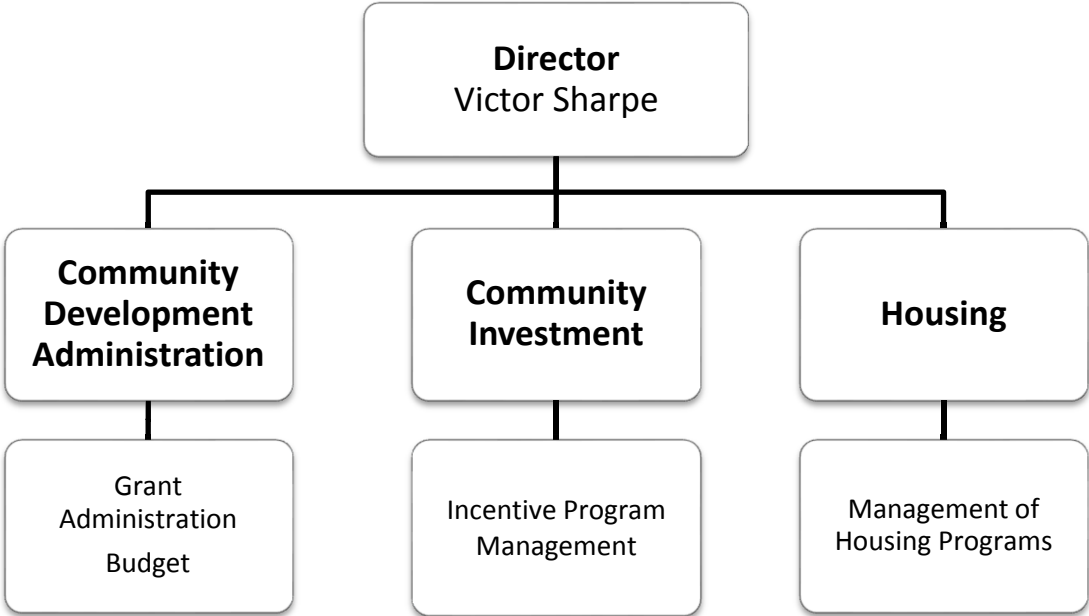
	<u>2013-14 Actual</u>	<u>2014-15 Original Budget</u>	<u>2015-16 Recommended Budget</u>	<u>2015-16 Adopted Budget</u>	<u>% Change vs 2014-15 Original Budget</u>
Expenditures by Department					
Community Development	\$475,417	\$327,298	\$663,633	\$0	102.8%
Development Services	4,442,318	4,309,794	4,764,969	0	10.6%
Economic & Business Development	130,661	878,457	1,774,573	0	102.0%
Engineering & Infrastructure	18,862,096	19,906,753	19,961,439	0	0.3%
Human Relations	298,159	293,045	294,196	0	0.4%
Total Expenditures	\$24,208,651	\$25,715,347	\$27,458,810	\$0	6.8%
Expenditures by Type					
Personnel Services	\$9,788,016	\$10,311,794	\$10,775,030	\$0	4.5%
Operating	2,902,460	3,109,669	3,030,741	0	-2.5%
Contract Services	1,989,226	2,346,481	3,648,201	0	55.5%
Capital Outlay	358,348	247,874	385,000	0	55.3%
Transfers to Other Funds	7,593,152	7,756,591	6,794,589	0	-12.4%
Debt Service	1,318,729	1,376,381	1,388,037	0	0.8%
Other Charges	258,720	566,557	1,437,212	0	153.7%
Total Expenditures	\$24,208,651	\$25,715,347	\$27,458,810	\$0	6.8%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$3,393,857	\$3,684,847	\$4,199,436	\$0	14.0%
Other General Fund Funding	13,400,349	14,284,980	15,885,587	0	11.2%
General Fund Subtotal	16,794,206	17,969,827	20,085,023	0	11.8%
Central Business Tax District	130,661	130,145	174,211	0	33.9%
Parking Fund	407,540	444,515	350,266	0	-21.2%
Stormwater Fund	6,876,244	7,170,860	6,849,310	0	-4.5%
Total Funding Sources	\$24,208,651	\$25,715,347	\$27,458,810	\$0	6.8%

Community Investment

	<u>2013-14</u> <u>Actual</u>	<u>2014-15</u> <u>Original</u> <u>Budget</u>	<u>2015-16</u> <u>Recommended</u> <u>Budget</u>	<u>2015-16</u> <u>Adopted</u> <u>Budget</u>	% Change vs 2014-15 Original Budget
Full-Time Equivalent Positions By Department					
Community Development	2.7	2.7	2.7	0.0	0.0%
Development Services	47.0	51.0	52.0	0.0	2.0%
Economic & Business Development	0.0	3.0	4.0	0.0	33.3%
Engineering & Infrastructure	109.0	109.0	110.0	0.0	0.9%
Human Relations	3.0	3.0	3.0	0.0	0.0%
Total Authorized FTEs	161.7	168.7	171.7	0.0	1.8%

*Note: FTE position counts above **do not** include grant-funded positions which are appropriated in Special Revenue Fund Project Ordinances and are not included in the annual budget ordinance or financial plans.*

Community Development



Community Development

DEPARTMENT MISSION

The Community Development Department administers the federal Community Development Block Grant and HOME Investment Partnership Grant and is committed to: providing quality service and opportunities to citizens in need of decent, safe and affordable housing; supporting entrepreneurship through loans, grants and programs that result in job opportunities for low-to-moderate-income citizens and expansion of the City's tax base; and providing opportunities in support of the preservation of neighborhoods.

Program: Community Development Administration

General Fund \$101,760 / 1.2 FTEs

Purpose Statement:

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

Highlights:

- Successfully developed and submitted the Annual Action Plan and Consolidated Annual Performance Report to HUD by the statutory deadline.
- Successfully met the spending requirements for the Home Investment Partnership Grant and met the Community Development Block Grant 1.5 spending timeliness test.

City Goal:

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

Objective:

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

Key Performance Measures:	FY 2014	FY 2015 Estimated	FY 2016 Recommended
# of federal grant reports completed per year	6	6	6
% of HOME funds meeting two year requirement	100%	100%	100%
Meeting CDBG 1.5 timeliness test of spent funds by statutory deadline (May 2)	Yes	Yes	Yes
% of federal grant reports submitted by due date	100%	100%	100%
% federal grant reports and draws submitted error free	100%	100%	100%

Community Development

Program: Community Investment

General Fund \$436,478 / 0.5 FTEs

Purpose Statement:

This program focuses on developing and implementing Community Investment programs and strategies to attract businesses and expand the city's tax base. Emphasis is placed on small business development activities throughout the City and in support of the Fayetteville Renaissance Plan and the City's Redevelopment Plan areas.

Highlights:

- Developed and administered the Small Business Development Grant Program designed to assist with the start-up and development of small businesses.
- Goal of awarding five grants has been met.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of loan and grant applications approved to assist small businesses	14	20	20
% of Catalyst Site I properties acquired	47%	75%	100%
# of jobs retained or created for at least 12 months as a result of a grant or loan	102	100	100

Program: Housing

General Fund \$125,395 / 1.0 FTEs

Purpose Statement:

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

Highlights:

- Acquired 14.2 acres of property on Bunce Road for future single family affordable housing in partnership with Habitat for Humanity.

City Goal:

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

Community Development

Objective:

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

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of units fully rehabilitated	12	15	15
# of units that were provided emergency repairs	221	220	220

Objective:

To increase homeownership opportunities through homebuyer education and counseling classes.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of homebuyer educational workshops offered	12	12	12
# of participants completing homebuyer education and counseling classes	204	200	200

Objective:

To increase the supply of affordable housing.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of single family affordable housing units constructed in partnership with Community Housing Development Organizations (CHDOs)	6	10	10

Community Development

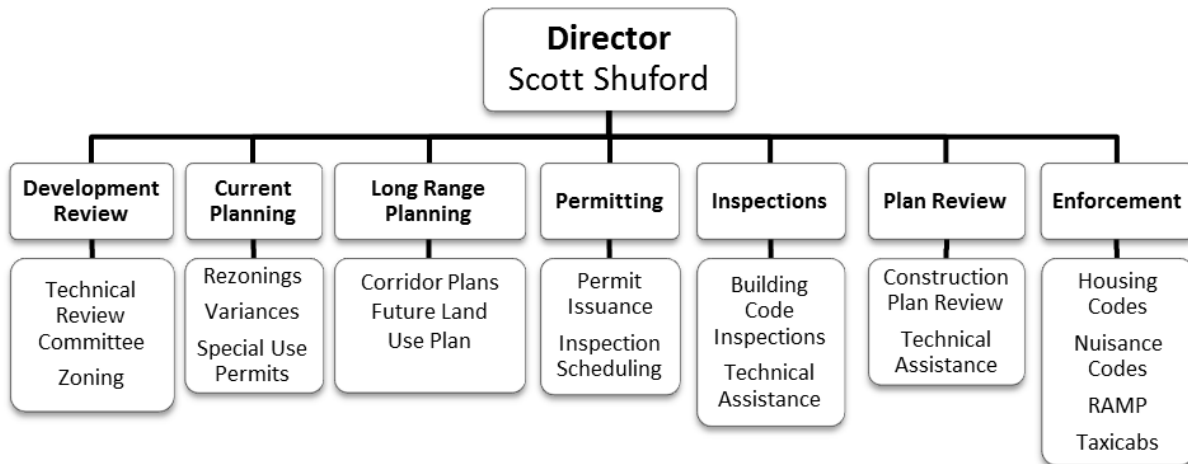
		2014-15	2015-16	2015-16	%
	2013-14	Original	Recommended	Adopted	Change
	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	vs
					2014-15
					<u>Original</u>
					<u>Budget</u>
Expenditures by Program					
Community Development Administration	N/A	\$96,686	\$101,760	\$0	5.2%
Community Investment	N/A	143,627	436,478	0	203.9%
Housing	N/A	86,985	125,395	0	44.2%
Total Expenditures	N/A	\$327,298	\$663,633	\$0	102.8%
Expenditures by Type					
Personnel Services	\$225,509	\$211,576	\$186,334	\$0	-11.9%
Operating	10,977	11,406	16,190	0	41.9%
Contract Services	274,590	15,000	107,000	0	613.3%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	0	96,985	318,256	0	228.1%
Debt Service	0	0	0	0	0.0%
Other Charges	(35,659)	(7,669)	35,853	0	567.5%
Total Expenditures	\$475,417	\$327,298	\$663,633	\$0	102.8%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	475,417	327,298	663,633	0	102.8%
General Fund Subtotal	475,417	327,298	663,633	0	102.8%
Total Funding Sources	\$475,417	\$327,298	\$663,633	\$0	102.8%
Full-Time Equivalent Positions By Department					
Total Authorized FTEs	2.7	2.7	2.7	0.0	0.0%

Note: Grant-funded program and personnel expenses for 9.3 FTEs are not reflected in this budget.

BUDGET HIGHLIGHTS

- Personnel reflects the addition of a community relations specialist to focus on community engagement and neighborhood improvement, the elimination of the downtown manager position due to contracted administration by the Downtown Alliance, and \$4,915 for employee pay adjustments and a new 1% employer 401K contribution
- Contract Services includes \$50,000 to partner with Cumberland County for the development of a Homeless Management Information System and to fund a study of homelessness solutions
- Contract Services also includes \$45,000 to begin the Neighborhood Matching Grant program to be administered by the community relations specialist, and \$12,000 for legal services for loan foreclosures
- Transfers to Other Funds includes \$250,000 for the Dr. E.E. Smith House Restoration project
- Transfers to Other Funds also includes \$68,256 for the projected local match for the HOME Investment Partnership federal grant
- Other Charges consists of \$35,353 for the Center of Economic Empowerment and Development for technical assistance to small businesses, including business plan development, small business consulting, loan information and workshops
- Effective July 1, 2015, the liaison functions with the Downtown Alliance and the administration of the Central Business Tax District budget will move from Community Development to Economic and Business Development. For comparative purposes, the Central Business Tax District is reflected with the Economic and Business Development department for all fiscal years

Development Services



DEPARTMENT MISSION

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

Program: Development Review

General Fund \$442,533 / 5.7 FTEs

Purpose Statement:

Development Review provides review of site-specific development proposals such as plot plans and site plans. This program coordinates reviews with other City departments and outside agencies such as the North Carolina Department of Transportation.

Highlights:

- FayWorx will be fully operational in FY 2016, providing much faster customer feedback concerning site plan review results.
- FY 2016 will be the first full year of our Development Advocate program. Initiated in Mid-FY 2015 by City Council, this position and program provides a higher level of customer service to our development community.
- Historic resources review has been incorporated into this overall program from Fayetteville Cumberland Parks and Recreation.

City Goal:

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

Objective:

To provide excellent customer service and achieve timely and efficient review within established deadlines for site-specific development proposals.

Key Performance Measures:	FY 2014	FY 2015 Estimated	FY 2016 Recommended
# of plot plans reviewed	N/A	2,000	2,000
# site plans reviewed	53	50	50
Average number of site plans reviewed per FTE	38	30	25
% of plot plans reviewed within established deadlines	N/A	95%	95%
% of site plans reviewed within established deadlines	100%	100%	100%
% of surveyed customers very satisfied or satisfied with customer service (Development Services customer survey)	N/A	N/A	65%

Development Services

Program: Current Planning

General Fund \$577,370 / 6.0 FTEs

Purpose Statement:

Current Planning provides processing of certificates of appropriateness, zoning, conditional zoning, annexation, variance, special use permit, appeal and other applications, including board, commission and Council liaison duties, in accordance with code and statutory standards and professional judgment.

Highlights:

- Current planning has been more fully resourced through the addition of two positions (Development Advocate and Comprehensive Planner) in FY 2015.
- The Historic Resources Commission staff support will be provided in its entirety by Development Services in FY 2016.
- The Comprehensive Plan that is under development will provide a framework to guide land-use decisions.
- A sign code update will be underway for the remainder of the City (Downtown Fayetteville having been addressed in FY 2015).

City Goal:

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

Objective:

To assist customers with current planning applications, in accordance with code and statutory requirements and within established deadlines, so as to ensure appropriate growth management in a manner that achieves high quality service to customers and to the community.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of current planning cases	46	50	50
Average # of cases handled per FTE	23	20	20
% of staff recommendations accepted by City Council	95%	95%	95%
% of staff recommendations accepted by the Board of Adjustment	71%	75%	75%
% of staff recommendations accepted by the Zoning Commission	97%	90%	90%

Program: Long-Range Planning

General Fund \$231,843 / 1.0 FTEs

Purpose Statement:

Long Range Planning focuses on the development of plans and policies to promote the strategic growth of the City of Fayetteville in support of economic development, quality of life, public health and fiscal responsibility.

Development Services

Highlights:

- FY 2016 will be the first full year for the Comprehensive Planning program; the program was resourced by City Council in mid-FY 2015.
- Comprehensive planning will be underway in specific sub-districts across the City.

City Goal:

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

Objective:

To effectively manage the growth of Fayetteville in support of strategic land use policy.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
% of residents very satisfied or satisfied with overall preparedness to manage development and growth	32%	32%	50%

Program: Permitting *General Fund \$273,104 / 4.8 FTEs*

Purpose Statement:

Permitting provides customer service activities related to the issuance of a wide range and high volume of building permits.

Highlights:

- Inspections dispatch program will become fully implemented in FY 2016, providing a substantially-improved customer service experience for the development community.
- FayWorx permitting public portal will be fully implemented in FY 2016 which will allow for 24 hour remote access to permit status.

City Goal:

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

Objective:

To issue building permits in a friendly, accurate, efficient and timely fashion.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of permits issued	15,525	14,500	14,500
Permit fees collected annually	\$201,483	\$220,000	\$220,000
% of permits issued without error	N/A	N/A	95%

Development Services

Program: Inspections

General Fund \$1,436,756 / 18.0 FTEs

Purpose Statement:

Inspections conducts inspections necessary to assist customers in complying with the North Carolina Building Code.

Highlights:

- Revised inspector pay plan will be in effect for FY 2016, ensuring competitive salaries and expedited hiring when vacancies occur
- FayWorx will be fully operational in FY 2016, providing much faster customer feedback concerning inspections and plan review results.

City Goal:

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

Objective:

To provide for the safety and health of residents by ensuring that all construction meets the North Carolina Building Code through the performance of high quality inspections.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of supervisor quality control inspections	N/A	N/A	200
# of total building inspections	59,619	55,680	55,680
Average # of inspections per inspector per day	20.4	19.3	19.3
Average number of business days between inspection request and inspection	N/A	N/A	1.25 business days
% of all inspections completed within established deadlines	N/A	N/A	90%
% of all inspections passing supervisor quality control inspections	N/A	N/A	95%

Program: Plan Review

General Fund \$311,767 / 2.8 FTEs

Purpose Statement:

Plan Review provides review of construction plans for compliance with the North Carolina Building Code.

Development Services

Highlights:

- FayWorx will be fully operational in FY 2016, providing much faster customer feedback concerning inspections and plan review results.
- FY 2016 will be the first full year for the Plans Examiner program, offering quicker, more consistent reviews of submitted construction plans.

City Goal:

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

Objective:

To achieve timely and accurate review of construction plans.

Key Performance Measures:	FY 2014	FY 2015 Estimated	FY 2016 Recommended
# of construction plans reviewed per year	N/A	N/A	260
Average # of construction plans reviewed per FTE per year	N/A	N/A	130
% of construction plans reviewed within the established deadlines	N/A	N/A	95%

Program: Enforcement	<i>General Fund \$1,491,596 / 13.7 FTEs</i>
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Purpose Statement:

Enforcement provides abatement of a wide variety of housing code and nuisance code violations through property interaction, City ordered cleanups and demolition of blighted and dangerous structures.

Highlights:

- Inspector caseload will remain high in FY 2016.
- The RAMP program continues to significantly reduce chronic code violations.
- FayWorx will be fully operational in FY 2016, providing additional management of violation cases.

City Goal:

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

Objective:

To protect and improve the quality of life and environment through efficient and effective violation abatement in support of high quality, affordable housing and revitalized neighborhoods.

Development Services

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of demolition cases per year	74	70	70
# of violation cases per year	14,689	13,000	13,500
Average # of violation cases per FTE	1,632	1,444	1,444
% of property owner corrected issues after warning letter	N/A	90%	90%
% of proactive cases vs. percent of outside complaint cases	72%	70%	67%
% of residents satisfied with the overall enforcement of codes and ordinances	45%	45%	50%

Development Services

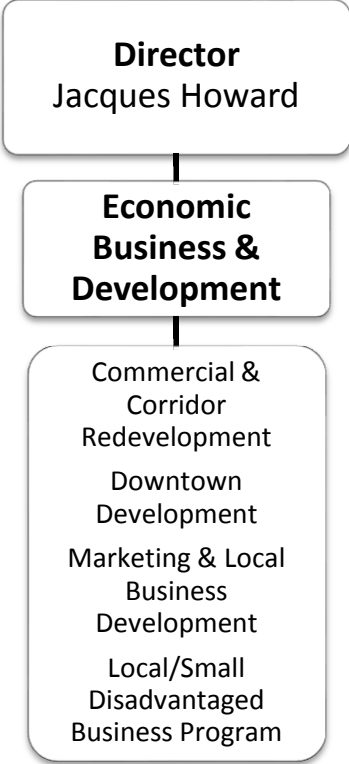
	<u>2013-14</u> <u>Actual</u>	<u>2014-15</u> <u>Original</u> <u>Budget</u>	<u>2015-16</u> <u>Recommended</u> <u>Budget</u>	<u>2015-16</u> <u>Adopted</u> <u>Budget</u>	% Change vs <u>2014-15</u> <u>Original</u> <u>Budget</u>
Expenditures by Program					
Development Review	N/A	\$562,178	\$442,533	\$0	-21.3%
Current Planning	N/A	485,709	577,370	0	18.9%
Long-Range Planning	N/A	0	231,843	0	100.0%
Permitting	N/A	237,816	273,104	0	14.8%
Inspections	N/A	1,319,373	1,436,756	0	8.9%
Plan Review	N/A	252,280	311,767	0	23.6%
Enforcement	N/A	1,452,438	1,491,596	0	2.7%
Total Expenditures	N/A	\$4,309,794	\$4,764,969	\$0	10.6%
Expenditures by Type					
Personnel Services	\$3,137,851	\$3,274,574	\$3,530,610	\$0	7.8%
Operating	329,449	319,121	407,892	0	27.8%
Contract Services	575,223	677,605	774,572	0	14.3%
Capital Outlay	318,034	38,374	0	0	-100.0%
Transfers to Other Funds	80,000	0	50,000	0	100.0%
Debt Service	0	0	0	0	0.0%
Other Charges	1,761	120	1,895	0	1479.2%
Total Expenditures	\$4,442,318	\$4,309,794	\$4,764,969	\$0	10.6%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$2,308,397	\$2,643,850	\$2,381,800	\$0	-9.9%
Other General Fund Funding	2,133,921	1,665,944	2,383,169	0	43.1%
General Fund Subtotal	4,442,318	4,309,794	4,764,969	0	10.6%
Total Funding Sources	\$4,442,318	\$4,309,794	\$4,764,969	\$0	10.6%
Full-Time Equivalent Positions By Department					
Total Authorized FTEs	47.0	51.0	52.0	0.0	2.0%

Development Services

BUDGET HIGHLIGHTS

- Personnel reflects the addition of a senior planner position during fiscal year 2015 and also reflects cost impacts for pay plan adjustments implemented for inspectors and supervisors and for the reclassification of office assistants to permit technicians
- Personnel also includes \$63,421 for employee pay adjustments and a new 1% employer 401K contribution
- Operating includes \$110,000 for furniture and fixtures for renovated spaces on the first floor of City Hall, \$67,840 for vehicle maintenance and fuel, \$34,500 for official notices and other advertising, and \$59,600 for employee training and development and local mileage reimbursements
- Contract Services includes \$118,352 for the Fayetteville Area Metropolitan Planning Organization, \$180,000 for residential lot cleanings and demolitions, and \$375,000 for a large commercial demolition
- Transfers to Other Funds includes \$50,000 for Plan Review Software for review of construction plans and site plans

Economic & Business Development



Economic & Business Development

DEPARTMENT MISSION

To support existing and attract new retail and commercial enterprises throughout the city limits, redevelop underperforming commercial corridors and catalyst sites, expand our local incentives portfolio, assist a diversity of business interests with a wide range of business needs and continue to work with our partners in order to bring about a new level of prosperity, job growth and expanded economic opportunities for our citizens.

Program: Economic Development	<i>General Fund \$1,600,362 / 4.0 FTEs</i>
	<i>Central Business Tax District \$174,211 / 0 FTEs</i>

Purpose Statement:

This department is responsible for attracting new retail throughout the city limits, leading the redevelopment of underperforming commercial corridors, assisting a diversity of business interests with a broad range of needs, effectively marketing Fayetteville as a place for thriving business development and expansion and working with our partners to bring about economic growth and prosperity for our citizens.

Focus areas include:

- Commercial and Corridor Redevelopment
- Marketing and Local Business Development
- Downtown Viability

Highlights:

- Fully staffed Economic and Business Development department.
- Continue the acquisition of land for Catalyst Site 1.
- Preliminary feasibility study for Catalyst Site 1 and Shaw Heights.
- Engaged and studied potential development project in the downtown and surrounding areas.
- Supported the partnership with the Alliance in their industrial recruitment.
- Administer the Central Business Tax District budget to support downtown development

City Goal:

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

Objective:

To continue to work collaboratively with our economic development partners to increase the economic prosperity of our residents.

Economic & Business Development

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of new jobs created (CD, CEED, EBD, The Alliance)	582	1,520	1,645

Objective:

To initiate and support redevelopment opportunities along the underperforming corridors and catalyst sites.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
Dollar amount of investment created through economic development efforts along underperforming corridors-CD	N/A	\$1,300,000	\$1,400,000

Objective:

To market the opportunities and resources that are available to support all levels of business growth in the City.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of business clients assisted (CD, CEED, EBD)	986	550	800

Objective:

To support existing and attract new quality retail and commercial enterprises throughout the City.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of new commercial or retail enterprises located in the City	1,015	1,200	1,300

Economic & Business Development

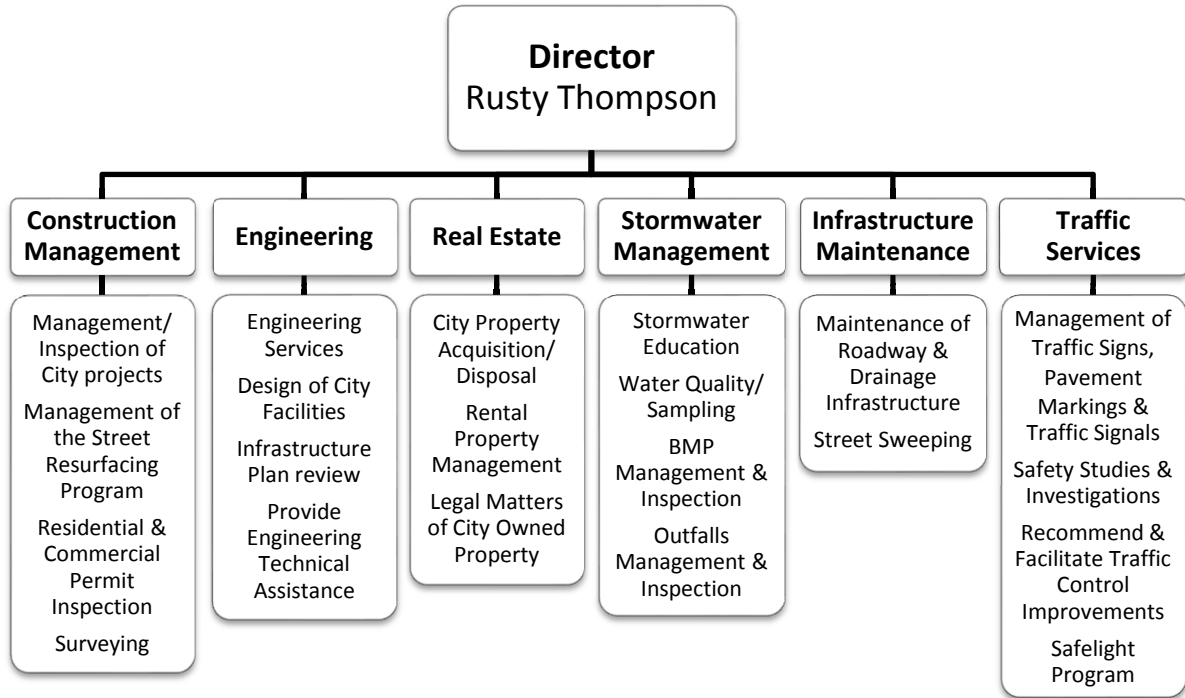
	<u>2013-14 Actual</u>	<u>2014-15 Original Budget</u>	<u>2015-16 Recommended Budget</u>	<u>2015-16 Adopted Budget</u>	<u>% Change vs 2014-15 Original Budget</u>
Expenditures by Program					
Economic Development	N/A	\$878,457	\$1,774,573	\$0	102.0%
Total Expenditures	N/A	\$878,457	\$1,774,573	\$0	102.0%
Expenditures by Type					
Personnel Services	\$0	\$199,689	\$328,813	\$0	64.7%
Operating	40,323	95,300	81,676	0	-14.3%
Contract Services	27,659	265,079	742,789	0	180.2%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	27,000	25,000	266,795	0	967.2%
Debt Service	0	0	0	0	0.0%
Other Charges	35,679	293,389	354,500	0	20.8%
Total Expenditures	\$130,661	\$878,457	\$1,774,573	\$0	102.0%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	0	748,312	1,600,362	0	113.9%
General Fund Subtotal	0	748,312	1,600,362	0	113.9%
Central Business Tax District	130,661	130,145	174,211	0	33.9%
Total Funding Sources	\$130,661	\$878,457	\$1,774,573	\$0	102.0%
Full-Time Equivalent Positions By Department					
Total Authorized FTEs	0.0	3.0	4.0	0.0	33.3%

Economic & Business Development

BUDGET HIGHLIGHTS

- Personnel includes the addition of a local/small disadvantaged business enterprise manager, and \$2,858 for employee pay adjustments and a new 1% employer 401K contribution
- Operating includes \$25,000 for the creation of an economic development website and \$6,915 for the purchase of equipment and furniture for the added position, in addition to regular, on-going operating expenditures
- Contract Services funded by the General Fund include \$123,449 for three property tax grant-back incentive agreements, \$70,000 for the Goodyear incentive, \$150,000 for the development of a comprehensive economic business and development strategic plan, \$50,000 for the development of a Local/Small Disadvantaged Business Enterprise program, \$55,000 for neighborhood commercial studies, and \$150,000 for the development of a redevelopment plan and feasibility study for Catalyst Site 1/1A
- Contract Services funded by the Central Business Tax District (CBTD) include \$25,000 for parking management, \$1,190 for tax collection, and \$118,000 to contract with the Downtown Alliance to assume management responsibilities for downtown services and programs
- Other Charges includes \$50,000 to provide support for farmers' market initiatives, \$100,000 for the incubator project with the Center for Economic Empowerment and Development, a \$100,000 contribution for the North Carolina Civil War Center, and \$415,000 for the agreement with the Fayetteville Regional Chamber of Commerce for economic development services, offset by a \$315,000 contribution from PWC (reflected as a cost redistribution)
- Transfers to Other Funds includes a \$39,274 transfer from the General Fund to support the CBTD Fund, \$100,000 each to establish housing and redevelopment project funds, and a \$27,521 transfer to the General Fund from the Central Business Tax District for financing costs associated with the Franklin Street deck
- Effective July 1, 2015, the administration of the Central Business Tax District budget will transfer from the Community Development department to the Economic Business and Development department. For comparative purposes, expenditure and budget data for the Central Business Tax District is reflected with the Economic Business and Development Services department for all fiscal years

Engineering & Infrastructure



Engineering & Infrastructure

DEPARTMENT MISSION

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

Program: Construction Management

General Fund \$5,720,872 / 13.4 FTEs

Purpose Statement:

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

Highlights:

- Resurfaced approximately 19 miles of City streets which included 2.7 miles in Annexation Area 12.
- Contracted and completed the private street inventory. The City now has a database which rates the private streets on condition, surface type, and accessibility.
- Installed 3.2 miles of sidewalk on Cliffdale Road. This completed sidewalk connectivity along one side of Cliffdale Road from McPherson Church Road to Raeford Rd.

City Goal:

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

Objective:

To protect the public and facilitate traffic flow by ensuring a high quality transportation system with well-maintained City owned streets, efficient and effective street resurfacing and data supported paving decisions.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of two-lane wide miles resurfaced per year	14.3	21	22
Linear miles of new sidewalk constructed	3.4	4.7	3.2
Resurfacing Cycle	36 years	35.1 years	35 years
# of miles maintained inside City limits	760	760	760
Average cost of sidewalk construction per foot	\$25.25	\$25.25	\$26.00
Average cost of street construction per mile	\$224,923	\$187,000	\$180,000

Engineering & Infrastructure

Key Performance Measures:	FY 2014	FY 2015 Estimated	FY 2016 Recommended
% of construction projects completed within 85% - 115% of contract budget	90%	100%	90%
% of City streets rated 85 or better (peer benchmark is 85%)	42%	43%	44%

Program: Engineering	<i>General Fund \$693,526 / 8.2 FTEs</i>
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Purpose Statement:

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

Highlights:

- Received and reviewed 62 infrastructure permit applications and 121 resubmittals, 90% of the applications were reviewed in less than 20 days.
- Conducted 36 engineering investigations in response to flooding complaints. Completed the design for 15 projects, to include Cape Fear River Trail Part A. Completed and awarded the RFQ for all services that generated the on-call services list for professional and architectural services.
- Received CWMTF grant for Person Street Innovative Greenscape in the amount of \$309,500. Provided engineering services to the Transit Department resulting in at least \$200,000 of savings.
- Produced 98 maps to include annexation, bus stops, easements, re-surfacing, GIS and special maps.

City Goal:

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

Objective:

To provide timely services for development reviews related to stormwater conveyance, permitting and street design in accordance to City standards with a focus on quality control.

Key Performance Measures:	FY 2014	FY 2015 Estimated	FY 2016 Recommended
# of plan reviews completed	69	54	60
# of projects designed	20	20	20
% of plan reviews completed in 20 days or less (Peer benchmark is 80%)	89%	90%	90%

Engineering & Infrastructure

Program: Real Estate

General Fund \$910,485 / 3.0 FTEs

Purpose Statement:

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

Highlights:

- Completed all related title research for Development Services requests.
- Continued to work towards completion of the Catalyst Site 1 Acquisitions.
- Continued to work towards completion of the Hope VI and Hope VI Business Areas.
- Completed Annual Report for Cape Fear River Trail as required for Clean Water Management Trust Fund.
- Continued to manage the leased properties for the City.
- Provided Real Estate Services to all departments within the City limits to include Fire, Transit, Legal Division and Parks and Recreation.
- Continued to negotiate and acquire needed easements for right of way, sidewalk and bus stops.
- Completed all the related title research needed for Community Development Loan programs and Acquisition and Demolition Programs.
- Completed the purchase and acquisition for the Bunce Road Project for Community Development.
- Prepared 72 GIS pipe inventory maps, prepared 69 Special Project Maps and prepared and completed all needed permission forms for Person Street Project.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of properties acquired and/or disposed	126	60	60
# of properties leased or rented	25	24	28
# of properties acquired and/or disposed per FTE	42	20	20
% of title research requests completed in 10 days or less	68%	92%	90%
% of properties acquired within schedule	95%	100%	95%

Engineering & Infrastructure

Program: Stormwater Management

Stormwater Fund \$3,954,533 / 29.8 FTEs

Purpose Statement:

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

Highlights:

- Maintained the City’s NPDES Municipal Stormwater Discharge Permit and moved forward in implementing new compliance measures as scheduled.
- Developed an Impaired Streams Program to monitor streams that have been classified as impaired to be proactive and make necessary adjustments to improve their water quality.
- Developed a comprehensive Culvert Inspection Program to annually inspect over 300 culverts under existing roadways for functionality, as well as water quality and pollution issues.
- Successfully pursued a rate increase in the FY 2015 Budget to assist the City in meeting the permit requirements and fund improvements to the aging stormwater infrastructure.
- Continued to develop and implement Site Pollution Prevention Plans for identified municipal facilities and operations.

City Goal:

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

Objective:

To ensure that surface water is in compliance with the National Pollutant Discharge Elimination System by achieving a reduction in pollution of our creeks and streams through continuous public education, monitoring, pollution identification and treatment.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of pollution sources controlled	13	39	15
# of samples collected and analyzed	801	2,000	2,000
# of stormwater outreach participants	20,986	21,000	22,000
Average # of business days from request to investigation	1.5	1.66	1.5
Average cost per sample for analysis	\$29.72	\$7.00	\$7.00

Objective:

To provide efficient and effective monitoring and investigation of flooding and drainage concerns.

Engineering & Infrastructure

Key Performance Measures:	FY 2014	FY 2015 Estimated	FY 2016 Recommended
# of drainage concerns per 1,000 residents	3.25	3.25	3.25
% of routine drainage requests addressed within one month	75%	89%	90%

Program: Infrastructure Maintenance	<i>Stormwater Fund \$952,401 / 8.0 FTEs</i>
	<i>General Fund \$2,575,237 / 28.2 FTEs</i>

Purpose Statement:

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

Highlights:

- Successfully completed in-house dry run for winter storm preparedness, all equipment ready and all personnel re-familiarized with routes.
- Superintendent participated in FEMA sponsored winter storm preparedness exercise with Emergency Management at Ft. Bragg to include teleconferencing with other municipalities around the country.
- Successfully built a flood control berm through a sensitive no-cut zone in order to prevent damage to private property.
- Added two additional sweeps for a total of six of the major roadways to enhance appearance of the City.
- All employees up to date on required training to include an in-house forklift licensing.
- Addressed a complicated drainage issue on Charlotte Court to the satisfaction of all property owners and meeting the City needs.
- Scheduled a contractor to grind down sidewalk trip hazards to meet ADA requirements at a much cheaper cost than full replacement.

City Goal:

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

Objective:

To provide efficient and effective maintenance and removal of stormwater obstructions in an effort to reduce flooding from drainage ways.

Engineering & Infrastructure

Key Performance Measures:	FY 2014	FY 2015 Estimated	FY 2016 Recommended
# of inlets cleaned	8,112	26,000	30,000
# of linear feet of creeks cleaned and inspected	27,738	25,000	27,000
% of curb miles swept meeting municipal benchmark standard of 20 curb miles per FTE per day	N/A	60%	90%
% of residents very satisfied or satisfied with cleanliness of stormwater drains and creeks in neighborhoods	46%	46%	50%

Objective:

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

Key Performance Measures:	FY 2014	FY 2015 Estimated	FY 2016 Recommended
# of curb lane miles swept	14,562	14,000	15,000
Linear feet of crack seal material placed	97,500	90,000	95,000
Tons of asphalt placed for potholes and street repairs	647	440	500
% of residents very satisfied or satisfied with the condition of sidewalks	41%	41%	45%
% of residents very satisfied or satisfied with the overall condition of streets in their neighborhood	57%	57%	60%
% of residents very satisfied or satisfied with the overall maintenance of City streets	39%	39%	45%
% of street repairs completed within three days of reporting	N/A	N/A	90%

Program: Traffic Services	<i>Parking Fund \$350,266 / 0 FTEs</i>
	<i>General Fund \$2,861,743 / 19.4 FTEs</i>

Purpose Statement:

This program manages the installation and maintenance of transportation related infrastructure such as traffic signs, signals and computerized signal system. The program also manages downtown parking and pavement markings on the majority of streets within the city limits. In an effort to increase traffic calming within Fayetteville, the program conducts various traffic studies and investigations and recommends traffic control improvements.

Highlights:

- Identified 10 locations to evaluate for potential safety improvements as a part of the Local Safety Workshop Team.
- Respond to NC 811 tickets to locate underground traffic signal facilities. Since joining in October 2014, staff has responded to over 1,100 tickets.

Engineering & Infrastructure

- Install traffic control for many special events including the Christmas Parade, Veterans Parade, Dogwood Festival, Folk Festival and the All American Marathon.
- Continue the program to distribute Combat Wounded Reserved Parking Signs to local businesses and City owned facilities. Over 20 locations have been reserved to honor our combat wounded service men and women.
- Conduct investigations requested by customers and determine any necessary traffic calming strategies. Currently there are three speed humps scheduled to be installed. On average we conduct one speed study per week.
- Adopt and implement the Bicycle and Pedestrian Safety Strategies to improve safety and operations for bicyclists and pedestrians around the City.
- Coordinate the installation of streetlights along Reilly Road.
- Monitor traffic flow and implement traffic signal timings to reduce delay for motorists traveling along our most congested corridors.
- Apply for transportation grants to expand our sidewalk and pedestrian facilities throughout the City.
- Perform preventive maintenance inspections on our traffic signals and conduct nighttime sign surveillance on our traffic signs.
- Continue upgrade and installation of the overhead street name signing at traffic signal locations along Raeford Road and Ramsey Street.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of traffic signal intersection timings evaluated	95	160	150
# of traffic signals maintained	214	214	215
% of residents very satisfied or satisfied with the overall flow of traffic in the City	28%	28%	30%
% of residents very satisfied or satisfied with timing of traffic signals	42%	42%	50%
% of signalized intersections requiring emergency repair	43%	6.5%	20%
% of traffic signal equipment inspected twice annually	100%	99%	100%

Engineering & Infrastructure

Objective:

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

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of sign and pavement marking work orders completed	660	650	700
% of work orders completed within five working days	90.5%	92%	91%

Engineering & Infrastructure

					%
					Change
					vs
					2014-15
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2014-15</u>
	<u>Actual</u>	<u>Budget</u>	<u>Recommended</u>	<u>Adopted</u>	<u>Original</u>
			<u>Budget</u>	<u>Budget</u>	<u>Budget</u>
Expenditures by Program					
Construction Management	N/A	\$4,823,243	\$5,720,872	\$0	18.6%
Engineering	N/A	1,835,376	693,526	0	-62.2%
Real Estate	N/A	860,355	910,485	0	5.8%
Stormwater Management	N/A	4,991,638	3,954,533	0	-20.8%
Infrastructure Maintenance	N/A	3,556,442	3,527,638	0	-0.8%
Traffic Services	N/A	2,657,249	3,212,009	0	20.9%
Non-Program Expenditures	N/A	1,182,450	1,942,376	0	64.3%
Total Expenditures	N/A	\$19,906,753	\$19,961,439	\$0	0.3%
Expenditures by Type					
Personnel Services	\$6,173,374	\$6,379,764	\$6,477,275	\$0	1.5%
Operating	2,497,321	2,652,658	2,495,900	0	-5.9%
Contract Services	1,092,475	1,385,597	2,023,265	0	46.0%
Capital Outlay	40,314	209,500	385,000	0	83.8%
Transfers to Other Funds	7,486,152	7,634,606	6,159,538	0	-19.3%
Debt Service	1,318,729	1,376,381	1,388,037	0	0.8%
Other Charges	253,731	268,247	1,032,424	0	284.9%
Total Expenditures	\$18,862,096	\$19,906,753	\$19,961,439	\$0	0.3%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$1,072,955	\$1,020,997	\$1,797,636	\$0	76.1%
Other General Fund Funding	10,505,357	11,270,381	10,964,227	0	-2.7%
General Fund Subtotal	11,578,312	12,291,378	12,761,863	0	3.8%
Parking Fund	407,540	444,515	350,266	0	-21.2%
Stormwater Fund	6,876,244	7,170,860	6,849,310	0	-4.5%
Total Funding Sources	\$18,862,096	\$19,906,753	\$19,961,439	\$0	0.3%

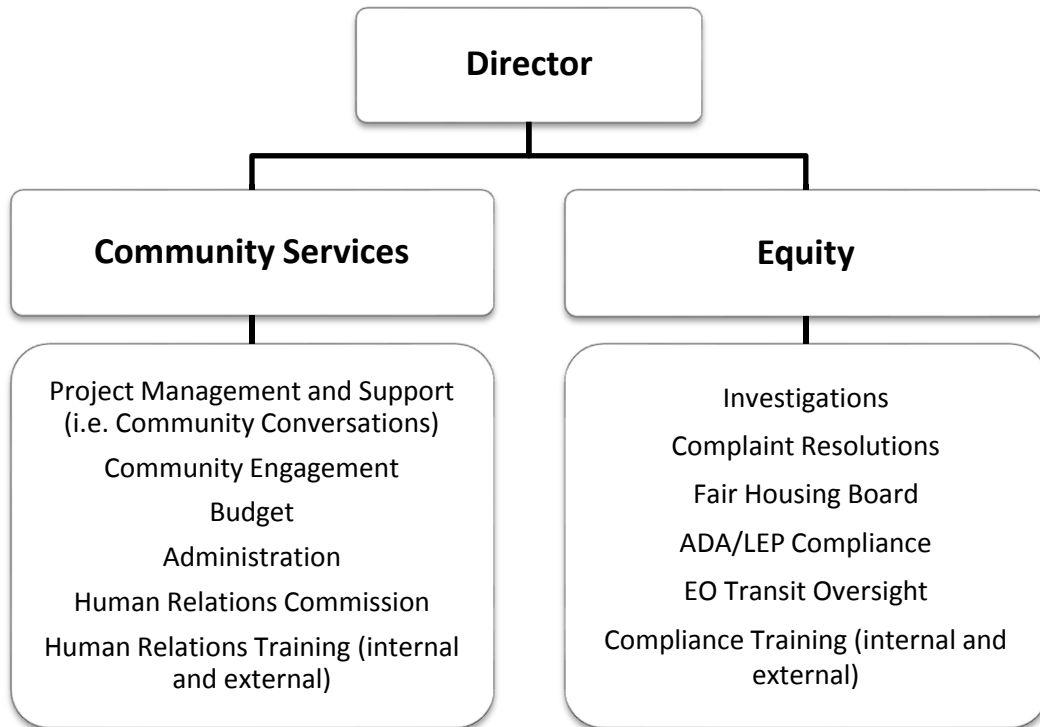
Engineering & Infrastructure

	2013-14 <u>Actual</u>	2014-15 <u>Original Budget</u>	2015-16 <u>Recommended Budget</u>	2015-16 <u>Adopted Budget</u>	% Change vs 2014-15 <u>Original Budget</u>
Full-Time Equivalent Positions By Department					
Total Authorized FTEs	109.0	109.0	110.0	0.0	0.9%

BUDGET HIGHLIGHTS

- Personnel includes addition of one engineering inspector and \$134,991 for employee pay adjustments and a new 1% employer 401K contribution
- One authorized position is frozen and unfunded and not included in FTE counts
- Operating includes \$1,095,670 for vehicle maintenance and fuel, \$211,190 for streetlight utility costs and \$442,000 for supplies and materials for street maintenance, signals, signs and street marking
- Contract Services includes \$483,000 for the new safelight program, \$167,000 for a pavement condition study, \$200,000 for contracted concrete and asphalt repairs, \$229,311 for downtown parking enforcement, \$120,000 for traffic signal repairs and upgrades, \$100,000 for pavement marking and traffic calming devices, \$86,300 for contracted design and structural evaluations, \$75,000 for jet rodding of stormwater drainage infrastructure, \$186,000 for County landfill fees and stormwater billing assistance, and \$130,000 for stormwater technical assistance and research
- Transfers to Other Funds include \$6,027,538 in funding for capital improvement projects and \$132,000 for stormwater equipment purchases. Significant projects included are \$3,850,000 for street resurfacing and \$1,287,800 for stormwater drainage improvements. Additional information is provided on page J-40
- Debt Service includes \$913,214 in debt service payments for the stormwater revenue bonds and state loans, and \$474,823 in debt service payments for the Festival Park Plaza building
- Other charges include \$198,697 in indirect costs allocated to the stormwater fund, a \$75,000 HazMat cost redistribution and an additional \$750,317 to balance projected Stormwater Fund expenditures to projected revenues
- Non-program expenditures reflect costs not directly associated with any one program and includes retiree benefits, indirect costs, cost redistribution, bond attorney fees, and stormwater debt service

Human Relations



DEPARTMENT MISSION

The Human Relations Department's mission is to promote mutual respect, understanding and dignity among all residents in our diverse community, and to eliminate discrimination and promote equality and justice for all persons through civil and human rights compliance, resolution, advocacy and education.

Program: Community Services

General Fund \$167,876 / 1.6 FTEs

Purpose Statement:

The Community Services Program provides staffing support for the Human Relations Commission. The 17-member Human Relations Commission promotes activities, which enhance human dignity, equal opportunity and harmony among the community's diverse population. Accordingly, the Human Relations Commission sponsors an annual banquet to honor community individuals, businesses and organizations that contribute and support human rights, mutual respect, equal opportunity and diversity. Simultaneously, during the banquet, outstanding area students receive scholarship awards through the Martin Luther King, Jr. Scholarship Program. Furthermore, the Community Services Program engages the community through such projects as Community Conversations and Greater Fayetteville United. These projects provide valuable feedback from residents about the needs of the community, as well as provide a venue where our diverse community can work together.

Highlights:

- Assisted Human Relations Commission in accomplishing their first corporate reception.
- Developed new marketing materials for the department.
- Provided annual duties and responsibilities training for Human Relations Commissioners.
- Developed Educational and Training Program (DSS management has approved program for training their staff).
- Assisted the Human Relations Commission in developing Annual Recognition and Scholarship Banquet invitations, flyers, Martin Luther King, Jr. Scholarship applications and distribution of information to the public.
- New website domain developed for the Fayetteville-Cumberland Human Relations Department.
- Staff participation on the Police Command Review Board.
- Staffing support for Greater Fayetteville United meetings.
- Developed customer service surveys for the department.
- Provided information session for the Mayor's Coalition Meeting.
- Participated in the Community Investment Meeting with the Town of Spring Lake staff, community leaders and the Regional Chamber of Commerce.

City Goal:

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

Human Relations

Objective:

To achieve a 5% increase in participant satisfaction, related to an increase in knowledge and understanding of multiculturalism and diversity through training and education.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of educational events on multiculturalism and diversity	24	7	26
# of participants trained on multiculturalism and diversity	560	350	700
% of participant responses indicating very satisfied or satisfied in performance in areas trained	85%	89%	93%

Objective:

To increase community engagement in an effort for our community to become free of discrimination and intolerance.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of community engagement events	16	8	20
# of community engagement participants	600	325	1,500

Program: Equity	<i>General Fund \$126,320 / 1.4 FTEs</i>
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Purpose Statement:

The Human Relations Department's Equity Program focuses on multiculturalism, diversity and the City of Fayetteville's Fair Housing Ordinance (Chapter 10). The Equity Program provides numerous services, including oversight for the City's Equal Opportunity and Civil Rights Compliance responsibilities, in which we serve as a conduit for complaint resolution. The program also ensures compliance for federal grants that require certification. The Equity Program is designated to provide administrative staff support for the Fair Housing Board. This program also provides oversight of the Americans with Disabilities Act (ADA) and Limited English Proficiency (LEP) Policy, which the City of Fayetteville is required to comply with under federal law. In addition, this program provides education and training in the areas of Fair Housing, LEP, ADA and equity and employment.

Highlights:

- Successful partnership with NC Human Relations Commission to provide Fair Housing Education and Outreach.
- Provided Fair Housing workshops to over 60 seniors living in senior living facilities.
- Developed and distributed 10,000 Fair Housing brochures, both in Spanish and English in the community.

- Produced two Fair Housing videos.
- Developed five PowerPoint educational presentations (approved by HUD) for Fair Housing and Landlord Tenant Training.
- Developed Fair Housing webpages for new domain site.
- Provided Duties and Responsibilities Training for Fair Housing Board.
- Developed surveys and additional information materials for housing training.
- Provided housing assistance to 44 citizens to help them resolve rental issues.
- Participated in the Veterans Celebration at Fayetteville State University, the 2014 Community Homeless and Hunger Stand Down.

City Goal:

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

Objective:

To achieve a 5% increase in participant satisfaction related to the knowledge and understanding of the Fair Housing Act, Equal Opportunity Laws and Regulations, Americans with Disabilities Act and Limited English Proficiency compliance.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of Fair Housing and Equal Opportunity training and outreach events	12	7	14
# of Limited English Proficiency and Americans with Disabilities Act training and outreach events	12	6	12
# of participants trained	560	350	700
% of participant responses indicating a very satisfied or satisfied with results of the training	87%	91%	96%

Objective:

To serve as a conduit for resolving issues of compliance with the Fair Housing Act, Americans with Disabilities Act, Limited English Proficiency and organizational conflict (equity and employment) in a fair, effective and efficient manner.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of equity and employment service requests received	36	18	15
# of fair housing and landlord tenant service requests received	25	15	35

Human Relations

	<u>2013-14 Actual</u>	<u>2014-15 Original Budget</u>	<u>2015-16 Recommended Budget</u>	<u>2015-16 Adopted Budget</u>	<u>% Change vs 2014-15 Original Budget</u>
Expenditures by Program					
Community Services	N/A	\$166,046	\$167,876	\$0	1.1%
Equity	N/A	126,999	126,320	0	-0.5%
Total Expenditures	N/A	\$293,045	\$294,196	\$0	0.4%
Expenditures by Type					
Personnel Services	\$251,282	\$246,191	\$251,998	\$0	2.4%
Operating	24,390	31,184	29,083	0	-6.7%
Contract Services	19,279	3,200	575	0	-82.0%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	0	0	0	0	0.0%
Debt Service	0	0	0	0	0.0%
Other Charges	3,208	12,470	12,540	0	0.6%
Total Expenditures	\$298,159	\$293,045	\$294,196	\$0	0.4%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$12,505	\$20,000	\$20,000	\$0	0.0%
Other General Fund Funding	285,654	273,045	274,196	0	0.4%
General Fund Subtotal	298,159	293,045	294,196	0	0.4%
Total Funding Sources	\$298,159	\$293,045	\$294,196	\$0	0.4%
Full-Time Equivalent Positions By Department					
Total Authorized FTEs	3.0	3.0	3.0	0.0	0.0%

BUDGET HIGHLIGHTS

- Personnel includes \$5,608 for employee pay adjustments and a new 1% employer 401K contribution
- Operating includes \$15,660 for expenses for the annual banquet
- The total of \$20,000 budgeted for the annual banquet is funded by projected by ticket sales and donations
- Other Charges includes \$4,340 for a projected scholarship from net banquet proceeds and \$5,500 for the City's contribution for the United Way's 2-1-1 program

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FY 2016



annual budget

City of
Fayetteville
South Carolina

Section F

Operations Portfolio

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Parks, Recreation & Maintenance	F-30
Police	F-38
Transit	F-48

Operations

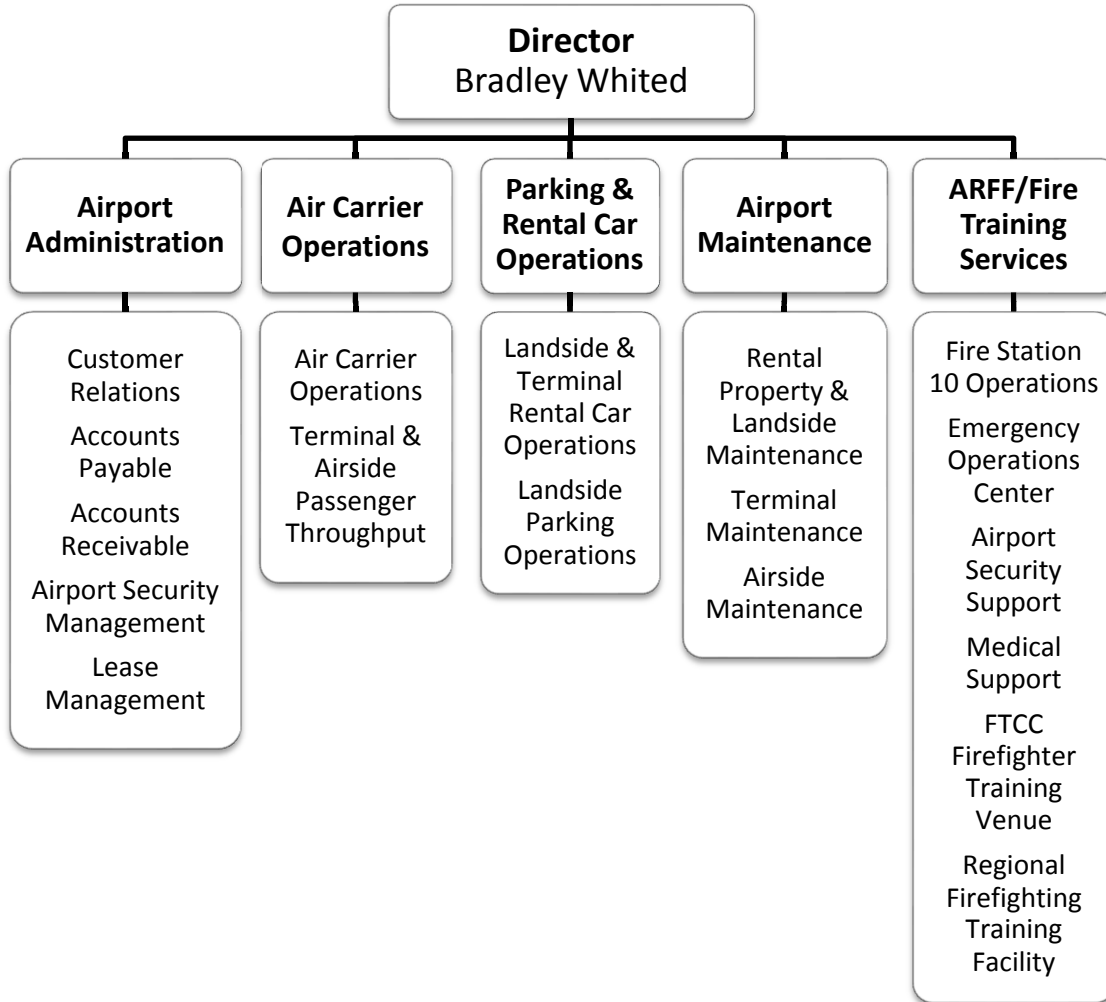
					%
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	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2014-15</u>
	<u>Actual</u>	<u>Original</u>	<u>Recommended</u>	<u>Adopted</u>	<u>Original</u>
		<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>
Expenditures by Department					
Airport	\$3,554,191	\$4,480,113	\$4,541,115	\$0	1.4%
Environmental Services	9,404,796	10,833,161	11,195,336	0	3.3%
Fire & Emergency Management	24,751,190	24,425,396	26,640,051	0	9.1%
Parks, Recreation & Maintenance	17,611,106	20,121,313	19,590,248	0	-2.6%
Police	44,998,693	50,710,638	51,215,035	0	1.0%
Transit	6,969,179	8,057,611	8,235,607	0	2.2%
Total Expenditures	\$107,289,155	\$118,628,232	\$121,417,392	\$0	2.4%
Expenditures by Type					
Personnel Services	\$77,258,549	\$80,210,584	\$83,411,276	\$0	4.0%
Operating	18,255,572	19,750,978	22,046,470	0	11.6%
Contract Services	4,280,887	5,018,238	5,198,060	0	3.6%
Capital Outlay	2,936,133	5,433,482	4,636,105	0	-14.7%
Transfers to Other Funds	2,726,331	4,381,358	2,866,426	0	-34.6%
Debt Service	21,011	258,644	247,373	0	-4.4%
Other Charges	1,810,672	3,574,948	3,011,682	0	-15.8%
Total Expenditures	\$107,289,155	\$118,628,232	\$121,417,392	\$0	2.4%
Funding Sources					
General Fund					
General Fund	\$7,364,672	\$8,339,234	\$6,896,717	\$0	-17.3%
Functional Revenues					
Other General Fund Funding	79,143,118	86,026,784	89,520,575	0	4.1%
General Fund Subtotal	86,507,790	94,366,018	96,417,292	0	2.2%
Emergency Telephone System Fund	853,199	891,329	1,028,042	0	15.3%
Transit Fund	6,969,179	8,057,611	8,235,607	0	2.2%
Airport Fund	3,554,191	4,480,113	4,541,115	0	1.4%
Environmental Svcs Fund	9,404,796	10,833,161	11,195,336	0	3.3%
Total Funding Sources	\$107,289,155	\$118,628,232	\$121,417,392	\$0	2.4%

Operations

	<u>2013-14 Actual</u>	<u>2014-15 Original Budget</u>	<u>2015-16 Recommended Budget</u>	<u>2015-16 Adopted Budget</u>	% Change vs 2014-15 Original Budget
Full-Time Equivalent Positions By Department					
Airport	22.0	22.0	23.0	0.0	4.5%
Environmental Services	72.0	73.2	74.2	0.0	1.4%
Fire & Emergency Management	325.0	325.0	325.0	0.0	0.0%
Parks, Recreation & Maintenance	162.0	162.0	162.0	0.0	0.0%
Police	552.2	593.7	604.5	0.0	1.8%
Transit	96.5	104.5	114.5	0.0	9.6%
Total Authorized FTEs	1,233.7	1,283.4	1,306.2	0.0	1.0%

*Note: FTE position counts above **do not** include grant-funded positions which are appropriated in Special Revenue Fund Project Ordinances and are not included in the annual budget ordinance or financial plans.*

Airport



DEPARTMENT MISSION

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

Program: Airport Administration

Airport Fund \$721,554 / 5.0 FTEs

Purpose Statement:

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

Highlights:

- Complied with federal and state aviation regulations.
- Ensured tenant compliance with lease provisions.
- Applied for and administer federal and state grants.
- Provided expertise to Airport Commission.
- Administered a five-year capital improvement plan.
- Requested FAA Design Grant for Terminal Upgrade in 2015 and planned construction grants in 2016 and 2017.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
Passenger Facility Charge revenue	\$722,224	\$671,306	\$960,000

Airport

Program: Air Carrier Operations

Airport Fund \$1,462,736 / 8.6 FTEs

Purpose Statement:

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

Highlights:

- Provided customers with access to the global air transportation system.
- Provided customers with basic airport amenities.
- Provided law enforcement and access control support.

City Goal:

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

Objective:

To design and maintain Fayetteville Regional Airport terminal improvements that aid in passenger inbound and outbound processing, throughput at screening checkpoints and general circulation throughout the terminal complex in an effort to achieve and maintain a 95% customer satisfaction rating.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of enplaned and deplaned passengers	473,917	473,917	443,586
% of satisfied customers per Fayetteville Regional Airport customer satisfaction survey	93%	93%	95%

Program: Parking & Rental Car Operation

Airport Fund \$144,810 / 1.1 FTEs

Purpose Statement:

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

Highlights:

- Provided long and short-term paid parking spaces.
- Provided ready spaces and service areas for rental car tenants.
- Provided rental car and parking operations equating to two-thirds of Airport revenue.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
% change in annual parking revenue	(3.25%)	(9.11%)	0%
% change in annual rental car revenue	1.5%	8.06%	0%

Program: Airport Maintenance	<i>Airport Fund \$429,227 / 2.3 FTEs</i>
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Purpose Statement:

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

Highlights:

- Maintained hangars for aviation tenants.
- Supported civilian, military and commercial aircraft operations.
- Provided aviation services via other contract services with limited and full service fixed-base operators.

City Goal:

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

Airport

Objective:

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

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of aircraft operations (take offs and landings)	38,512	36,522	36,522
% of satisfied customers per Fayetteville Regional Airport customer satisfaction survey	71.2%	71.2%	75%

Program: Airport Rescue and Fire Fighting/Fire Training	<i>Airport Fund \$624,253 / 6.0 FTEs</i>
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Purpose Statement:

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

Highlights:

- Supported aviation stakeholders as an operations center for accidents/incidents.
- Managed notices to airmen during unsafe and inclement weather conditions.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of participants at Firefighting Training Facility	3,093	4,525	4,525
Average cost per fire training participant	\$25.34	\$25.34	\$25.00

Airport

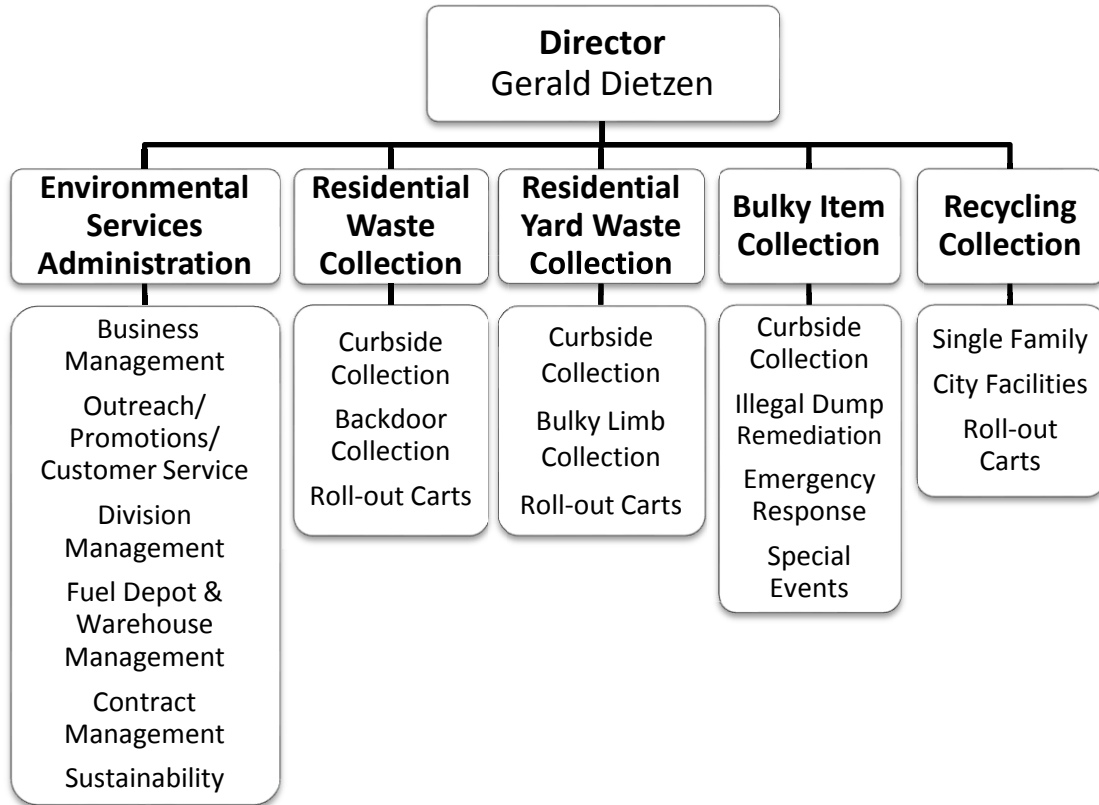
	<u>2013-14 Actual</u>	<u>2014-15 Original Budget</u>	<u>2015-16 Recommended Budget</u>	<u>2015-16 Adopted Budget</u>	% Change vs 2014-15 Original Budget
Expenditures by Program					
Airport Administration	N/A	\$671,846	\$721,554	\$0	7.4%
Air Carrier Operations	N/A	1,472,525	1,462,736	0	-0.7%
Parking & Rental Car Operation	N/A	226,491	144,810	0	-36.1%
Airport Maintenance	N/A	385,281	429,227	0	11.4%
Airport Rescue and Fire Fighting/Fire Training	N/A	623,167	624,253	0	0.2%
Non-Program Expenditures	N/A	1,100,803	1,158,535	0	5.2%
Total Expenditures	N/A	\$4,480,113	\$4,541,115	\$0	1.4%
Expenditures by Type					
Personnel Services	\$1,335,466	\$1,487,425	\$1,513,152	\$0	1.7%
Operating	1,032,593	1,189,665	1,296,987	0	9.0%
Contract Services	92,137	137,195	148,067	0	7.9%
Capital Outlay	439,550	143,135	28,000	0	-80.4%
Transfers to Other Funds	0	0	0	0	0.0%
Debt Service	0	0	0	0	0.0%
Other Charges	654,445	1,522,693	1,554,909	0	2.1%
Total Expenditures	\$3,554,191	\$4,480,113	\$4,541,115	\$0	1.4%
Funding Sources					
Airport Fund	\$3,554,191	\$4,480,113	\$4,541,115	\$0	1.4%
Total Funding Sources	\$3,554,191	\$4,480,113	\$4,541,115	\$0	1.4%
Full-Time Equivalent Positions By Department					
Total Authorized FTEs	22.0	22.0	23.0	0.0	4.5%

Airport

BUDGET HIGHLIGHTS

- Personnel includes \$34,050 for employee pay adjustments and a new 1% employer 401K contribution, and the funding of a previously frozen custodian position
- Operating includes \$455,800 for utilities and stormwater fees, \$466,555 for maintenance of Airport facilities and equipment, and \$100,000 for advertising
- Contract Services includes \$40,638 for technical consulting, \$27,387 for landscaping services, and \$50,000 for a survey of rates and charges
- Other Charges includes \$442,534 for reimbursements to the General Fund for police services, \$177,008 for indirect cost allocations, and \$917,367 to balance the expenditure budget to projected revenues
- There are no planned transfers to the capital project fund budgeted due to federal approval for use of previously collected Passenger Facility Charges
- Non-program expenditures include charges not directly attributable to a specific program including indirect cost allocations, retiree benefits, insurance and claim settlements, and the \$917,637 to balance to projected revenues

Environmental Services



Environmental Services

DEPARTMENT MISSION

To provide quality, efficient collection of municipal solid waste and recyclables with exceptional customer service through data-driven analysis and to partner with our residents as we transition to a more sustainable community.

Program: Environmental Services Administration

Environmental Services Fund
\$735,234 / 8.3 FTEs

Purpose Statement:

Administration manages the resources in the department based upon best practices, to include specifying and purchasing equipment, managing contracts, participating in Senior Management Team functions, routing trucks for best efficiency, hiring and training personnel and developing and managing the annual departmental budget. Other program functions are managing the residential roll cart inventory and maintaining the City's fuel storage and dispensing operation. Additionally, this program maintains the database for backdoor service customers and completes requisitions and payables for supplies, materials and equipment. Administration is also responsible for hiring and training new employees and processing notices of violations. Public relations and outreach, resident conflict resolution, program mailings and promotional/marketing campaigns are other functions. Administration also manages daily budget documentation, development of the annual budget and the financial analysis of proposed program and process changes. Administrative staff uses data collected through recently installed tools; i.e. FayWorx, FayFixIt, Route Smart and FleetMind to measure and analyze daily operations. Data analytics are used to set goals, improve or enhance customer service, increase work unit capacity, right-size resources and for cost avoidance.

Highlights:

- Continued to improve efficiency through the replacement of rear-loading garbage trucks with automated side loaders. These trucks collect on average 1,100 households with one person vs. 850 households with two employees. Reconfiguring routes without changing collection days for residents has increased capacity.
- Changed the method of collecting bulky limbs from call for collection only to weekly pickup without a call on the same day as yard waste collections. This was made possible by the replacement of 20 CY capacity grapple boom trucks with 40 CY capacity trucks. This method keeps neighborhoods cleaner and reduces calls to the City for bulky item collections.
- Paved the truck parking lot reducing the dust and overall maintenance level for the lot. It also has helped to keep the neighborhood, City equipment and our building cleaner.
- Established an "extra trash collection" crew. This crew will be available to collect excess trash left outside of carts, assist with illegal dump mitigation, collect orphaned debris in neighborhoods that need assistance, and for other duties that are assigned.

Environmental Services

- Initiated a comprehensive solid waste study. The study, approved by City Council in FY 2015, will complete a waste analysis, review potential community-wide partnerships and review all the City's solid waste collection functions to determine if there are more cost-effective methods available for consideration. This study is scheduled for completion in the spring of 2015.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of work hours lost due to workplace injuries	231	229	225
Average # of training hours per employee	8	12	12
% work hours lost due to injuries per total FTEs	.16%	.16%	.15%

Program: Residential Waste Collection *Environmental Services Fund
\$4,121,886 / 31.3 FTEs*

Purpose Statement:

The residential waste collection program is responsible for daily pickup of curbside garbage generated by single family household residents. This program manages the logistics for the daily operations of garbage collection crews and the associated equipment needed to serve a total of 60,849 residential households per week. This program includes collection staff, route supervision, cart maintenance functions and the associated equipment to quickly resolve collection related customer concerns in the field. The employees in this program strive to provide excellent customer service.

Highlights:

- The department is recommending replacing two rear-loaders with two automated side loaders. This will complete the transition of garbage collection to automated collection.
- In future years, we will be requesting one for one replacement of automated trucks.
- With the introduction of FleetMind equipment and its integration with FayWorx, work requests will now be forwarded to the trucks while they are still in the field. This will allow for a quicker response to collection issues and should reduce the number of return trips the following day. This is a customer service enhancement.

Environmental Services

- Supervisors are now able to track the garbage trucks in the field which should allow for better management of resources and for personnel reassignments during the day for maximum utilization of personnel and equipment.
- FleetMind is also a resource for data and reports to include a driver's score card. This will be helpful setting standards for performance.
- The department is requesting a review of some positions in this program due to more technical/administrative functions they now provide vs. field supervision and actual labor prior to the introduction of FleetMind and FayWorx.
- FayFixIt will be a portal for residents to capture trash related issues or items in need of repair, then integrate with FayWorx, which will then be sent straight to the program supervisor assigned to approve the work. This is a customer service enhancement.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of collection points serviced annually	60,527	60,849	61,172
# of tons of refuse collected annually (does not include yard waste, bulky and recycling)	45,730	45,548	45,800
# of tons of refuse (does not include yard waste, bulky and recycling) collected per 1,000 collection points per year	756	749	749
Average collection cost per ton of household waste collected (includes capital expenditures)	\$87	\$110	\$104
# of residential waste collection service errors per 1,000 collection points per year	40	95	40
% of surveyed residents that are very satisfied or satisfied with solid waste collection services	76%	76%	80%

Program: Residential Yard Waste Collection	<i>Environmental Services Fund \$2,252,126 / 27.0 FTEs</i>
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Purpose Statement:

The residential yard waste collection program is responsible for daily pickup of curbside containerized yard & leaf debris and bulky limbs generated by our single family household residents. The program provides logistics to manage the necessary personnel and equipment to service a total of 60,849 residential households per week. The personnel in this program respond

Environmental Services

to all resident requests related to yard waste and bulky limb collections. The employees in this program use rear-loading and knuckle boom trucks for collection. The program is heavily impacted in the fall due to leaf debris. These crews must complete collections every week of the year despite inclement weather and holidays.

Highlights:

- Due to the nature of yard waste collections, these crews will continue to use rear loading trucks. The department has requested replacements for three of the oldest rear-loading trucks due to age and condition.
- Bulky item trucks were added to the yard waste collection routes, improving service to residents of the city. Residents no longer need to call for bulky limb collection since limb piles will now be collected weekly on the same day as their yard waste. This is a service enhancement.
- Yard waste trucks will be fully equipped with FleetMind equipment this year. This will allow supervisors and the Route Administrator to adjust routes during the day to make the best use of our equipment and resources. Drivers will be able to take pictures of recurring problems in the field which will be available to the supervisors and Call Center staff within seconds. This will allow for quicker problem resolution.
- FleetMind will collect data that will be available for searching and reports for up to 10 days from the date of collection. Driver scorecards will be a useful tool that will be available from this program.
- The new program will allow city staff to push work requests directly to the trucks for quicker customer response.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of tons of yard waste collected annually	19,861	18,332	19,900
# of collection points serviced annually	60,527	60,849	61,172
# of tons of yard waste collected per 1,000 collection points per year	328	301	325
% of surveyed residents that are very satisfied or satisfied with yard waste collection service	71%	71%	73%
# of residential yard waste service errors per 1,000 collection points per year	12	14	11

Environmental Services

Program: Bulky Item Collection

Environmental Services Fund \$848,704 / 5.6 FTEs

Purpose Statement:

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

Highlights:

- Bulky limb collection was removed from this program and shifted to the yard waste collection program in FY 2015. This allowed the remaining staff to concentrate on the collection of bulk garbage, trash set-outs and illegal dump site remediation. This is a service enhancement.
- Three grapple boom trucks were replaced due to age and condition in FY 2015 with larger capacity trucks. This allows for higher volume collections a day before having to report to the landfill for dumping. This has increased our capacity to complete additional work and assisted in the transfer of the limb collection to the yard waste program. This service enhancement should translate into quicker response times for bulky item collections.
- One grapple boom truck is proposed for replacement in FY 2016. The additional capacity will assist us in keeping the number of trucks the same while the City continues to expand the number of households and distance needed to travel.
- The trucks in this program will be receiving FleetMind equipment. This equipment will allow supervisors and the Call Center staff to track their location and push work requests directly to the trucks. This should reduce response time and improve customer response time.

City Goal:

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

Objective:

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

Environmental Services

Key Performance Measures:	FY 2014	FY 2015 Estimated	FY 2016 Recommended
# of collection points serviced	60,527	60,849	61,172
# of tons of bulky items collected annually	1,806	1,930	1,950
Average collection costs per ton collected (includes capital expenditures)	\$419	\$678	\$584
# of bulky item collection service errors per 1,000 collection points per year	5	5	5
% of surveyed residents that are very satisfied or satisfied with bulky collection services	66%	66%	71%

Program: Recycling Collection	<i>Environmental Services Fund \$2,363,042 / 2.0 FTEs</i>
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Purpose Statement:

This environmentally valuable program consists of curbside residential collection of recyclables, the collection of recycling from City-owned buildings and drop-off sites and provision of recycling cart delivery/maintenance. Curbside recycling is provided through a vendor contract. The contract has been in place since July 2008, when the curbside program began. The five-year contract allowed for two, two-year extensions and is currently in its first two-year extension. This program provides for the collection of recyclables from all City-owned buildings, athletic facilities and the City's five recycling drop-off sites by City staff. This program also manages scheduling and logistics of cart repairs and delivery of recycling carts for residents. The City's recycling collections have increased gradually over the last five years, peaking at 10,131.45 tons in FY 2013; 9,280.42 tons were collected in FY 2014. These commodities return valuable resources back into the production stream to produce new products. By keeping this program viable, the City is extending the life of the Cumberland County Landfill and potentially delaying an inevitable increase in cost for hauling garbage to an out-of-county landfill.

Highlights:

- The recycling program will be reviewed as an element of the comprehensive solid waste study. Completion date for the study is late spring 2015.
- The current curbside recycling contract with Waste Management is scheduled to expire in July of 2017.
- The City participates in two "Electronic Waste" drives per year; one in May and one in November. This program diverts electronics from the Cumberland County landfill, reducing the volume of dangerous metals that can leach contaminants into the ground.

City Goal:

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

Environmental Services

Objective:

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

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of collection points serviced annually	60,527	60,849	61,172
# of recycling tons collected per year	9,280	9,029	9,100
Average collection cost per ton collected (includes capital expenditures)	\$279	\$261	\$259
% of surveyed residents very satisfied or satisfied with recycling services	78%	78%	78%
Diversion rate (# of tons recycled as % of total tons of refuse and recyclables)	15%	14%	15%
# of recycling service errors per 1,000 collection points per year	N/A	4	4

Environmental Services

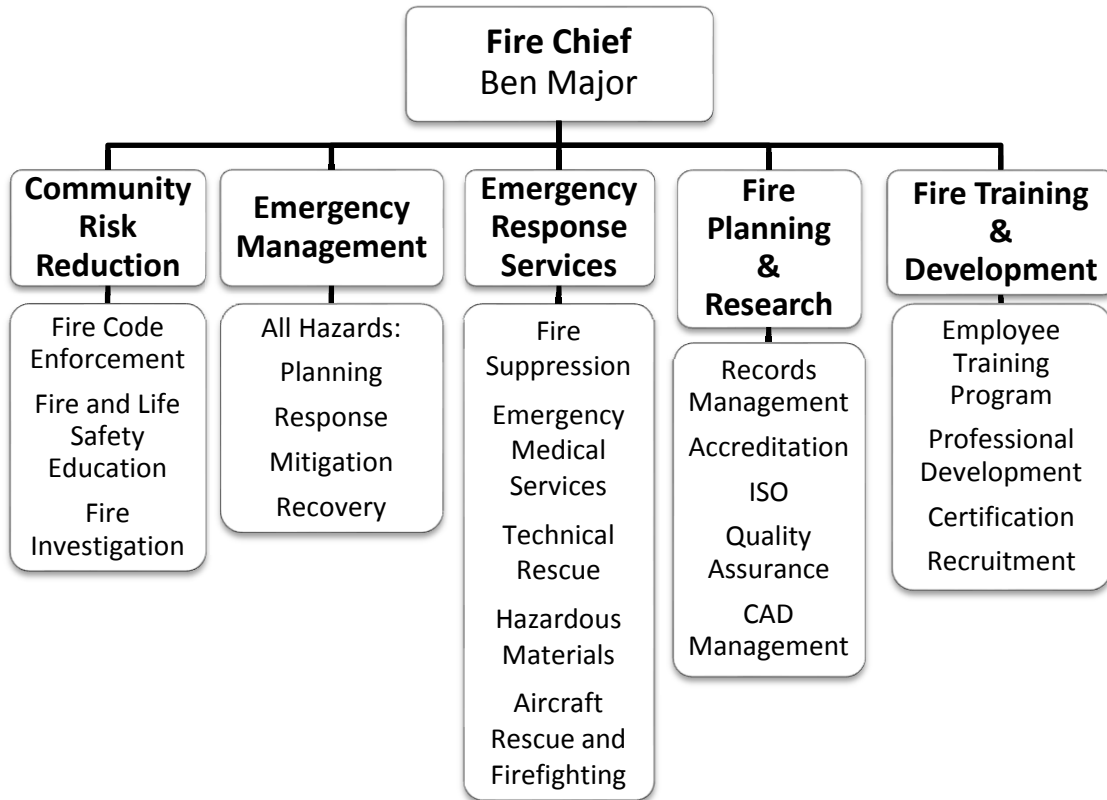
	<u>2013-14</u> <u>Actual</u>	<u>2014-15</u> <u>Original</u> <u>Budget</u>	<u>2015-16</u> <u>Recommended</u> <u>Budget</u>	<u>2015-16</u> <u>Adopted</u> <u>Budget</u>	% Change vs <u>2014-15</u> <u>Original</u> <u>Budget</u>
Expenditures by Program					
Environmental Services Administration	N/A	\$924,993	\$735,234	\$0	-20.5%
Residential Waste Collection	N/A	4,051,159	4,121,886	0	1.7%
Residential Yard Waste Collection	N/A	1,454,420	2,252,126	0	54.8%
Bulky Item Collection	N/A	1,315,186	848,704	0	-35.5%
Recycling Collection	N/A	2,346,892	2,363,042	0	0.7%
Non-Program Expenditures	N/A	740,511	874,344	0	18.1%
Total Expenditures	N/A	\$10,833,161	\$11,195,336	\$0	3.3%
Expenditures by Type					
Personnel Services	\$3,656,246	\$3,861,585	\$3,937,700	\$0	2.0%
Operating	2,577,078	2,652,707	3,082,787	0	16.2%
Contract Services	2,139,599	2,323,988	2,226,864	0	-4.2%
Capital Outlay	171,906	1,337,000	1,260,000	0	-5.8%
Transfers to Other Funds	360,000	52,000	0	0	-100.0%
Debt Service	0	142,003	150,002	0	5.6%
Other Charges	499,967	463,878	537,983	0	16.0%
Total Expenditures	\$9,404,796	\$10,833,161	\$11,195,336	\$0	3.3%
Funding Sources					
Environmental Services Fund	\$9,404,796	\$10,833,161	\$11,195,336	\$0	3.3%
Total Funding Sources	\$9,404,796	\$10,833,161	\$11,195,336	\$0	3.3%
Full-Time Equivalent Positions By Department					
Total Authorized FTEs	72.0	73.2	74.2	0.0	1.4%

Environmental Services

BUDGET HIGHLIGHTS

- Personnel includes \$74,100 for employee pay adjustments and a new 1% employer 401K contribution
- Personnel also reflects the addition of an office assistant II to support customer service and to administer the FayWorx system, offset by the elimination of temporary services for clerical support
- Operating includes \$2,283,120 for vehicle maintenance and fuel and \$387,185 for carts and replacement parts
- Contract Services includes \$2,158,366 for contracted curbside recycling collection for an estimated 61,173 households
- Other Charges includes \$533,073 for an indirect cost allocation
- Non-program expenditures encompasses those costs not directly associated with any one program and includes retiree benefits, indirect costs, insurance and claim settlements and debt services
- Revenue projections reflect an annual solid waste fee of \$44 per household, an increase of \$4 from fiscal year 2015
- Intergovernmental revenues include \$5 per household per year from Cumberland County totaling \$305,865 and \$133,950 in state-shared solid waste disposal taxes

Fire & Emergency Management



Fire & Emergency Management

DEPARTMENT MISSION

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

Program: Community Risk Reduction

General Fund \$789,305 / 10.0 FTEs

Purpose Statement:

The Community Risk Reduction (CRR) program provides activities that are performed in the area of fire code enforcement and public fire & life safety education throughout the city limits. Community risk is a product of hazards that are present in the community and the vulnerability of the community to these hazards.

Highlights:

The Community Risk Reduction (CRR) program continues to expand and develop. With an ultimate goal of reducing the impacts of fire and both, man-made and natural disasters in the community, the role of the Public Education Officer continues to evolve. Successes include:

- An increase in identification of high risk areas for residential fires and installation of smoke detectors.
- Installed 461 smoke detectors in homes in identified high risk areas.
- Developed vacant structure task force consisting of representatives from PD and Development Services and involving community watch groups.
- Increased the number of upper level N.C. Certified Fire Inspectors.

City Goal:

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

Objective:

To increase safety and reduce property loss through increased fire & life safety inspections by 2.5% over the previous year.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of fire inspections conducted annually	2,761	3,233	3,500
Average # of inspections conducted per fire inspector	464	404	480
# of fire incidents occurring in inspectable occupancies	48	55	45
% of residents very satisfied or satisfied with enforcement of fire code	65%	65%	80%

Fire & Emergency Management

Objective:

To increase the incidents in which smoke detectors provide early notification by increasing the number of installed and maintained smoke detectors in residential properties by 3% annually.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of smoke detectors installed annually	359	461	550
# of incidents in which smoke detectors provided early notification	35	51	56

Objective:

To reduce incidents of fire due to the leading preventable causes through an increase in effective public education and outreach efforts by 3% from baseline.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of scheduled public education events (outreach efforts)	2,146	1,555	2,000
# of cooking/kitchen related fires (Leading cause of residential fires in jurisdiction)	77	79	70
% change in cooking related fires (#1 cause of residential fires and focus of public education)	(21.4%)	2.6%	(11.4%)
% of residents very satisfied or satisfied with City efforts to prevent fires	65%	65%	85%

Program: Emergency Management *General Fund \$98,296 / 1.0 FTEs*

Purpose Statement:

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

Highlights:

Successes of the Emergency Management program include:

- Continued update of the COF Emergency Operations Plan.
- Continued to improve multi-agency coordination and collaboration with outside agencies and organizations.
- Coordinated and participated in multiple exercises testing emergency plans with internal and external partners. The department participated in a total of 20 exercises during the year, with participation ranging from technical advisement to full participation.
- A Hazardous Materials Risk Mitigation Forum was held for private industry and included the Local Emergency Planning Committee (LEPC), N.C. Emergency Management, CC Emergency Management and City representatives.
- Participated in an Interoperability Communications Exercise (civilian and military) with 50th Signal Brigade. The exercise was the first using land mobile radios and data.
- Teamed with Cumberland County EM for partial EOC activations for two winter storms and one flooding incident managed by a unified City-County EOC.

Fire & Emergency Management

City Goal:

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

Objective:

To achieve and maintain organizational training compliance with the National Incident Management System.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
% of required employees trained on NIMS	100%	100%	100%

Objective:

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

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
% of the departmental plans tested annually	95%	88%	89%
% of departmental plans reviewed and maintained annually	100%	44%	50%

Program: Emergency Response Services *General Fund \$24,269,490 / 300.0 FTEs*

Purpose Statement:

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

Highlights:

- The department responded to 29,404 calls for service in 2014.
- 19,524 (66%) of the responses were to EMS related calls for service.
- 1,004 (3.7%) of the responses were to fire related calls, of which 280 of the fire related calls were to building fires.
- At the 90% fractile, the total response time for the first response unit to emergency calls was reduced from 9 minutes, 11 seconds to 7 minutes, 22 seconds.

A "fast tracking process" has led to a reduction of total response time by enabling units to initiate responses quicker, but has also resulted in an increase in "cancelled calls."

Standards of coverage established by the Center for Public Safety Excellence include:

- Call processing time not to exceed 1 minute 30 seconds for 90% of total responses.
- Turnout time not to exceed 1 minute 30 seconds for 90% of total responses.
- Travel time not to exceed 5 minutes 12 seconds for 90% of total responses.
- Total response time not to exceed 10 minutes 24 seconds for 90% of total responses.

Fire & Emergency Management

City Goal:

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

Objective:

To increase the number of incidents where fire was confined to the room of origin in order to achieve a 3% improvement in the average dollar loss/save ratio.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
% of building fire calls where fire was confined to the room of origin (structure fires)	26.2%	40%	60%
90th percentile total first response time emergency calls	9m,11s	7m,22s	7m,15s
Average actual dollar loss/save ratio	89%	92%	95%

Objective:

To maintain an average response time to cardiac incidents at or below 4 minutes in order to increase the survival rate for cardiac arrest patients.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of cardiac/respiratory arrests	89	147	90
Average response time to cardiac response incidents	4m,22s	4m,04s	4m

Objective:

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

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of all calls for service responded to per year	27,642	29,404	29,000
# of emergency calls for service per 1000 population	148	156	158
% of compliance with adopted Standard of Coverage and the Center for Public Safety Excellence	88.16%	93%	92%
% of residents very satisfied or satisfied with the overall quality of fire protection and rescue services	86%	86%	90%

Program: Fire Administration, Planning & Research	<i>General Fund</i> \$1,137,554 / 10.0 FTEs
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Purpose Statement:

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

Fire & Emergency Management

Highlights:

- An annual Compliance Report (ACR) is submitted for review to allow the department to maintain its accreditation status. The Statement of Findings on the 2014 ACR was approved in October, enabling the department to maintain its current accreditation status.
- The department anticipates the 2015 ACR to be accepted and approved in October. The department is up for a full review in the fall of 2016.
- An ISO Inspection was conducted in Fall, 2014. As a result of the inspection, the department’s Public Protection Classification (PPC) was upgraded to ISO Class 1, which is the highest classification. ISO’s PPC system plays an important role in the underwriting processes of insurance companies.
- The department's Administration Division relocated to Station 14, resulting in an increase in department operations and effectiveness and enhancing the community.

City Goal:

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

Objective:

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

Key Performance Measures:	FY 2014	FY 2015 Estimated	FY 2016 Recommended
% of core competencies meeting CPSE compliance performance measurements for re-accreditation	77%	98%	98%
% of requirements/performance measures met for ISO Classification Rating	100%	100%	100%

Program: Fire Training & Development	<i>General Fund \$345,406 / 4.0 FTEs</i>
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Purpose Statement:

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

Highlights:

- Non-civilian personnel are required to maintain multiple job related certifications. Many personnel maintain additional certifications above what is required. Each certification requires annual upgrade training as established by the certifying agency. This training is required to perform operations effectively in a safe and competent manner.

Fire & Emergency Management

- The Fayetteville Fire Department sets the following training standards:
 - 18 hours annually per member to be conducted at the department's training facility
 - 192 hours company level training annually per member, including Officer, Driver Operator and HazMat training
 - 12 hours annually per officer for officer level training
 - 6 hours per year per member for HazMat training
 - 12 hours per year per driver for Driver Operator training
 - 226 hours per new driver of Driver Operator training
 - 680 hours of recruit training for new hires
- Personnel may also be required to qualify for particular job assignments.
- 16 new firefighters graduated from the 17-week firefighter recruit academy and were assigned to fill vacancies in the Operations Division.
- The department's Officer Development Program was scheduled and completed, graduating 16 personnel.
- A firefighter recruitment process was completed, enabling a hiring eligibility list to be established.
- Improvements were made to at the Regional Airport Firefighting Training Facility, including the addition of an all-weather surface around the training tower to support training activities.
- The Training Division partnered with FTCC, Cumberland County Schools and private industry to provide support for various programs.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
% of personnel meeting minimal training hours as defined by ISO	47.9%	50%	50%

Fire & Emergency Management

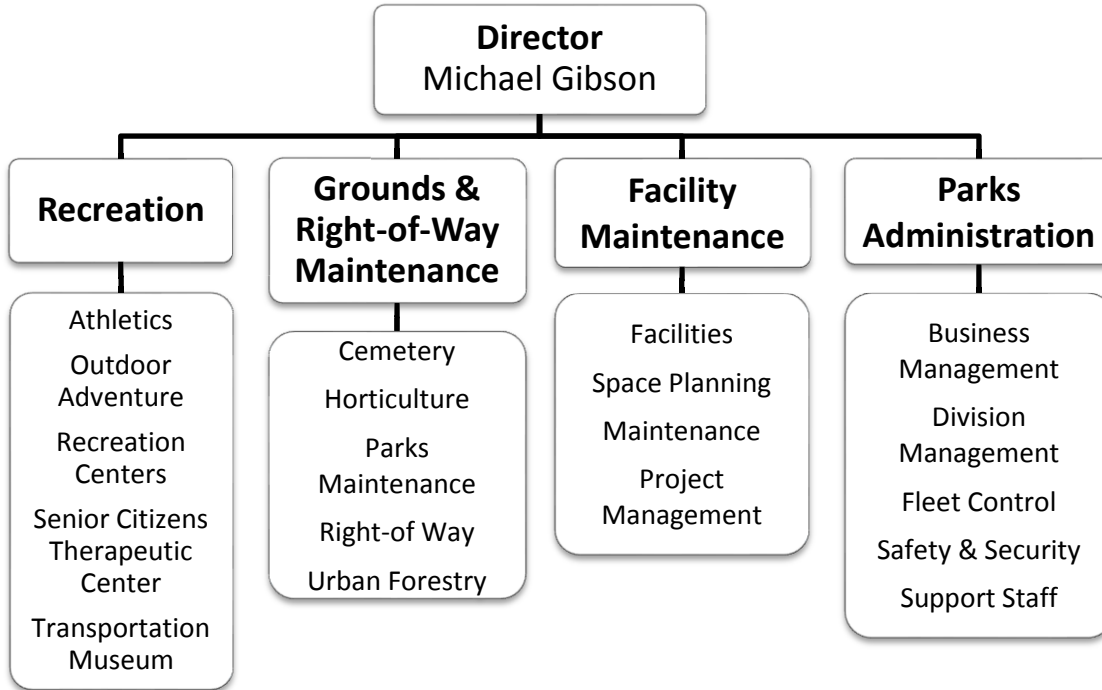
	<u>2013-14 Actual</u>	<u>2014-15 Original Budget</u>	<u>2015-16 Recommended Budget</u>	<u>2015-16 Adopted Budget</u>	<u>% Change vs 2014-15 Original Budget</u>
Expenditures by Program					
Community Risk Reduction	N/A	\$766,660	\$789,305	\$0	3.0%
Emergency Management	N/A	94,491	98,296	0	4.0%
Emergency Response Services	N/A	22,256,417	24,269,490	0	9.0%
Fire Administration, Planning & Research	N/A	1,025,734	1,137,554	0	10.9%
Fire Training & Development	N/A	282,094	345,406	0	22.4%
Total Expenditures	N/A	\$24,425,396	\$26,640,051	\$0	9.1%
Expenditures by Type					
Personnel Services	\$20,405,838	\$20,618,747	\$21,007,811	\$0	1.9%
Operating	2,344,011	2,181,890	3,820,191	0	75.1%
Contract Services	650,775	701,987	742,355	0	5.8%
Capital Outlay	1,317,428	709,000	760,032	0	7.2%
Transfers to Other Funds	33,626	204,111	300,000	0	47.0%
Debt Service	0	0	0	0	0.0%
Other Charges	(488)	9,661	9,662	0	0.0%
Total Expenditures	\$24,751,190	\$24,425,396	\$26,640,051	\$0	9.1%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$790,079	\$866,867	\$966,272	\$0	11.5%
Other General Fund Funding	23,961,111	23,558,529	25,673,779	0	9.0%
General Fund Subtotal	24,751,190	24,425,396	26,640,051	0	9.1%
Total Funding Sources	\$24,751,190	\$24,425,396	\$26,640,051	\$0	9.1%
Full-Time Equivalent Positions By Department					
Total Authorized FTEs	325.0	325.0	325.0	0.0	0.0%

Fire & Emergency Management

BUDGET HIGHLIGHTS

- Personnel includes \$633,056 for employee pay adjustments and a new 1% employer 401K contribution
- Operating costs consist of expenditures to operate 16 stations, \$1,342,231 for replacement of all department self-contained breathing apparatus (SCBAs) and \$1,106,310 for vehicle maintenance and fuel
- Contract Services includes \$593,017 for payments to volunteer fire departments for contracted fire protection
- Transfers to Other Funds reflects \$300,000 for land acquisition for Station 4 relocation
- Capital includes \$750,032 for vehicles and equipment, and \$10,000 for FayWorx integration
- The Capital Funding Plan also includes financing proceeds to construct a relocated replacement station for Fire Station 12
- Other charges includes an indirect cost allocation of \$78,492 for Hazmat operations offset by a \$75,000 allocation of HazMat costs to the Stormwater Fund

Parks, Recreation & Maintenance



Parks, Recreation & Maintenance

DEPARTMENT MISSION

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

Program: Recreation

General Fund \$5,230,602 / 55.0 FTEs

Purpose Statement:

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

Highlights:

- Operation of the new Outdoor Family Aquatics Center at Westover Recreation Center will begin on July 4, 2015. The facility will house both an eight lane competitive lap pool and a recreational swim pool.
- An \$11,000 grant from Major League Baseball's Reviving Baseball in Inner Cities program will be utilized in expanding FCPR's current baseball/softball program offerings to reach children previously unable to participate.
- The Gilmore Therapeutic Recreation Center, in partnership with Fayetteville Technical Community College, will be offering Adult Basic Education to participants. The program is designed to provide reading and math instruction which specifically addresses the need for basic communication skills, community awareness, numeracy and money management. This developmentally-appropriate, literacy-rich educational program will help prepare adult students for success in life experiences.
- A cooperative effort with the Fayetteville Police Department will bring Police Activity League programs to the community. This will provide additional programming to community members as well as create a safer community atmosphere with increased police presence and collaboration within the community. This is to include both athletic and non-athletic programming.
- The Spivey Recreation Center will become home to a computer lab for community use. This is made possible through a partnership with the Fayetteville Police Department in order to enhance facility offerings for children in low-income areas. The lab will consist of 10 new computers and new work desks. The intended use for the lab is for adult GED classes, Walker-Spivey Elementary use (to combat the loss of the school's current computer lab due the addition of a Pre-K program) and the FCPR afterschool program.

Parks, Recreation & Maintenance

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of athletic participants	2,280	2,394	2,514
# of athletic programs offered	239	251	264
Average # of registrations per athletic program	10	11	12
Average cost per athletic participant	\$22	\$22	\$22

Objective:

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

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of recreation centers	18	18	18
# of recreation participants registered	18,215	19,126	20,082
# of recreation programs offered	1,212	1,273	1,337
Average # of registrations per program	15	16	17
Average cost per recreation participant	\$25	\$27	\$27
% of residents very satisfied or satisfied with the availability of swimming pools	29%	29%	43%
% of residents very satisfied or satisfied with the overall quality of Parks and Recreation facilities and programs	61%	61%	69%

Program: Grounds & ROW Maintenance	<i>General Fund \$7,611,773 / 73.0 FTEs</i>
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Purpose Statement:

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

Parks, Recreation & Maintenance

Highlights:

- The construction phase of a town park will begin at Linden Park, approximately 38 acres of land secured in northern Cumberland County.
- Phase 3b of the Linear Park trail construction will be finalized. This phase of the project will connect the existing trail from Cool Spring Street to the newest portion of the trail which passes beneath the Grove Street Bridge, completing the downtown portion of the trail.
- The second phase of the Blounts Creek Trail will begin construction. This phase will extend the existing trail from Campbell Avenue to Russell Street.
- A conceptual design for City Gateway Entrances will be completed. Design will be completed for both primary and secondary entrance scenarios and will be utilized in construction of the new City gateways.
- Part II of Phase II of the Cape Fear River Trail has been completed. Part II of this project extends the trail from Hoffer Drive to the Cape Fear Botanical Garden.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of parks	63	63	64
Average # of park site visits per month	4	4	4

Objective:

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

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of recreation centers	18	18	18
Average # of athletic field site visits per month	5	5	5
% of recreation centers achieving Level 1 standard	95%	95%	95%
Litter Index Rating	1.81	1.79	1.77
Average # of recreation site visits per month	4	4	4
% of residents very satisfied or satisfied with the overall quality and condition of City parks and recreation facilities	66%	66%	77%

Parks, Recreation & Maintenance

Objective:

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

Key Performance Measures:	FY 2014	FY 2015 Estimated	FY 2016 Recommended
# of annual miles of right-of-way curb to be maintained	873	873	873
# of right-of-way visits per year	24	24	24

Program: Facility Management	<i>General Fund \$4,113,503 / 18.0 FTEs</i>
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Purpose Statement:

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

Highlights:

- Installation of the new HVAC system and installation of a new roof was completed at the Smith Recreation Center in April, 2015.
- The architectural design for the new building for Fire Station #12 was completed in May, 2015, and construction bidding will begin following site determination.
- Phased renovations of City Hall are underway, with renovations of the third floor to be completed in the fall of 2015. The design phase for the first and second floor renovations is underway.
- Construction of the new family aquatic facility at Westover is scheduled for completion in June, 2015. Preliminary design for construction of an additional aquatics facility will follow in the fall of 2015 after location determination by City Council.

City Goal:

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

Objective:

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

Key Performance Measures:	FY 2014	FY 2015 Estimated	FY 2016 Recommended
# of facilities receiving monthly maintenance service	104	104	104
# of work orders	2,636	1,786	1,608
Average # of work orders per month	220	170	131
% of work orders closed within one month	75%	76%	77%

Parks, Recreation & Maintenance

Objective:

To provide preventive maintenance on facilities and equipment such as roofs, HVAC, water fountains, ice machines, washer/dryers, water heaters, dishwashers and stoves/ranges.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of work orders	2,636	2,040	1,572

Program: Parks Administration *General Fund \$2,613,402 / 16.0 FTEs*

Purpose Statement:

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

City Goal:

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

Objective:

To efficiently and effectively process office administrative tasks in sales.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of annual park facilities rentals	287	290	293
# of community garden plots sold	76	77	78
% of community garden plots sold	81%	82%	83%

Parks, Recreation & Maintenance

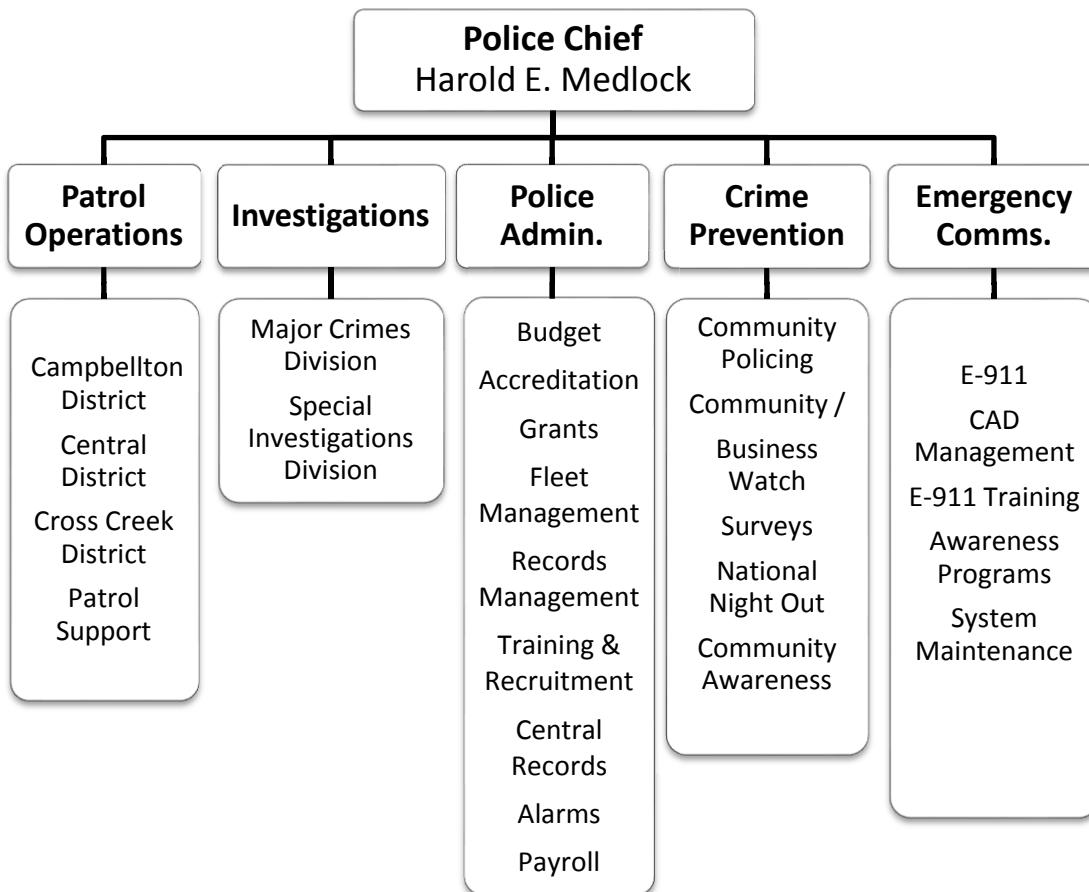
	<u>2013-14 Actual</u>	<u>2014-15 Original Budget</u>	<u>2015-16 Recommended Budget</u>	<u>2015-16 Adopted Budget</u>	<u>% Change vs 2014-15 Original Budget</u>
Expenditures by Program					
Recreation	N/A	\$5,111,201	\$5,230,602	\$0	2.3%
Grounds & ROW Maintenance	N/A	8,558,634	7,611,773	0	-11.1%
Facility Management	N/A	3,232,985	4,113,503	0	27.2%
Parks Administration	N/A	2,638,199	2,613,402	0	-0.9%
Non-Program Expenditures	N/A	580,294	20,968	0	-96.4%
Total Expenditures	N/A	\$20,121,313	\$19,590,248	\$0	-2.6%
Expenditures by Type					
Personnel Services	\$9,369,622	\$9,711,229	\$9,844,396	\$0	1.4%
Operating	4,580,621	4,640,272	4,785,174	0	3.1%
Contract Services	819,167	1,016,895	1,091,651	0	7.4%
Capital Outlay	486,343	553,500	1,280,500	0	131.3%
Transfers to Other Funds	2,293,602	3,303,500	2,262,218	0	-31.5%
Debt Service	0	0	0	0	0.0%
Other Charges	61,751	895,917	326,309	0	-63.6%
Total Expenditures	\$17,611,106	\$20,121,313	\$19,590,248	\$0	-2.6%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$5,410,099	\$5,652,229	\$4,086,447	\$0	-27.7%
Other General Fund Funding	12,201,007	14,469,084	15,503,801	0	7.2%
General Fund Subtotal	17,611,106	20,121,313	19,590,248	0	-2.6%
Total Funding Sources	\$17,611,106	\$20,121,313	\$19,590,248	\$0	-2.6%
Full-Time Equivalent Positions By Department					
Total Authorized FTEs	162.0	162.0	162.0	0.0	0.0%

Parks, Recreation & Maintenance

BUDGET HIGHLIGHTS

- Personnel includes \$176,309 for employee pay adjustments and a new 1% employer 401K contribution
- Operating costs include \$1,266,530 for utilities and \$1,284,450 for vehicle fuel and maintenance
- Contract Services includes \$205,413 for recreation program instructor services, \$245,000 for sports officiating and instruction services, \$105,016 for pool operations contracts with the YMCA for both the Chalmers and Westover pools and \$93,727 for alarm monitoring
- Capital includes \$673,000 for vehicle replacement, \$167,500 for equipment replacements, \$100,000 for gateway improvements, \$90,000 for an additional pedestrian footbridge at Festival Park and \$250,000 for other maintenance and improvement projects
- In addition, \$2,200,000 is included in the Capital Improvement Plan to construct an additional aquatic facility in fiscal year 2016
- Transfers to Other Funds reflects capital improvement projects of \$100,000 for ADA compliance, \$390,000 for building maintenance and renovations, \$1,622,218 for City Hall renovations and \$150,000 for playground improvements
- Other Charges includes \$75,000 in funding for the Arts Council, \$48,000 for Friends of the Park and \$56,250 for the Airborne and Special Operations Museum, an indirect cost allocation to the county recreation district of \$60,000 and \$85,000 in projected expenditures contingent upon receipt of donations
- Non-program expenditures consist of \$20,968 for retiree benefits for former district employees
- General Fund Functional Revenues include participant fees and rental fees for parks and recreation centers, and recreation tax proceeds from the County and Eastover
- Funding has been included in the Mayor, Council and City Clerk budget and the Corporate Communications budget to fund a bond referendum and public education campaign for parks and recreation facilities should Council elect to proceed

Police



DEPARTMENT MISSION

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

Program: Patrol Operations

General Fund \$25,302,002 / 319.0 FTEs

Purpose Statement:

The Patrol Operations Bureau provides 24/7 uniformed patrol response to calls for service, conducts preliminary and follow-up investigations and engages in community policing activities. Patrol Operations is the largest division and the core of the Fayetteville Police Department. In addition to responding to 911 calls and other requests for service, patrol officers are expected to proactively engage in directed patrols and other problem solving activities. Officers are encouraged to work in partnership with members of our community in seeking out and resolving problems in order to enhance our quality of life. The Bureau utilizes a variety of policing options that provide ultimate maneuverability and increased presence that allow officers to get to know the citizens of Fayetteville. In addition to police cruisers, officers patrol on foot, bicycle and motorcycles. These options allow officers to effectively serve and protect our community.

Highlights:

- Sector policing is a strategy designed to facilitate stronger community partnerships using Sector Lieutenants to provide a guided approach for increasing safety and awareness for the residents and businesses in the sector through more direct interaction with the Police Department.
- Patrol officers are assigned to the same sector, providing the opportunity to become knowledgeable with the activity occurring in their sector and to develop community policing strategies. This approach helps provide specific “go to” people for the Sector Lieutenants and officers when dealing with a particular problem in their sector and increases the personal level of attention that can be allocated within each sector.
- Crime Prevention Specialists assigned to the Patrol Operations Bureau coordinate crime prevention education and activities between the Police Department and the community.
- The department implemented bicycle patrols in areas where crime trends have been identified. Having officers patrol on bicycles increases the officer’s ability to interact with the residents in the neighborhood.
- The Police Department hopes to increase the exchange of information between officers and the residents about crime trends in their neighborhoods, crime prevention and information leading to the prosecution of criminal offenders.
- Cross Creek District is in a more efficient location, which provides citizens easy access to the District, provides more working space for officers, hosts an array of community meetings and events and increases police presence in the Cross Creek District.
- The Fayetteville Police Department has started the process of identifying the body cameras best suited for their officers and the supporting policies and procedures.

Police

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of moving violations	13,824	14,515	15,241
# of traffic crashes	8,754	8,316	7,484
# of non-moving violations	10,874	11,417	11,998
# of traffic related fatalities	28	19	18
% change in number of traffic crashes	0	-5%	-5%
% of residents very satisfied or satisfied with enforcement of local traffic laws	47%	47%	57%

Objective:

To reduce property crime by at least 5% annually.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of property crimes	12,271	10,798	9,502
% change in total property crime	(14.2%)	(12%)	(12%)
% of residents very satisfied or satisfied with the frequency that police officers patrol their neighborhoods	40%	40%	48%

Objective:

To reduce violent crime by at least 5% each calendar year.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of violent crimes	1,040	936	842
% change in violent crime	(11%)	(10%)	(10%)

Program: Investigations	<i>General Fund \$12,006,967 / 129.0 FTEs</i>
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Purpose Statement:

The Investigative Bureau is made up of two divisions. The Bureau is responsible for the efficient disposition of solvable criminal incidents by using effective investigation and prosecution methods. These units investigate approximately 2,000 felony cases per year, consistently clearing investigations at levels exceeding the national average. Their efforts provide investigative support to the Patrol Operations Bureau. They strive to bring reported crimes to a successful conclusion by thorough and diligent investigatory methods and frequent interaction with the Cumberland County District Attorney.

Highlights:

- The Fayetteville Police Department has begun the process of improving Forensic Services for the agency and surrounding jurisdictions by embarking on a plan to achieve Forensic Accreditation. As a result, the agency has recently received from the Federal Alcohol Tobacco and Firearms Agency a NIBIN (National Integrated Ballistic Information Network) device. The NIBIN Program automates ballistics evaluations and provides actionable investigative leads in a timely manner. NIBIN is the only interstate automated ballistic imaging network in operation in the United States and the Fayetteville Police Department was chosen as a regional host agency.
- In September, 2014 the Investigations Bureau established a specific squad to investigate serious aggravated assaults, serious domestic assaults and kidnapping cases. The focus of this unit is to not only respond to these crimes, but to identify trends and begin to develop mitigation methods to reduce the negative impact these crimes have on the community.
- Operation Ceasefire is housed in the Investigative Bureau and through an awarded PSN or Projects Safe Neighborhood grant, the department’s goal is to reduce gun and gang violence in Bonnie Doone; the most violent offenses in the most violent neighborhood within a 24-month period. The Fayetteville Police Department has an existing PSN model, Operation Ceasefire, that has been instrumental in tracing weapons used in violent crimes, decreasing the number of violent offenders who reoffend, and building a significant base for community outreach efforts.
- A public/private partnership between the Fayetteville Police Department, Cumberland County Sheriff’s Office and Integrated Forensic Laboratory Solutions Inc. has been initiated. The forensic crime laboratory provides the following services: controlled substance testing and identification (Drug ID), Blood Alcohol Content analysis (BAC), blood drug analysis (performed off site) and other laboratory analysis when requested. As the state laboratory has a tremendous backlog in providing these services, having this local laboratory prevents the continuation and dismissal of drug and DWI cases with blood analysis.

City Goal:

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

Objective:

To maintain a clearance rate for property crimes at or above the national rate of 22.7%.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
Property Crime Clearance Rate	19.1%	26.90%	28.90%

Objective:

To maintain a clearance rate for violent crimes at or above the national rate of 47.6%.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
Violent Crime Clearance Rate	44.6%	50.90%	52.90%

Police

Program: Police Administration

General Fund \$8,674,767 / 85.5 FTEs

Purpose Statement:

The Administrative Bureau is responsible for training all Police staff, overseeing budget for the department, accreditation and grants, payroll, fleet management, building maintenance, alarm monitoring, evidence, supply, central records, E911 operation, recruiting and special events. This program is responsible for providing the administrative support services necessary for the effective operation of the Police Department. Divisions of this bureau are responsible for managing the department's resources to meet the needs of the department in the most effective and efficient manner possible. The Administrative Bureau provides administrative and logistical support, strategic planning, technology implementation, policy setting and decision making relative to all divisions in the Fayetteville Police Department.

Highlights:

- The Administrative Bureau implemented the Online Crime Reporting tool on the department website, which enables citizens to file certain types of police reports online at their own convenience. This tool allows police officers to stay on the road, increasing productivity.
- Three areas in the Police Department have been renovated, including the Crime Information Center (CIC), the Chief's Staff and Internal Affairs Unit, and an assembly room. The CIC has monitors that display activities from citywide cameras. The CIC is a critical piece of the puzzle as the Fayetteville Police Department continues to evolve and adopt more advanced technology. It also serves as a command center for a variety of planned and unplanned police events. The Chief's Staff and Internal Affairs Units were modified to separate Internal Affairs from the Chief's Area due to the sensitive nature of their work. These modifications allowed patrol divisions more work area on the first floor of the department, and created a functional assembly room that is used for Crime Stats meetings and other departmental functions.
- Recently, the MIR3 call out system was implemented for officers. This system is the premier provider of Intelligent Notification and allows emergency notification and crisis management.
- The Police Department contracted with Wildfire, Inc. to begin building a public safety camera network throughout the City. This network system will act as a force multiplier, helping the Police Department improve public safety and solve crimes. Forty-two cameras are currently deployed, with a total of 75 planned for fiscal year 2016.
- The Police Department does not currently have the capability of electronically tracking and mapping the location of all our vehicles through an automated vehicle locator system (AVL). We also do not have a mapping system that is compatible with AVL. The computers for our police officers are due for replacement and will be replaced with mobile computer terminals (MCTs) with a GPS tracking system in the computer. The first deployment phase for these MCTs will be complete by June, 2015. All phases are expected to be completed during fiscal year 2016.
- Plans to equip all police patrol personnel with a body worn camera are being developed. These cameras capture both audio and video in high definition. The cameras have an 8 GB hard drive that is uploaded to a secure cloud for management.

- Recently, the department secured the following grants: Governor's Highway Safety Program, COPS Hiring Program and two Governor's Crime Commission grants for supervised treatment and rehabilitation services, and a citywide gang prevention program.
- In October, 2014 the department began working with the federal collaborative reform program to help review our practices and policies regarding use of force, a move that we believe will help build trust between officers and the community. The U.S. Department of Justice has agreed to work with us on the review, which will be done through the Office of Community Oriented Policing Services.

City Goal:

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

Objective:

To maintain an aggressive recruitment and retention strategy in an effort to achieve an average annual vacancy rate of 5% or less for funded sworn officer positions, which will support and sustain proactive policing methods.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
% of Basic Law Enforcement Training graduates still employed after 24 months	86%	89%	92%
% of residents very satisfied or satisfied with the overall police relationship with the community	54%	54%	60%
% of residents very satisfied or satisfied with the overall quality of police protection	61%	61%	67%
Annual turnover rate for sworn officers	4%	3.5%	3%
Sworn officer vacancy rate	6.1%	5.1%	4.1%

Program: Crime Prevention	<i>General Fund \$433,607 / 6.0 FTEs</i>
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Purpose Statement:

Crime Prevention coordinates crime prevention activities in the community.

Highlights:

- Crime Prevention Specialists are responsible for coordinating crime prevention events and meetings throughout the community.
- Through community contact and education, they work to educate and empower community stakeholders to take ownership of their community, and through partnership with the FPD, reduce crime and the fear of crime.

City Goal:

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

Police

Objective:

To increase level of community awareness through education.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of security assessments and safety briefings conducted	142	152	162
# of security assessments and safety briefings conducted per FTE	23	25	27
% of residents very satisfied or satisfied with Police efforts to prevent crime	45%	45%	55%

Objective:

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

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of active residential community watch groups	140	148	150
# of active business watch groups	10	15	20

Objective:

To increase the number of schools participating in youth crime prevention programs (Adopt-a-Cop and Gang Resistance Education and Training).

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
% of schools participating in youth crime prevention programs	32%	37%	40%

Program: Emergency Communications	<i>General Fund \$3,769,650 / 65.0 FTEs Emergency Telephone System \$1,028,042 / 0 FTEs</i>
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Purpose Statement:

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

Highlights:

- Communications implemented a Quality Assurance Program in accordance with the International Academy of Emergency Dispatch Standards and achieved a 94% average rating.

- All computers in Communications have been upgraded and put on a three-year upgrade cycle.
- The E911 phone system will be upgraded to a Hosted Solution, meaning our hardware will no longer be housed on-site and will be monitored 24/7 by technicians in Colorado and Florida. This process will take 12 to 18 months.
- The radio system is being upgraded to a three-site simulcast Astro P25 system and should go online mid-December.
- A step pay plan is being recommended to reduce turnover for dispatch personnel.

City Goal:

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

Objective:

To maintain an effective response time of 8 minutes and 2 seconds (8.2) or less for priority 1 calls.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of priority 1 calls for service	40,963	39,461	39,000
% of residents very satisfied or satisfied with how quickly police respond to emergencies	53%	53%	63%
Average response time for priority 1 calls	8m,2s	8m,2s	8m,2s

Objective:

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

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of 911 calls received	273,305	268,272	241,445
# of calls answered per telecommunicator	6,073	6,680	7,348
Average time from CAD entry to dispatch for priority 1 calls	7m, 38s	7m, 38s	7m, 38s

Police

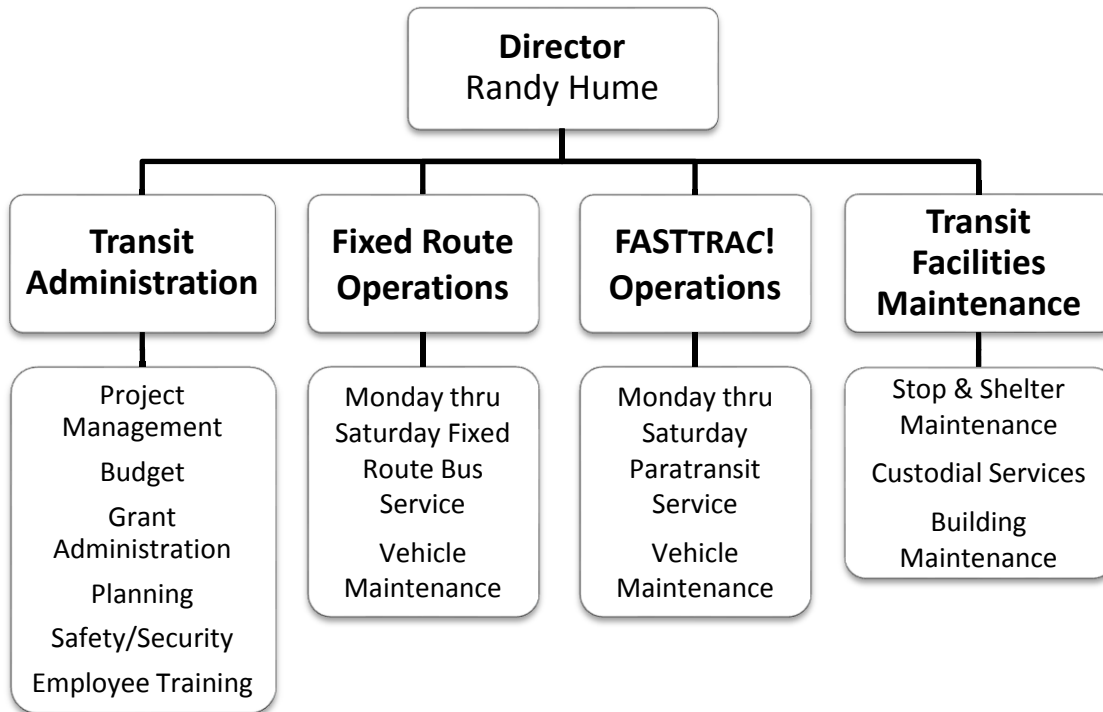
	<u>2013-14 Actual</u>	<u>2014-15 Original Budget</u>	<u>2015-16 Recommended Budget</u>	<u>2015-16 Adopted Budget</u>	<u>% Change vs 2014-15 Original Budget</u>
Expenditures by Program					
Patrol Operations	N/A	\$23,941,254	\$25,302,002	\$0	5.7%
Investigations	N/A	10,471,783	12,006,967	0	14.7%
Police Administration	N/A	11,169,785	8,674,767	0	-22.3%
Crime Prevention	N/A	360,786	433,607	0	20.2%
Emergency Comm'ns	N/A	4,767,030	4,797,692	0	0.6%
Total Expenditures	N/A	\$50,710,638	\$51,215,035	\$0	1.0%
Expenditures by Type					
Personnel Services	\$37,804,940	\$39,263,296	\$41,373,274	\$0	5.4%
Operating	6,201,135	7,339,312	7,437,565	0	1.3%
Contract Services	495,090	731,892	850,997	0	16.3%
Capital Outlay	355,329	2,680,097	1,299,223	0	-51.5%
Transfers to Other Funds	39,103	317,529	70,475	0	-77.8%
Debt Service	0	97,374	97,371	0	0.0%
Other Charges	103,096	281,138	86,130	0	-69.4%
Total Expenditures	\$44,998,693	\$50,710,638	\$51,215,035	\$0	1.0%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$1,164,494	\$1,820,138	\$1,843,998	\$0	1.3%
Other General Fund Funding	42,981,000	47,999,171	48,342,995	0	0.7%
General Fund Subtotal	44,145,494	49,819,309	50,186,993	0	0.7%
Emergency Telephone System Fund	853,199	891,329	1,028,042	0	15.3%
Total Funding Sources	\$44,998,693	\$50,710,638	\$51,215,035	\$0	1.0%
Full-Time Equivalent Positions By Department					
Total Authorized FTEs	552.2	593.7	604.5	0.0	1.8%

Note: Grant-funded program and personnel expenses for 3.0 FTEs are not reflected in this budget.

BUDGET HIGHLIGHTS

- Personnel reflects the addition of the remaining 11 police officers from the fiscal year 2015 tax package, and a net reduction of 0.2 FTEs resulting from position restructuring during fiscal year 2015. The fiscal year 2015 changes included the additions of a crime analyst, a firearms examiner and a forensic technician, and the upgrade of the part-time operation ceasefire coordinator to full-time, in exchange for the elimination of a community relations specialist, and one part-time and two full-time office assistants
- Three positions are appropriated in the Special Revenue Fund and are not included in the department FTE count
- Personnel also includes \$856,771 for employee pay adjustments and a new 1% employer 401K contribution
- Operating includes \$3,221,560 for vehicle maintenance and fuel; \$1,237,923 for various maintenance, licensing and repair expenditures; \$1,134,131 for general supplies and ammunition; and \$590,542 for other services for facility, equipment and tower space rent and 800 MHz system hosting by the City of Durham
- Contract Services includes \$220,000 for forensic testing, \$63,733 for location monitoring bracelets, \$84,080 for promotion assessments and \$25,000 for services provided by the Child Advocacy Center and \$159,167 for street naming and addressing services provided by Cumberland County
- Capital includes \$363,000 for vehicles for the 11 additional police officers, \$81,000 for three additional vehicles for civilian crash investigators, \$812,000 for 22 replacement vehicles, and \$43,223 for other equipment
- Transfers to Other Funds includes \$70,475 for local matches for Federal and State Grants
- Debt Service includes \$97,371 for the E911 share of debt repayment for the 800 MHz system upgrade
- Other Charges includes \$100,000 for confidential/evidence funds, and a cost redistribution of \$51,066 to PWC for shared operating costs for the 800 MHz radio system

Transit



DEPARTMENT MISSION

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

Program: Transit Administration *Transit Fund \$1,278,292 / 9.7 FTEs*

Purpose Statement:

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

Highlights:

- Ten-Year Transit Development Plan (TDP) approved by City Council in March 2014.
- Construction of the "FAST Center" began in December 2014. The grand opening is expected to take place in May 2016.
- FAST continues to receive grant funding to offset the cost of expanded service and new routes, as well as the installation of ADA accessible sidewalks.
- 67 bus stops have a shelter and a total of 89 stops have a bench.
- FSU partnership to provide convenient rides for students and to support a new route serving Country Club/Pamalee Drive.

City Goal:

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

Objective:

To provide a safe, efficient, reliable and courteous public transportation system that meets the needs and expectations of the community, and to that end, achieve a 5% increase in overall resident satisfaction level in the quality of the FAST system over the next two fiscal years.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
% of residents very satisfied or satisfied with the availability of the public transportation system, the Fayetteville Area System of Transit	43%	43%	48%
% of residents very satisfied or satisfied with the overall quality of the public transportation system, the Fayetteville Area System of Transit	38%	38%	45%

Transit

Objective:

To provide comfortable, ADA accessible stops for our fixed route Transit customers by increasing the number of bus shelters and ADA accessible bus stops by 5%.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
% of ADA accessible bus stops	33%	35%	37%
% of bus stops with a shelter	10.81%	11.5%	12%

Objective:

To reduce or maintain preventable vehicle accidents and passenger incidents.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of passenger incidents per 100,000 miles	3.71	3.50	3.30
# of vehicular accidents per 100,000 miles	2.78	2.65	2.50

Program: Fixed Route Operations	<i>Transit Fund \$4,878,229 / 74.4 FTEs</i>
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Purpose Statement:

Fixed Route Operations provides fixed route bus service using a fleet of 27 buses. Fixed route service runs from 5:30 a.m. to 10:30 p.m. Monday through Friday and 7:30 a.m. to 10:30 p.m. on Saturday. Connection points are located at University Estates, Cross Creek Mall, Food Lion on Ireland Drive, Walter Reed Road, Cliffdale Road & 71st School Road, Methodist University, Walmart on Ramsey Street, Walmart on Skibo Road, the Veterans Affairs Medical Center and the Main Transfer Center, located at 147 Old Wilmington Road.

Highlights:

- FAST unveiled a new paint scheme for its buses in June of 2014. There are currently three buses in service with the new design.
- FAST has added five new routes since FY 14, including two that travel to Fort Bragg. New areas of service also include Strickland Bridge Road, Enterprise Avenue and the Crown Coliseum.
- A partnership with Fayetteville State University resulted in the addition of Route 11, which provides service from Cross Creek Mall to Cape Fear Valley North Pavilion and Ramsey Street before returning to the mall via Country Club Drive/Pamalee Drive/Skibo Road. This route makes two stops at FSU in the course of one trip.
- FAST continues to explore other opportunities for partnerships and regional service with Fort Bragg and surrounding municipalities.

City Goal:

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

Objective:

To increase average daily ridership by 5%.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of passengers (Fixed Route)	1,584,699	1,663,934	1,747,131
# of revenue hours (Fixed Route)	73,505	84,177	90,029
% of fare box recovery (total passenger fare revenue/by total operating cost)	20.58%	21.61%	22.69%
Average weekday fixed route ridership	5,589	5,868	6,162

Objective:

To provide reliable fixed route service by increasing on-time performance of fixed route vehicles by 5%.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of routes which operate within zero to five minutes of published schedules at least 75% of the time	10	11	12
# of valid customer complaints related to on-time performance	6	5	5

Program: FASTTRAC! Operations

Transit Fund \$1,696,035 / 27.7 FTEs

Purpose Statement:

The FASTTRAC! program provides service to residents eligible under the Americans with Disabilities Act using a fleet of 16 vehicles. This service operates on the same schedule as our fixed route service within 3/4 mile of those routes.

Highlights:

- FASTTRAC! upgraded its scheduling software in September 2014 to provide increased route optimization and scheduling features.
- Ridership has increased 10% in the first five months of FY 2015.
- Applications for the FASTTRAC! program have increased 42% as compared to FY 2014.
- An expanded FASTTRAC! fleet of 16 vehicles allows us to provide more efficient service to more people, with limited trip denials based on availability.
- FAST added two customer service representatives to its staff in December 2014 to reduce the time clients spend on hold when calling for reservations.

City Goal:

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

Objective:

To improve timeliness of ADA application processing to no more than 21 calendar days.

Transit

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
% of applications processed within 21 calendar days	17.41%	70%	80%
Average number of days to process a completed FASTTRAC! application	109	22	15

Objective:

To make efficient use of call system reports in an effort to reduce or maintain trip denials, no shows and call wait times to less than one minute.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of FASTTRAC! calls received	23,988	25,187	26,446
# of no shows	1,964	1,865	1,772
# of trip denials	4	3	2
Average wait time per call	:22	:21	:20

Objective:

To provide more efficient FASTTRAC! service by utilizing route optimization software to increase daily passengers and passengers per revenue hour by 5%.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of FASTTRAC! passengers	54,662	57,395	60,265
# of FASTTRAC! revenue hours	22,189	23,298	24,463
Average FASTTRAC! passengers per revenue hour	2.46	2.59	2.72
Average weekday FASTTRAC! ridership	201	211	222

Program: Transit Facilities Maintenance	<i>Transit Fund \$246,579 / 2.7 FTEs</i>
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Purpose Statement:

The Facilities Maintenance program provides routine maintenance, repairs and cleaning services for all FAST facilities, including 455 Grove St., 147 Old Wilmington Road and stops/shelters throughout the service area.

Highlights:

- FAST completed renovations of its maintenance facility and yards in the fall of 2014.
- A Stop & Shelter maintenance program that was implemented in FY 2014 through a partnership with Parks & Recreation has resulted in fewer calls for service. The stops and shelters are now maintained on a regular schedule (emptying trash cans, mowing, cleaning, installing signage and general routine maintenance).

City Goal:

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

Objective:

To reduce complaint calls for service related to bus shelters/stops by 10%.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of calls for service to bus shelters/stops	20	18	16

Transit

	<u>2013-14 Actual</u>	<u>2014-15 Original Budget</u>	<u>2015-16 Recommended Budget</u>	<u>2015-16 Adopted Budget</u>	<u>% Change vs 2014-15 Original Budget</u>
Expenditures by Program					
Transit Administration	N/A	\$1,516,211	\$1,278,292	\$0	-15.7%
Fixed Route Operations	N/A	4,700,273	4,878,229	0	3.8%
FASTTRAC! Operations	N/A	1,573,904	1,696,035	0	7.8%
Transit Facilities Maintenance	N/A	201,361	246,579	0	22.5%
Non-Program Expenditures	N/A	65,862	136,472	0	107.2%
Total Expenditures	N/A	\$8,057,611	\$8,235,607	\$0	2.2%
Expenditures by Type					
Personnel Services	\$4,686,437	\$5,268,302	\$5,734,943	\$0	8.9%
Operating	1,520,134	1,747,132	1,623,766	0	-7.1%
Contract Services	84,119	106,281	138,126	0	30.0%
Capital Outlay	165,577	10,750	8,350	0	-22.3%
Transfers to Other Funds	0	504,218	233,733	0	-53.6%
Debt Service	21,011	19,267	0	0	-100.0%
Other Charges	491,901	401,661	496,689	0	23.7%
Total Expenditures	\$6,969,179	\$8,057,611	\$8,235,607	\$0	2.2%
Funding Sources					
Transit Fund	\$6,969,179	\$8,057,611	\$8,235,607	\$0	2.2%
Total Funding Sources	\$6,969,179	\$8,057,611	\$8,235,607	\$0	2.2%
Full-Time Equivalent Positions By Department					
Total Authorized FTEs	96.5	104.5	114.5	0.0	9.6%

BUDGET HIGHLIGHTS

- Personnel reflects 4 positions added during Fiscal Year 2015 to support the FSU route, 4 bus operator positions being added to reduce temporary wages, the addition of a transit planner and the addition of a maintenance worker
- Personnel also includes \$99,947 for employee pay adjustments and a new 1% employer 401K contribution
- Operating includes \$414,200 for vehicle parts and contracted maintenance, and \$772,500 for fuel costs
- Contract Services includes \$28,000 for bus shelter maintenance services to be performed by the Parks, Recreation and Maintenance Department, \$65,400 for contracted security services, and \$15,600 for collection of vehicle license taxes by the NCDMV
- Transfers to Other Funds includes \$233,733 for required local match funds for capital and planning grants
- Other Charges includes \$621,068 for indirect cost allocations, \$90,000 for pass through grant funding to Hoke County, offset by a \$232,689 cost redistribution to the planning grant
- Non-program expenditures consist of \$46,472 for retiree benefits

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FY 2016



annual budget

City of
Fayetteville
South Carolina

Section G

Support Services & Administration Portfolio

Support Services & Administration

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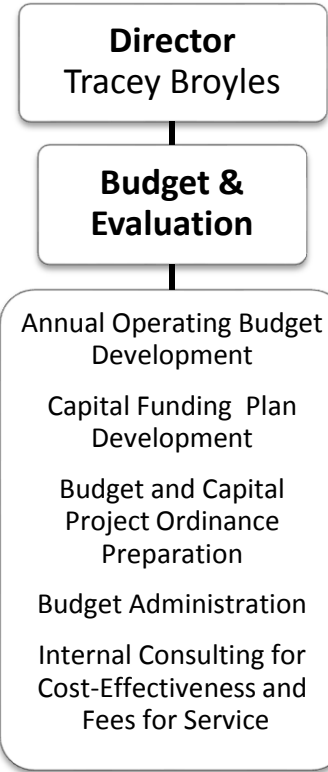
Support Services & Administration

	<u>2013-14</u> <u>Actual</u>	<u>2014-15</u> <u>Original</u> <u>Budget</u>	<u>2015-16</u> <u>Recommended</u> <u>Budget</u>	<u>2015-16</u> <u>Adopted</u> <u>Budget</u>	<u>%</u> <u>Change</u> <u>vs</u> <u>2014-15</u> <u>Original</u> <u>Budget</u>
Expenditures by Department					
Budget and Evaluation	\$0	\$0	\$437,163	\$0	100.0%
City Attorney's Office	1,224,406	1,403,583	1,540,731	0	9.8%
City Manager's Office	1,693,873	1,558,539	2,044,097	0	31.2%
Corporate Communications	673,212	671,100	746,701	0	11.3%
Finance	5,875,106	6,247,239	5,935,299	0	-5.0%
Human Resource Development	16,553,324	15,899,153	17,362,928	0	9.2%
Information Technology	5,505,082	5,043,635	5,548,994	0	10.0%
Mayor, Council and City Clerk	858,291	724,345	1,154,676	0	59.4%
Total Expenditures	\$32,383,294	\$31,547,594	\$34,770,589	\$0	10.2%
Expenditures by Type					
Personnel Services	\$7,365,238	\$7,850,142	\$8,896,197	\$0	13.3%
Operating	16,768,567	18,976,205	20,389,626	0	7.4%
Contract Services	2,492,442	3,658,858	2,973,765	0	-18.7%
Capital Outlay	291,574	6,000	173,000	0	2783.3%
Transfers to Other Funds	5,577,256	1,773,000	1,703,085	0	-3.9%
Debt Service	0	0	0	0	0.0%
Other Charges	(111,783)	(716,611)	634,916	0	-188.6%
Total Expenditures	\$32,383,294	\$31,547,594	\$34,770,589	\$0	10.2%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$2,400	\$2,000	\$2,000	\$0	0.0%
Other General Fund Funding	13,402,828	13,349,633	15,020,520	0	12.5%
General Fund Subtotal	13,405,228	13,351,633	15,022,520	0	12.5%
Risk Management Fund	18,978,066	18,195,961	19,748,069	0	8.5%
Total Funding Sources	\$32,383,294	\$31,547,594	\$34,770,589	\$0	10.2%

Support Services & Administration

	2013-14	2014-15	2015-16	2015-16	%
	<u>Actual</u>	<u>Original</u>	<u>Recommended</u>	<u>Adopted</u>	<u>Change</u>
		<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>vs</u>
					<u>2014-15</u>
					<u>Original</u>
					<u>Budget</u>
Full-Time Equivalent Positions					
By Department					
Budget and Evaluation	0.0	0.0	5.1	0.0	100.0%
City Attorney's Office	6.0	9.0	9.0	0.0	0.0%
City Manager's Office	9.0	8.0	17.9	0.0	123.8%
Corporate Communications	14.0	14.0	9.5	0.0	-32.1%
Finance	23.0	23.0	20.0	0.0	-13.0%
Human Resource Development	19.0	19.0	19.0	0.0	0.0%
Information Technology	24.0	26.0	27.0	0.0	3.8%
Mayor, Council and City Clerk	3.0	3.0	3.0	0.0	0.0%
Total Authorized FTEs	98.0	102.0	110.5	0.0	8.3%

Budget & Evaluation



DEPARTMENT MISSION

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

Program: Budget and Evaluation

General Fund \$437,163 / 5.1 FTEs

Purpose Statement:

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

Highlights:

- Budget and Evaluation Office established by Council action in September 2014, with two positions transferred from the Finance Department and three added positions.
- Recruitment and selection of staff completed in December 2014.
- Funding plans for the Fiscal Year 2016-2020 Capital Improvement and Information Technology Plans completed in January 2015.
- Continuing support of the budget development process for the Fiscal Year 2016 Annual Operating Budget.
- Working with senior management to develop a work plan for process improvement and cost efficiency studies to be undertaken in the fall of 2015.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of budget staff FTEs per 1,000 population (includes a portion of Strategic Planning FTEs)	.01	.03	.03
# of General Fund portfolios or other funds that exceed annual budget appropriation	0	0	0
General Fund unassigned fund balance as a % of the subsequent year's budget	12.8%	12.0%	12.9%

Budget & Evaluation

% variance in General Fund actual vs. budgeted revenues (excluding other financing sources)	.5%	+/-3%	+/-3%
% variance in General Fund actual expenditures, year-end encumbrances and assignments vs. budgeted expenditures (excluding other financing uses)	-2.8%	0 to -3%	0 to -3%

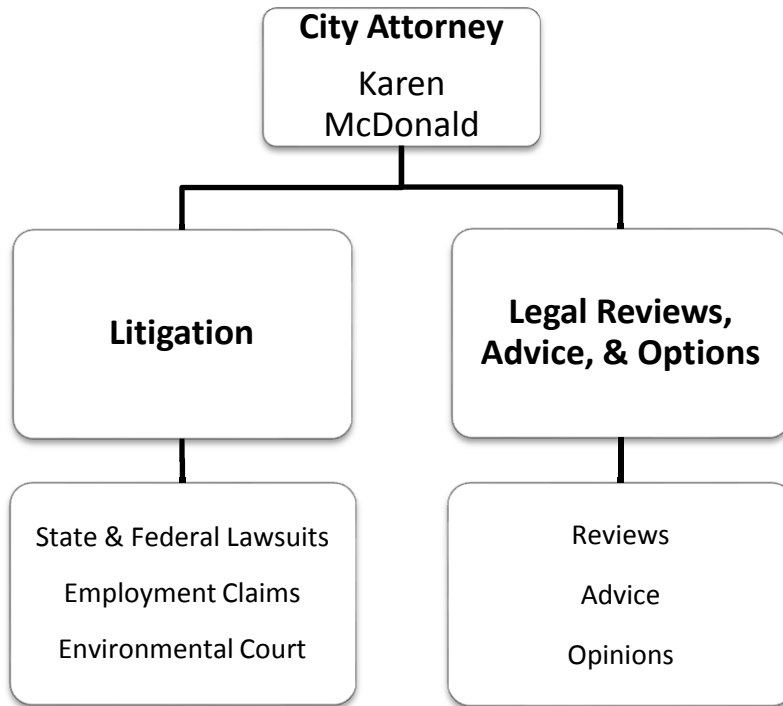
Budget & Evaluation

	<u>2013-14 Actual</u>	<u>2014-15 Original Budget</u>	<u>2015-16 Recommended Budget</u>	<u>2015-16 Adopted Budget</u>	<u>% Change vs 2014-15 Original Budget</u>
Expenditures by Program					
Budget and Evaluation	N/A	\$0	\$437,163	\$0	100.0%
Total Expenditures	N/A	\$0	\$437,163	\$0	100.0%
Expenditures by Type					
Personnel Services	\$0	\$0	\$418,428	\$0	100.0%
Operating	0	0	18,535	0	100.0%
Contract Services	0	0	75	0	100.0%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	0	0	0	0	0.0%
Debt Service	0	0	0	0	0.0%
Other Charges	0	0	125	0	100.0%
Total Expenditures	\$0	\$0	\$437,163	\$0	100.0%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	0	0	437,163	0	100.0%
General Fund Subtotal	0	0	437,163	0	100.0%
Total Funding Sources	\$0	\$0	\$437,163	\$0	100.0%
Full-Time Equivalent Positions By Department					
Total Authorized FTEs	0.0	0.0	5.1	0.0	100.0%

Budget & Evaluation

BUDGET HIGHLIGHTS

- Personnel reflects the transfer of two positions from the Finance department to the Budget and Evaluation Office, the addition of three budget and evaluation analyst positions, and the reclassification of the senior budget and evaluation analyst to assistant budget and evaluation director
- Also reflected in Personnel is \$9,566 for employee pay adjustments and a new 1% employer 401K contribution
- Operating includes general office supplies, software maintenance and licensing fees, telephone costs, printing and photo copier expenditures, memberships and dues, and travel and training



City Attorney's Office

DEPARTMENT MISSION

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

Program: Litigation

General Fund \$956,367 / 3.6 FTEs

Purpose Statement:

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

Highlights:

- Litigation efforts continue to be provided in a timely, professional and effective manner.
- Open state/federal cases are trending upward, resulting in an increased workload for cases being represented in-house.
- Open employment claims are trending downward and continue to be denied, resulting in no loss to the City.
- Open environmental court cases are trending downward and continue to result in code violations being abated.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of employment claims closed during fiscal year	8	4	2
# of employment claims open during fiscal year	9	6	6
# of environmental court cases closed during fiscal year	81	20	20
# of environmental court cases open during fiscal year	126	71	71
# of State/Federal cases closed during fiscal year	5	9	9
# of State/Federal cases open during fiscal year	19	24	24
% of litigation represented in-house	92%	96%	96%
# of attorneys providing litigation services	4	5	5

Program: Legal Reviews, Advice & Opinions

General Fund \$584,364 / 5.4 FTEs

Purpose Statement:

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

Highlights:

- Legal reviews, advice and opinions continue to be provided in a timely manner.
- Percent of documents being reviewed within 10 days of receipt is trending upward.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
% of reported staff hours expended for the administration and support services departments per fiscal year	31.92%	39.80%	39.80%
% of reported staff hours expended for the community investment departments per fiscal year	24.96%	27.77%	27.77%
% of reported staff hours expended for the operations departments per fiscal year	33.33%	23.15%	23.15%
% of reported staff hours expended for the governing body per fiscal year	6.67%	6.46%	6.46%
% of reported staff hours expended for the Public Works Commission per fiscal year	3.12%	2.82%	2.82%
% of documents reviewed within 10 days of receipt	71%	82%	82%
# of attorneys providing legal review services	4	5	5

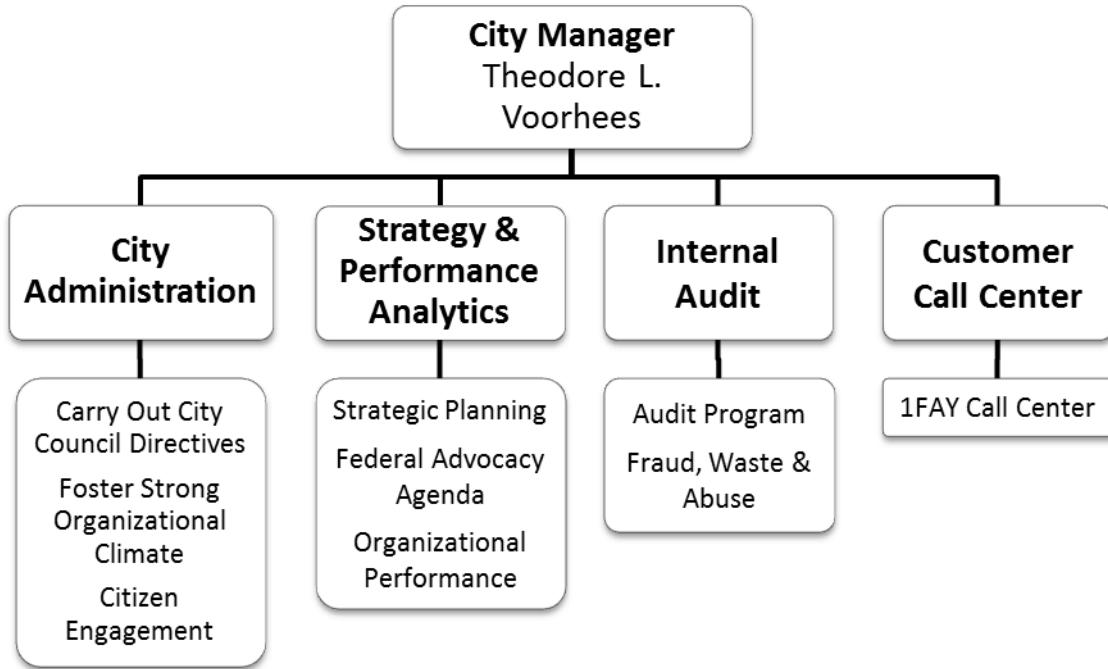
City Attorney's Office

	<u>2013-14 Actual</u>	<u>2014-15 Original Budget</u>	<u>2015-16 Recommended Budget</u>	<u>2015-16 Adopted Budget</u>	<u>% Change vs 2014-15 Original Budget</u>
Expenditures by Program					
Litigation	N/A	\$772,598	\$956,367	\$0	23.8%
Legal Reviews, Advice & Opinions	N/A	630,985	584,364	0	-7.4%
Total Expenditures	N/A	\$1,403,583	\$1,540,731	\$0	9.8%
Expenditures by Type					
Personnel Services	\$698,981	\$873,335	\$918,211	\$0	5.1%
Operating	36,435	56,788	48,997	0	-13.7%
Contract Services	501,912	1,303,100	600,100	0	-53.9%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	0	0	0	0	0.0%
Debt Service	0	0	0	0	0.0%
Other Charges	(12,922)	(829,640)	(26,577)	0	-96.8%
Total Expenditures	\$1,224,406	\$1,403,583	\$1,540,731	\$0	9.8%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	1,224,406	1,403,583	1,540,731	0	9.8%
General Fund Subtotal	1,224,406	1,403,583	1,540,731	0	9.8%
Total Funding Sources	\$1,224,406	\$1,403,583	\$1,540,731	\$0	9.8%
Full-Time Equivalent Positions By Department					
Total Authorized FTEs	6.0	9.0	9.0	0.0	0.0%

BUDGET HIGHLIGHTS

- Personnel includes \$16,427 for employee pay adjustments and a new 1% employer 401K contribution
- Operating includes \$28,100 for supplies, which primarily consists of case research reference materials; and \$11,209 for employee travel and training
- Contract Services consists of \$600,000 for contracted legal services
- Other Charges reflects a cost redistribution of \$27,000 to PWC for the City Attorney service level agreement

City Manager's Office



DEPARTMENT MISSION

To promote a dynamic partnership among citizens, City Council and our employees that fosters results-focused decisions and solutions based on community values and participation. We effectively manage the human, financial and material resources of the City in order to achieve the vision, mission and policy goals of the City Council set forth in the City's Strategic Plan.

Program: City Administration

General Fund \$1,187,237 / 7.5 FTEs

Purpose Statement:

City Administration provides executive leadership, administrative policy direction, personnel oversight and fiscal stewardship in accordance with City Council direction and in a manner that results in accomplishment of the City's mission. The City Manager's Office provides program oversight to approximately 1,600 employees in 18 operating units of City government.

Highlights:

- Standard & Poor's Rating Services affirmed the City's AA+ General Obligation credit rating on February 6, 2015.
- Successful budget process and adoption by City Council by June 30.
- Completion of Best Practice Study: Communications and Risk.
- Integration of the Call Center with PWC.
- Creation of the Budget and Evaluation Office and Internal Audit Office.
- Successful recruitment and selection of the Economic and Business Development Director, Marketing and Business Development Manager and Administrative Assistant.
- Successful recruitment and selection of the new Corporate Communications and Human Resource Development Directors.

City Goal:

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

Objective:

To achieve 100% approval rating by City Council in their adoption of the federal and state legislative advocacy agendas.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
% of federal legislative advocacy agendas adopted by City Council	100%	100%	100%
% of state legislative advocacy agendas adopted by City Council	100%	100%	100%

City Manager's Office

Objective:

To increase the mean response in the Employee Opinion Survey that City Manager's Office is committed to achieving the City's goals by .64 points toward a target of 4.7 in FY 2017.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
Mean response of employees that believe the City Manager's Office demonstrates a strong personal commitment toward achieving the City's goals	N/A	4.06	4.06

Objective:

To increase the mean response of employee job satisfaction by .2 points toward a target of 4.7 in FY 2017.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
Mean response of employees satisfied with their job	N/A	4.5	4.5

Objective:

To increase the mean response of employees recognizing how their contributions support the City's mission and goals by .62 points toward a target of 4.7 in FY 2017.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
Mean response of employees that understand how their job supports the City's mission and goals	N/A	4.08	4.08

Objective:

To increase the mean response of employees recommending the City as a place of employment by .34 points toward a target of 4.7 in FY 2017

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
Mean response of employees who would recommend the City of Fayetteville as a good place to work	N/A	4.36	4.36

Objective:

To increase the mean response of employees who plan to continue working for the City by .02 points toward target of 4.7 in FY 2017.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
Mean response of employees who plan to stay with the City	N/A	4.68	4.68

City Manager's Office

Objective:

To increase the mean response of employees who think the City is well managed by .5 points by FY 2017 toward a target of 4.35.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
Mean response of employees who think the City is well managed	N/A	3.85	3.85

Objective:

To increase the positive response rate in the Citizen Survey by 5% in two years, toward a target of 62% very satisfied or satisfied with the overall quality of customer service.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
% of residents very satisfied or satisfied with overall quality of customer service received from City employees	59%	59%	62%

Objective:

To maintain a AA+ general obligation bond rating in FY 2016

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
General obligation bond ratings	AA+/Aa1	AA+/Aa1	AA+/Aa1

Program: Strategy & Performance Analytics *General Fund \$269,721 / 2.3 FTEs*

Purpose Statement:

The Strategy and Performance Analytics Office provides strategic planning and organizational performance oversight, which aligns resources to the City's Strategic Plan, maximizing performance for a positive impact on citizens. The program seeks to provide the information needed for City leaders to resource the organization for success, compare performance over time, review trend analysis, evaluate and benchmark results and continuously improve the organization. To that end, this program develops and conducts the City's Citizen Satisfaction and Employee Opinion Survey and provides analytical and policy support to senior management. This program also provides intergovernmental relations promoting and advocating the interests of the City of Fayetteville. The City works collaboratively with community stakeholders and partners to engage with the Federal government and pursue funding assistance for strategic focus areas. These focus areas are identified in an annually established community federal agenda. The efforts ensure protection and preservation of essential community assets.

City Manager's Office

Highlights:

- Conducted strategic planning citizen engagement sessions referred to as “Café Conversations” with over 100 residents sharing their top priorities and feedback on City performance in strategic goal areas. The City received exceptional customer feedback from both sessions.
- Institutionalized the City’s PRIDE program (Organizational Performance) with ongoing performance measurement training, workshops and team goal meetings.
- Developed and institutionalized a citywide Data Analytic Team (DAT), conducted the City’s first performance measurement audit and developed action plans to refine performance measure inventory.
- Advanced strategic initiatives communicated in a strategic performance report to City Council and community that highlighted the transition to performance measurement.
- Provided Six Sigma Yellow Belt training to a cross-departmental group of employees. Working to develop a citywide Total Quality Management Training Program and process improvement framework.
- Conducted a Senior Management Team retreat that provided an opportunity to prioritize action plans for the upcoming fiscal year and to build upon them.
- Conducted a citywide employee opinion survey with an exceptional 72% response rate, which included in-depth statistical analysis to improve the City’s ability to develop effective action plans.
- Developed a community federal advocacy agenda in partnership with the County and Regional Chamber.
- Joined together with residents, Cumberland County, Regional Chamber and other local governments to honor the soldiers and families by naming I-295 “the Airborne and Special Operations Highway” and created a coalition to oppose the Air Force proposal to deactivate the 440th Airlift Wing with board resolutions and an online resident petition.
- Created a Military Host Cities Coalition to foster collaboration among military host cities and ensure that the mission of the military and the needs of the soldiers and their families are addressed.

City Goal:

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

Objective:

To achieve a 100% City Council approval rating for performance reports of a structured and cohesive strategic planning and performance management system

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
% of performance reports approved by City Council	100%	100%	100%

Objective:

To improve the relevance of performance reporting by increasing the percentage of effective and efficient performance measures by 3% each fiscal year

City Manager's Office

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
% of departmental performance measures reported in the City's budget and/or performance report that are effective and efficient measures	63%	65%	67%

Objective:

To increase citizen knowledge of the City's strategic planning process by 5% biennially toward a target of 50%.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
% of residents that heard about the City's Strategic Plan	20%	20%	21%

Objective:

To increase the efficiency and reliability of Goal Teams through increasing adherence to deadlines by 5% each fiscal year toward a target of 95%.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
% of Goal Teams meeting data submission deadlines	83%	87%	91%

Objective:

To increase the number of resourced strategic initiatives that successfully complete action plans by 5% a year toward a target of 95%.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
% of strategic initiatives meeting or exceeding performance targets (green light)	77%	81%	85%

Objective:

To increase the percentage of employees trained in total quality management methodologies by 2% over the course of FY 2016

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
% of employees trained in total quality management methodologies	N/A	3%	5%

Objective:

To increase the reliability of the City's performance measures by 5% each fiscal year toward a target of 66%.

City Manager's Office

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
% of performance measures validated in the Performance Measurement Data Integrity Audit	N/A	58%	61%

Objective:
To maintain a solid, cohesive federal partnership through the adoption of a community federal agenda every fiscal year.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
% of Federal advocacy agendas adopted by City Council, Regional Chamber and Cumberland County	100%	100%	100%

Program: Internal Audit *General Fund \$296,376 / 3.1 FTEs*

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

- Highlights:**
- Completed comprehensive audits and special project reports and provided useful recommendations for management.
 - Marketed the Fraud, Waste and Abuse Hotline during the year by providing "employee kits" promoting "Doing What's Right".

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

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

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of fraud, waste and abuse allegations investigated	N/A	10	10

Objective:

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

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of comprehensive audits completed	N/A	2	8

Program: Customer Call Center *General Fund \$290,763 / 5.0 FTEs*

Purpose Statement:

The 1FAY Call Center serves the organization by handling incoming and outgoing calls. Staff answers questions, enters service requests, directs calls and offers other assistance as needed.

Highlights:

Key Successes for FY15

- Call Center consolidated with PWC.
- Integrated operations with FayWorx and FayFixIT.
- Initiated Customer Service Week Program.
- Responded to approximately 69,429 customer inquiries within the last 12 months.

Major Functions

- Respond to customer inquiries primarily related to Environmental Services (Solid Waste). For example, pickups, complaints, and roll cart maintenance.
- Receive and direct calls related to other departments in the organization such as Development Services, Parks & Recreation, Engineering and Infrastructure, and Finance, for services including code enforcement, loose leaf pick up, right-of-way maintenance, street maintenance, stormwater services, traffic services and business licenses.

Challenges

- The customer base is expanding as new technology is being leveraged to identify call center needs

Major Historical Activity

- 2015 division of the City Manager's Office.
- 2014 physically relocated to FPWC's Administration Building.
- 2013 division of the Corporate Communications Department.
- 2008 division of Environmental Services.

City Manager's Office

City Goal:

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

Objective:

To provide timely service by achieving an average wait time of two minutes or less and an average talk time of three minutes or less 80% of the time. To provide quality customer service by maintaining an average of 95% or higher on quality monitoring audits.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
Average wait time per call	2:02	3:00	2:00
Average talk time per call	2:20	2:30	3:00
% of abandoned calls	23%	25%	20%
Average customer satisfaction rating	89%	96%	95%

City Manager's Office

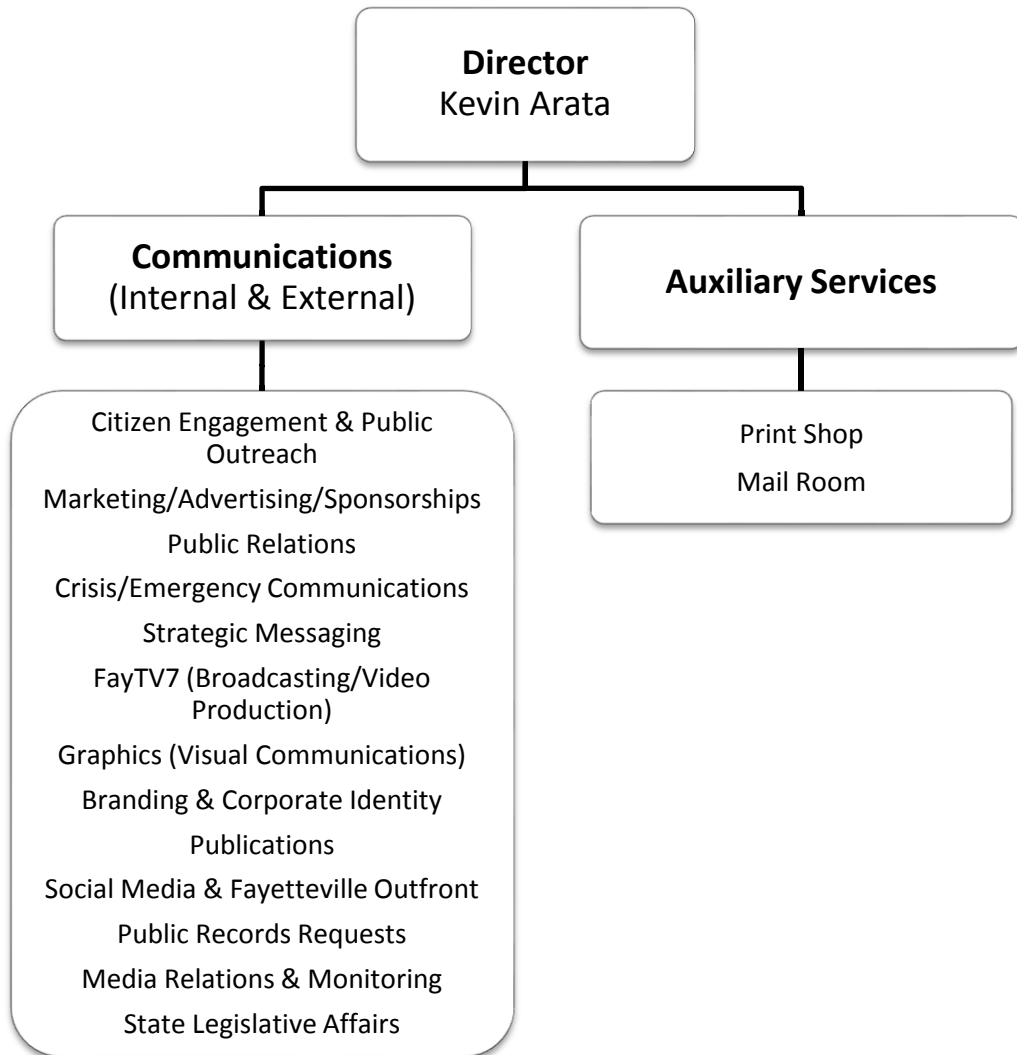
	<u>2013-14 Actual</u>	<u>2014-15 Original Budget</u>	<u>2015-16 Recommended Budget</u>	<u>2015-16 Adopted Budget</u>	<u>% Change vs 2014-15 Original Budget</u>
Expenditures by Program					
City Administration	N/A	\$1,168,675	\$1,187,237	\$0	1.6%
Strategy & Perform. Analytics	N/A	182,175	269,721	0	48.1%
Internal Audit	N/A	0	296,376	0	100.0%
Customer Call Center	N/A	207,689	290,763	0	40.0%
Total Expenditures	N/A	\$1,558,539	\$2,044,097	\$0	31.2%
Expenditures by Type					
Personnel Services	\$1,387,322	\$1,218,126	\$1,736,413	\$0	42.5%
Operating	86,524	98,382	194,261	0	97.5%
Contract Services	218,826	238,491	109,443	0	-54.1%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	0	0	0	0	0.0%
Debt Service	0	0	0	0	0.0%
Other Charges	1,201	3,540	3,980	0	12.4%
Total Expenditures	\$1,693,873	\$1,558,539	\$2,044,097	\$0	31.2%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	1,693,873	1,558,539	2,044,097	0	31.2%
General Fund Subtotal	1,693,873	1,558,539	2,044,097	0	31.2%
Total Funding Sources	\$1,693,873	\$1,558,539	\$2,044,097	\$0	31.2%
Full-Time Equivalent Positions By Department					
Total Authorized FTEs	9.0	8.0	17.9	0.0	123.8%

City Manager's Office

BUDGET HIGHLIGHTS

- Personnel reflects an increase of ten positions in the City Manager's Office: five positions for the Customer Call Center; three positions for the newly formed Office of Internal Audit; and two management analyst positions. These positions represent a net increase of 3.5 FTEs, as 6.5 FTEs were transferred from other departments
- Personnel also includes \$34,488 for employee pay adjustments and a new 1% employer 401K contribution
- Operating includes \$63,935 in one-time expenditures for furniture and fixtures, primarily to outfit common areas of the third floor of City Hall; \$16,789 for memberships and dues; and \$51,401 for travel and training
- Contract Services includes \$33,175 for strategic plan development, \$4,718 for the fraud hotline, \$21,400 for shared services provided by PWC for the Customer Call Center, \$10,000 for contracted audit engagements, and \$40,000 for other organizational studies
- Other Charges includes \$2,630 for employee appreciation and \$1,350 for community relations

Corporate Communications



Corporate Communications

DEPARTMENT MISSION

To inform and engage citizens, strengthen and expand the City's reputation and foster community pride and cooperation. This is achieved through consistent internal communications across all departments, brand and reputation management, public outreach and quality customer service.

Program: Communications

General Fund \$581,859 / 7.0 FTEs

Purpose Statement:

Communications includes both internal and external communications. Internal communications provides services to City departments that aid them in their communications with employees and their media relations. The program will inform staff about key strategic messages, work to boost employee morale and keep employees connected to the organization. External communications provides brand and reputation management, citizen engagement and public outreach and marketing and public relations services through various Corporate Communications functions, including, but not limited to monitoring media outlets, FayTV7, graphic design, social media, marketing plans, media relations, crisis communications, sponsorships and citizen engagement tools.

Highlights:

- Released first issue of bimonthly Fayetteville Frontline Employee Newsletter in August 2014. Corporate Communications received an Excellence in Communications Award at the 8th Annual North Carolina City & County Communicators' (NC3C) Excellence in Communications Awards in March 2015 for Communication Technology: Electronic Employee Newsletter for Fayetteville Frontline.
- Branded Core Values Award (CVA), assisted with marketing efforts to City employees and helped coordinate awards ceremony.
- The City of Fayetteville's Official Twitter (@CityOfFayNC) reached 3,000 Twitter followers in January 2015.
- The City of Fayetteville's Official Facebook page has surpassed the cities of Raleigh, Durham and Greensboro in page likes as of February 2015.
- Coordinated with consultants DavenportLawrence on City/FPWC shared services communications study and assessment.
- Finalized branding, planning and production of Fayetteville In FOCUS bimonthly magazine show, Fayetteville In 5 news updates and Historical Happenings episodes for FayTV7 and social media.
- Coordinated logistics, marketing and promotion of the "Go Red For Women" campaign (American Heart Association), along with the City Manager's Office during the City's "Paint The Town Red" week Feb. 1-7, 2015.
- Created logo/branding for FayFixIT mobile app and assisted with implementation and marketing.
- Created logo/branding for the Fayetteville-Cumberland Youth Council. (FCYC)

Corporate Communications

- Coordinating with IT to redesign City website.
- Produced and aired 2014 Rotary Christmas Parade for broadcast.
- Produced PSAs for Environmental Services cart placement, fair housing, fire safety, crime prevention, youth sports, stormwater education, "Go Red For Women," ICMA LifeWellRun and an anti-bullying PSA for the Fayetteville-Cumberland Youth Council.

City Goal:

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

Objective:

To achieve a 10% increase in the production of original, informative and relevant content for the City's government access channel, FayTV7, that increases availability of information about City programs and services devoted to City Council priorities.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of Fayetteville In FOCUS episodes produced	0	5	20
# of Fayetteville In 5 episodes produced	0	5	20
# of Historic Happenings episodes produced	0	2	6
# of public service announcements (PSAs) produced	21	30	33
# of FayTV7 on-demand YouTube views per year	16,662	18,000	20,000
% of residents indicating they receive information about the City via FayTV7	24%	24%	25%

Objective:

To achieve a 20% increase in social media outreach during the next fiscal year to improve citizen engagement.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of surveys or resident ideation opportunities posted on Fayetteville Outfront	54	50	60
# of Twitter followers	2,442	3,100	3,600
# Tweets	711	500	800
# Facebook likes	2,462	3,100	4,000
# of Fayetteville Outfront subscribers	259	400	500
Total average Facebook reach, per post	340	600	600

Corporate Communications

Objective:

To achieve a 20% increase in the production of two-way external communication with the media and citizens about City issues and services, leading to a more responsive, transparent government, reinforcement of positive branding and stories, and a high level of public confidence.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of media requests	165	250	185
# of press releases	73	95	100
# of public information requests	69	70	75
# of graphic design requests	113	120	125
% of residents very satisfied or satisfied with the availability of information about City programs and services	61%	61%	64%
% of residents very satisfied or satisfied with the overall effectiveness of communication with the public	51%	51%	54%

Objective:

To achieve an increase in employee satisfaction in internal communications between City employees and City management.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of bi-monthly Fayetteville Frontline employee newsletters	0	6	6
Mean response of employees that are satisfied that management keeps employees informed of what is going on	N/A	3.32	3.32
Mean response of employees that feel managers clearly communicate the reasons behind policy decisions	N/A	3.35	3.35
Mean response of employees that are satisfied with communications within the City	N/A	3.33	3.33

Program: Auxiliary Services	<i>General Fund \$164,842 / 2.5 FTEs</i>
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Purpose Statement:

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

Corporate Communications

Highlights:

- Print Shop and Mail Room internal Customer Satisfaction Survey was conducted in January-February 2015 to gauge customer service satisfaction. Both Print Shop and Mail Room satisfaction are separate measures because they serve two different functions and there are 2 FTEs in the Print Shop while the Mail Room has .5 FTEs.
 - Print Shop (Very Satisfied or Satisfied) 86.61% (Target for FY15: 80%)
 - Mail Room (Very Satisfied or Satisfied) 81.55% (Target for FY15: 75%)

City Goal:

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

Objective:

To achieve a 5% increase in Citywide satisfaction with Print Shop and Mail Room services.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of print impressions	1,646,795	1,750,000	1,800,000
# of print jobs	1,684	2,100	2,150
% of internal customers very satisfied or satisfied with Print Shop services	N/A	80%	84%
% of internal customers very satisfied or satisfied with Mail Room services	N/A	75%	79%

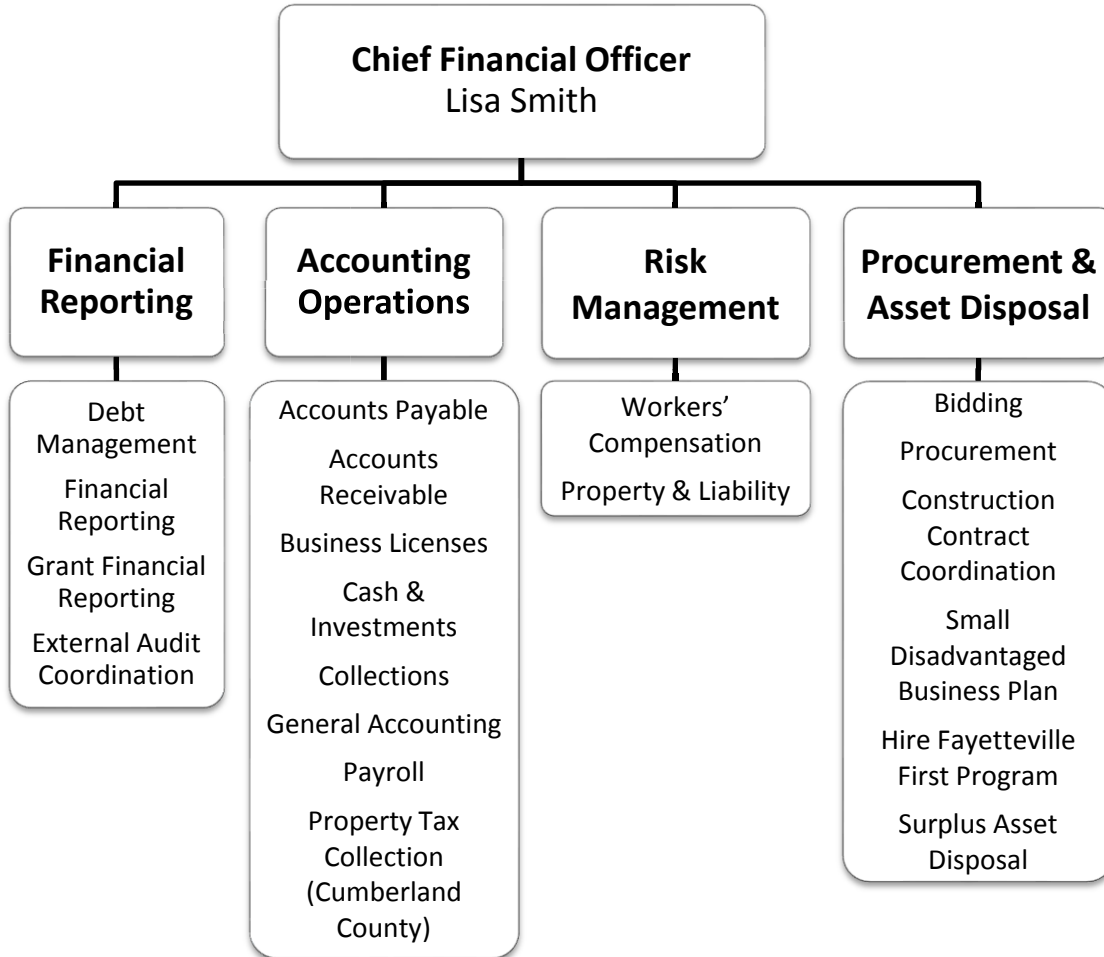
Corporate Communications

	<u>2013-14 Actual</u>	<u>2014-15 Original Budget</u>	<u>2015-16 Recommended Budget</u>	<u>2015-16 Adopted Budget</u>	<u>% Change vs 2014-15 Original Budget</u>
Expenditures by Program					
Communications	N/A	\$507,779	\$581,859	\$0	14.6%
Auxiliary Services	N/A	163,321	164,842	0	0.9%
Total Expenditures	N/A	\$671,100	\$746,701	\$0	11.3%
Expenditures by Type					
Personnel Services	\$570,884	\$599,355	\$665,025	\$0	11.0%
Operating	146,313	172,875	142,976	0	-17.3%
Contract Services	58,481	18,470	67,900	0	267.6%
Capital Outlay	5,690	0	0	0	0.0%
Transfers to Other Funds	0	0	0	0	0.0%
Debt Service	0	0	0	0	0.0%
Other Charges	(108,156)	(119,600)	(129,200)	0	8.0%
Total Expenditures	\$673,212	\$671,100	\$746,701	\$0	11.3%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	673,212	671,100	746,701	0	11.3%
General Fund Subtotal	673,212	671,100	746,701	0	11.3%
Total Funding Sources	\$673,212	\$671,100	\$746,701	\$0	11.3%
Full-Time Equivalent Positions By Department					
Total Authorized FTEs	14.0	14.0	9.5	0.0	-32.1%

BUDGET HIGHLIGHTS

- Personnel reflects the transfer of the Customer Call Center from Corporate Communications to the City Manager's Office, a reduction of 4.5 FTEs
- Personnel also includes \$9,270 for employee pay adjustments and a new 1% employer 401K contribution
- Operating includes \$32,600 for advertising expenditures; \$40,118 for photocopier expenditures, which are primarily for print shop operations; and a \$22,260 in other services for print shop and mail room equipment leases
- Contract Services includes \$7,300 for closed captioning services, \$9,600 for public safety video production, and \$50,000 to fund an education campaign for a Parks and Recreation bond referendum should Council elect to proceed
- Other Charges reflects \$124,500 for postage and printing inventories, offset by \$254,000 in service charges to other departments

Finance



DEPARTMENT MISSION

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

Program: Financial Reporting	<i>General Fund \$407,984 / 4.5 FTEs</i>
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Purpose Statement:

The Financial Reporting program is responsible for reporting on the City's financial condition, including preparation of the City's Comprehensive Annual Financial Report (CAFR) and periodic revenue and expenditure reports for City Council. This program is also responsible for providing required financial reports to federal, state and other agencies and providing grant financial compliance oversight. In addition, the program is responsible for researching governmental accounting principles and applying new governmental standards to financial reporting.

Highlights:

- Received the Certificate of Achievement for Excellence in Financial Reporting for the FY 2013 Comprehensive Annual Financial Report (CAFR).
- Prepared the FY 2014 CAFR and submitted it for consideration for the Certificate of Achievement for Excellence in Financial Reporting.
- By June 2015, staff will coordinate issuance of an installment financing contract for approximately \$4.8 million for vehicles and equipment.
- Coordinate issuance of installment financing contracts for vehicles and equipment (\$1.9 million), Fire Station 12 (\$2.9 million) and a swimming pool (\$2.2 million) in FY 2016.

City Goal:

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

Objective:

To provide technical oversight and reporting of financial records to earn an unmodified audit opinion and the GFOA Certificate of Achievement for Excellence in Financial Reporting and to ensure compliance with grantor agency requirements.

Key Performance Measures:	FY 2014	FY 2015 Estimated	FY 2016 Recommended
# of grants managed (federal and state)	66	70	70
Did the CAFR achieve GFOA award?	Not Avail	Yes	Yes
Was the audit opinion unmodified?	Yes	Yes	Yes
# of financial compliance findings reported in annual audit (*Utility System findings)	2 *	0	0

Finance

Program: Accounting Operations

General Fund \$1,464,924 / 13.9 FTEs

Purpose Statement:

The Accounting Operations program processes and records financial transactions, including payroll, accounts payable, accounts receivable and collections. The program also provides cash, investment portfolio, debt and banking services management. The program processes beer and wine licenses, certain regulatory permits and provides centralized collection of many City revenues. Accounting Operations also provides capital asset accounting and administers the interlocal property tax collection contract with Cumberland County.

Highlights:

- External auditors issued an unmodified opinion on the FY 2014 CAFR and reported two findings for the City (findings were associated with the City's Public Works Commission).
- Collected over \$1.04 million in business privilege license revenue in FY 2014.
- Continue to work with the Information Technology Department and other departments to implement an automated time and attendance system.
- Collected over \$299,000 in lot cleaning, demolition and street assessments and associated interest in FY 2014.
- With the assistance of the Information Technology Department, implemented a new online tool, which allows the public to lookup outstanding street, lot cleaning and demolition assessments. This initiative significantly improved customer service.
- Implemented electronic delivery of W-2s for employees in January 2015. The department expects to provide electronic delivery of bi-weekly paystubs to employees by May, 2015.
- Due to the repeal of business privilege license taxes by the North Carolina General Assembly, the Collections Division will cease issuing business privilege licenses effective July 1, 2015.

City Goal:

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

Objective:

To accurately process bi-weekly payroll in a timely manner 100% of the time.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of paychecks/direct deposits issued	50,777	51,380	52,408
% of bi-weekly payrolls processed in a timely manner	100%	100%	100%

Objective:

To ensure that the County tax collector and N.C. Department of Motor Vehicles maintain a combined property tax collection rate of 99% in the year of assessment.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
% of property tax collection in the year of assessment	98.68%	99%	99%

Objective:

To ensure the prudent and safe investment of financial assets, fund financial obligations and then to maximize investment income.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
Average pooled cash/investment balance	\$119.3M	\$121.0M	\$119.0M

Objective:

To support decentralized accounts payable operations to ensure accurate and timely payment of all invoices.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of invoices processed for payment	41,501	42,476	43,326

Program: Risk Management *Risk Management Fund \$3,628,119 / 1.6 FTEs*

Purpose Statement:

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

Highlights:

- Continue to support best practices efforts with the City's Public Works Commission for risk management activities related to workers' compensation, property and liability claims and related insurance programs.

City Goal:

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

Objective:

To ensure timely and efficient administration of property and liability claims by the third party administrator.

Finance

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of new claims received (auto liability)	174	156	150
Average cost to administer a Liability Claim	\$369	\$355	\$365
Closing Ratio (# claims closed / # of new claims)	95%	114%	100%

Objective:

To ensure timely and efficient administration of workers' compensation claims by the third party administrator.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of new claims received	156	182	170
Average cost to administer a Medical Only Claim	\$170	\$170	\$180
Closing ratio (# claims closed / # of new claims)	108%	101%	100%

Program: Procurement & Asset Disposal	<i>General Fund \$434,200 / 0 FTEs</i>
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Purpose Statement:

This program, currently administered through the City's Public Works Commission (PWC), provides procurement services for supplies, materials and equipment; contract bidding and coordination; oversees the Hire Fayetteville First and Small Disadvantaged Business Enterprise programs; and provides surplus asset disposal services for the City. The City intends to transition the procurement function to the City's Finance Department during FY 2016.

Highlights:

- Staff will develop a plan to transition the purchasing function to the Finance Department. The plan will include a review of best practices among our municipal peers in North Carolina, development of staffing and operational requirements, and documentation of organizational processes and procedures.
- The City generated over \$289,000 in revenue from the online auction system in FY 2014.

City Goal:

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

Objective:

To complete the purchasing cycle (requisition to PO) for 70% of purchases within five business days.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of new contracts administered	50	57	50
# of purchase orders issued	2,074	2,096	2,120
Cost per purchase order/contract (based on agreement)	\$135.89	\$172.94	\$178.43

Objective:

To maximize revenues generated from the timely disposal of surplus assets through an online bidding program.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of items disposed	58	60	60
Average disposal cost as a % of revenue	10.05%	10.05%	10.05%

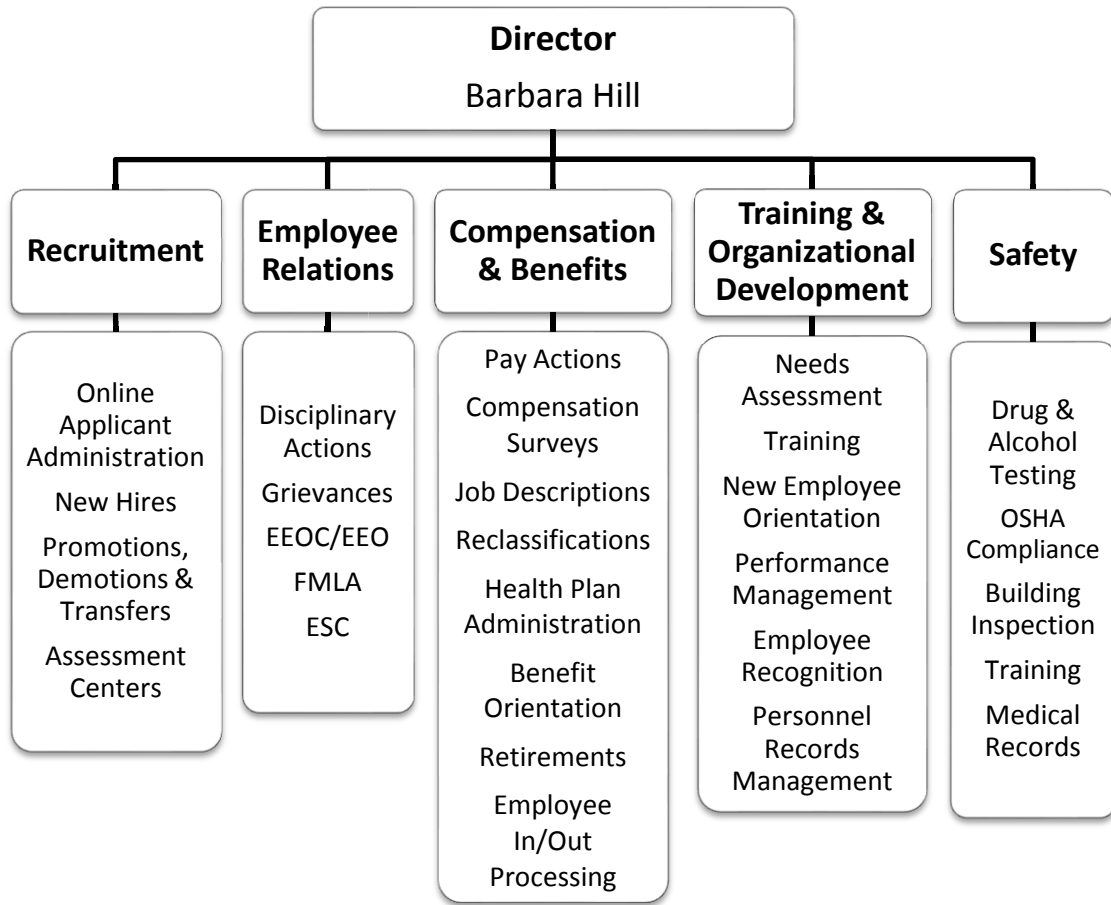
Finance

	<u>2013-14 Actual</u>	<u>2014-15 Original Budget</u>	<u>2015-16 Recommended Budget</u>	<u>2015-16 Adopted Budget</u>	<u>% Change vs 2014-15 Original Budget</u>
Expenditures by Program					
Financial Reporting	N/A	\$618,544	\$407,984	\$0	-34.0%
Accounting Operations	N/A	1,711,477	1,464,924	0	-14.4%
Risk Management	N/A	3,497,846	3,628,119	0	3.7%
Procurement & Asset Disposal	N/A	419,300	434,200	0	3.6%
Non-Program Expenditures	N/A	72	72	0	0.0%
Total Expenditures	N/A	\$6,247,239	\$5,935,299	\$0	-5.0%
Expenditures by Type					
Personnel Services	\$1,419,163	\$1,532,619	\$1,325,824	\$0	-13.5%
Operating	3,407,000	3,387,957	3,494,115	0	3.1%
Contract Services	1,048,819	1,326,318	1,115,075	0	-15.9%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	0	0	0	0	0.0%
Debt Service	0	0	0	0	0.0%
Other Charges	124	345	285	0	-17.4%
Total Expenditures	\$5,875,106	\$6,247,239	\$5,935,299	\$0	-5.0%
Funding Sources					
General Fund					
General Fund	\$0	\$0	\$0	\$0	0.0%
Functional Revenues					
Other General Fund Funding	2,330,569	2,749,321	2,307,108	0	-16.1%
General Fund Subtotal	2,330,569	2,749,321	2,307,108	0	-16.1%
Risk Management Fund	3,544,537	3,497,918	3,628,191	0	3.7%
Total Funding Sources	\$5,875,106	\$6,247,239	\$5,935,299	\$0	-5.0%
Full-Time Equivalent Positions By Department					
Total Authorized FTEs	23.0	23.0	20.0	0.0	-13.0%

BUDGET HIGHLIGHTS

- Personnel reflects the transfer of two positions to the newly formed Budget and Evaluation Office; the transfer of one position to the newly formed Office of Internal Audit in the City Manager's Office; the addition of a financial reporting manager; and the transfer of an additional vacant position to the City Manager's Office.
- Personnel also includes \$27,493 for employee pay adjustments and a new 1% employer 401K contribution
- Operating includes \$1,881,250 for claims administration, payments, and reinsurance costs for workers' compensation, \$1,369,000 for property and liability insurance, claims administration and settlements, \$153,000 for repairs to city vehicles and property to be subrogated against responsible parties, \$19,675 for employee training and development, and \$16,600 for equipment and software maintenance agreements
- Contract Services includes \$460,300 for property tax collection services, \$47,000 for asset disposal services, \$75,000 for broker and consulting services for property and liability coverage, \$68,000 for the annual financial audit, and \$27,000 for contracted administration of community development loans
- Contract services also includes \$387,200 for purchasing services currently provided by the Public Works Commission. Staff is currently reviewing options and costs to transition purchasing services back to the City during fiscal year 2016
- Non-program expenditures reflect costs for benefits for retirees from the Risk Management fund

Human Resource Development



Human Resource Development

DEPARTMENT MISSION

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

Program: Recruitment

General Fund \$263,067 / 3.6 FTEs

Purpose Statement:

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

Highlights:

- The Recruitment function continues to process a very high volume of applications annually (approximately 13,000 - 15,000).
- The City of Fayetteville continues to be a leader in the use of NEOGOV, which is the applicant tracking software used to process/hire applicants. NEOGOV has asked HRD staff to be a reference and subject matter expert resource for municipalities implementing NEOGOV.
- HRD staff made updates to the City of Fayetteville's employment page to provide applicants clearer instructions for submitting applications in NEOGOV.
- The Recruitment function continues to partner with local colleges/universities and other local agencies by attending job fairs and providing other agencies with the City's vacancy announcements.
- Skills testing is now conducted completely in-house through the use of OPAC (Office Proficiency Assessment and Certification).
- HRD staff conducted comprehensive assessment centers for promotional processes and executive level positions.
- HRD's recruitment function is responsible for ensuring that all hiring practices are consistent with EEO requirements.

City Goal:

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

Objective:

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

Human Resource Development

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of applications received per year	13,310	15,000	15,000
# of hires per month	22	27	25
# of positions filled per year	262	300	280
# of postings per year	132	150	150
Average city-wide fill time (posting date to start date; includes time in dept.)	84	85	75
Average departmental fill time (from applications turned over to dept. to new hire start date)	70	70	60
# of positions filled per FTE	131	150	140
# of applications reviewed per FTE	1,395	4,000	4,000
% of positions filled at or before 60 days (from initial posting date to start date)	34%	35%	45%

Program: Employee Relations

General Fund \$178,746 / 2.3 FTEs

Purpose Statement:

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

Highlights:

- The Employee Relations function continues to manage a high volume of supervisor and employee inquiries related to policy/procedure and best practices.
- This critical function within HRD provides guidance for efficient and consistent resolution of issues.
- Items managed in this area include disciplinary actions, Considerations of Dismissal (CODs), Dismissals and coordination of grievance hearings.
- This function is responsible for a high volume of intake for leave under FMLA and educating departments and employees about the requirements for such leave and return to work.
- The Employee Relations function also ensures documentation for the Division of Employment Security is completed by required deadlines.
- HRD's Employee Relations function is responsible for ensuring compliance with matters that fall under the EEOC, FMLA and Division of Employment Security (formerly ESC).

City Goal:

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

Human Resource Development

Objective:

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

Key Performance Measures:	FY 2014	FY 2015 Estimated	FY 2016 Recommended
# of Considerations for Dismissal (CODs) issued per year	28	20	20
# of disciplinary actions issued per year	179	200	175
# of grievance hearings conducted per year	6	5	10
# of separations per year due to retirement, dismissal, resignation pending discipline, or other	159	150	150
# of employee meetings/contacts regarding policy/procedure conducted per FTE	1,750	1,900	1,900
# of grievance hearings conducted per FTE	6	4	8
Retention rate	91%	90%	90%

Program: Compensation and Benefits *Risk Management Fund \$14,715,210 / 2.0 FTEs*
General Fund \$388,232 / 5.0 FTEs

Purpose Statement:

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

Highlights:

- Competitive pay and benefits are an integral component to recruiting and retaining employees.
- Data is routinely collected to monitor market competitiveness for benefits and compensation to support recommendations for adjustments.
- Benefits staff answers approximately 1,900 inquiries annually from employees to ensure employees understand their benefit options and requirements. This translated to an employee survey response rate of 90%+ of employees understanding what the City's benefits provide.
- Compensation and Classification staff routinely participates in peer surveys and the North Carolina League of Municipalities annual survey. The analysts' trend in survey participation/completion is approximately five surveys per month. Participation in these surveys results in the City receiving survey data from other participating municipalities to use for benchmarking the City's pay plan.
- Responsibility for compliance with the Fair Labor Standards Act (FLSA), the Department of Labor's Wage and Hour provisions, Section 125 of the IRS Code and the Affordable Care Act resides with this program.

Human Resource Development

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of benefit review meetings with benefits consultant per year	9	10	10
# of employer benefit surveys completed per year	3	8	8
# of employer sponsored health plan benchmarking analyses completed	9	1	1
# of employer benefit surveys completed per FTE	3	4	5
% change in annual health plan renewal cost	2%	5%	7%
% of employees – "Overall, I am satisfied with my job"	65% or 2.6	65% or 3.9	65% or 3.9
Benchmark of health plan	Median	Median	Median

Objective:

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

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of salary surveys completed per year	62	50	50
# of pay actions completed per year (not including pay for performance)	743	650	650
# of positions reviewed per year for market competitiveness	30	60	60
# of pay actions completed per FTE per year	495	433	433
% of employees that feel they are paid fairly for the work they do	31% or 1.2	52% or 3.1	52% or 3.1
% of pay actions requiring special retroactive pay due to HRD	0%	0%	0%
% of positions reviewed for marketplace competitiveness	15%	25%	25%

Objective:

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

Human Resource Development

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of 401(k) and 457 information sessions offered per year	7	6	6
# of non-retirees out-processed (COBRA) per year	131	120	135
# of retirees out-processed per year	28	30	25
# of non-retirees out-processed per FTE	66	60	70
# of retirees out-processed per FTE	14	15	13
# of employee benefit related visits/contacts to HRD per FTE	1,900	950	975
% of employees completing open enrollment by deadline	99%	98%	100%
% of non-sworn employees participating in 401(k) with no COF contribution	31%	33%	35%

Program: Training & Development *General Fund \$413,005 / 3.8 FTEs*

Purpose Statement:

Organizational Development and Training, OD & T, provides training opportunities that enhance work-related skills and abilities, allowing employees to provide more efficient and effective services. This program also manages the Employee Recognition Program, recognizing employees for their length of service, and the CVA, recognizing employees for service excellence.

Highlights:

- Promoted effective management of employee's performance by achieving a 100% completion of performance evaluation for every employee and ensured that they received feedback on their performance.
- Promoted employee appreciation and recognition by expanding the semi-annual Service Awards ceremony (which recognizes about 250 employees annually for their service in five-year increments) to include the Core Values Award which recognizes over 20 employees annually for above and beyond contributions to the City's mission.
- Ensured employees receive training for career growth and performance improvement by offering over 100 classes annually to employees at various levels.
- Offered online compliance training to over 1,500 employees to ensure that they are compliant with the City's policies and procedures.
- Conducted supervisory development training for 44 employees to provide the knowledge, skills and attitudes they require to effectively lead others.

City Goal:

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

Human Resource Development

Objective:

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

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of employees recognized for outstanding contributions	N/A	22	25
# of employees recognized for years of service	242	297	300
# of service award ceremonies per year	2	2	2
% of positive responses from employees attending annual picnic	91.5%	89%	95%

Objective:

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

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of performance evaluation forms reviewed	1,335	1,500	1,500
# of employee job results reviewed	1,335	1,500	1,500
# of employees trained in the employee performance management system	65	60	60
# of job results reviewed per FTE	668	750	750
# of performance evaluations reviewed per FTE	668	750	750
Mean response of employees that feel performance is fairly evaluated and delivered in a timely manner	N/A	4.35	4.35
% of performance evaluation forms completed on time	96.2%	100%	100%
% of supervisors trained in performance management	25%	25%	25%

Objective:

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

Human Resource Development

Key Performance Measures:	FY 2014	FY 2015 Estimated	FY 2016 Recommended
# of course hours per month (Measure was changed)	N/A	410	425
# of employees completing compliance training programs	1,500	1,500	1,500
# of training programs offered per month	9.33	10	11
Annual cost per participant of online compliance training programs	\$1.38	\$2.00	\$2.00
Annual cost per participant of voluntary training programs	\$58.84	\$60.00	\$65.00
Average cost per participant of training	\$60.22	\$62.00	\$65.00
% of employees scoring 80% and above on course completion tests	N/A	90%	93%
% of participant responses indicating a positive impact on performance in areas trained	N/A	92%	95%

Program: Safety *Risk Management Fund \$229,953 / 2.3 FTEs*

Purpose Statement:

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

Highlights:

- Promoted workplace safety by offering classroom and online training to over 1,000 employees annually.
- Reduced workplace hazards through annual comprehensive safety audits of all City work spaces.
- Conducted injury investigations to identify root causes and directed action to prevent reoccurrences.
- Researched, identified and mitigated exposures in the workplace to prevent illness or disease.
- Responded to safety concerns from employees and citizens to eliminate hazards and reduce costs.
- Completed over 400 random drug and alcohol tests per year to ensure a drug free workplace
- Maintained compliance with the Federal Occupational Safety and Health Act parts 1910 and 1926, North Carolina Department of Labor Safety Regulations, Federal Motor Carrier Safety Regulations, North Carolina Department of Transportation Regulation, North Carolina Controlled Substances Act and American Health Insurance Portability and Accountability Act (HIPAA).

Human Resource Development

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of employees attending safety training classes per year	1,100	650	650
# of random drug tests administered	384	440	440
# of safety training classes offered per month (not including online courses)	4	5	5
# of scheduled City building audits	42	42	42
# of unannounced worksite safety observations per year	29	30	24
Average cost of drug test per employee	\$13.27	\$14.21	\$14.50
Average cost per participant of safety training	\$1.90	\$2.00	\$2.00
DART Score (Days Away, Restriction or Transfer)	5.6%	3.52%	3.52%
% of employees drug tested at least once a year	24.53%	25%	25%
% reduction of loss time days	57.4%	10%	10%
% reduction of restricted duty days	0.43%	10%	10%
% reduction of workplace injuries	2.33%	10%	10%

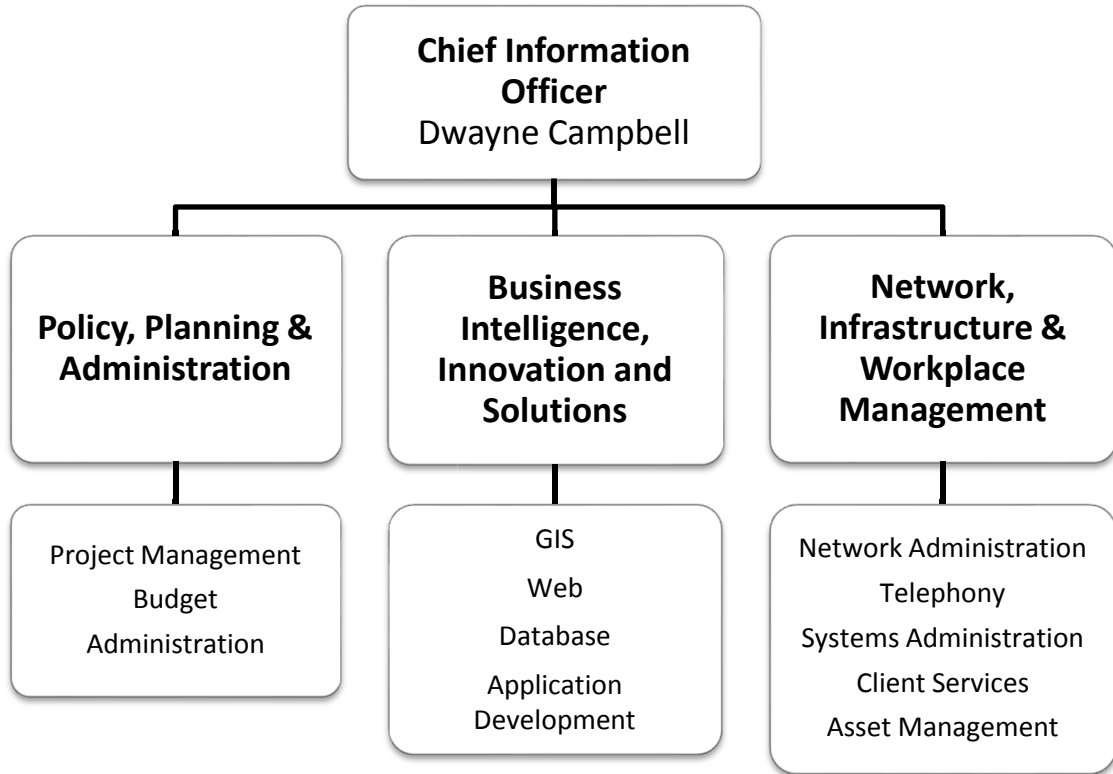
Human Resource Development

	<u>2013-14</u> <u>Actual</u>	<u>2014-15</u> <u>Original</u> <u>Budget</u>	<u>2015-16</u> <u>Recommended</u> <u>Budget</u>	<u>2015-16</u> <u>Adopted</u> <u>Budget</u>	% Change vs 2014-15 Original Budget
Expenditures by Program					
Recruitment	N/A	\$280,758	\$263,067	\$0	-6.3%
Employee Relations	N/A	181,570	178,746	0	-1.6%
Compensation/Benefits	N/A	14,093,957	15,103,442	0	7.2%
Training & Development	N/A	395,409	413,005	0	4.5%
Safety	N/A	224,499	229,953	0	2.4%
Non-Program Expenditures	N/A	722,960	1,174,715	0	62.5%
Total Expenditures	N/A	\$15,899,153	\$17,362,928	\$0	9.2%
Expenditures by Type					
Personnel Services	\$1,122,113	\$1,301,644	\$1,336,386	\$0	2.7%
Operating	11,538,089	13,349,675	14,361,932	0	7.6%
Contract Services	159,477	328,695	324,939	0	-1.1%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	3,730,637	700,000	495,000	0	-29.3%
Debt Service	0	0	0	0	0.0%
Other Charges	3,008	219,139	844,671	0	285.4%
Total Expenditures	\$16,553,324	\$15,899,153	\$17,362,928	\$0	9.2%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	1,119,795	1,201,110	1,243,050	0	3.5%
General Fund Subtotal	1,119,795	1,201,110	1,243,050	0	3.5%
Risk Management Fund	15,433,529	14,698,043	16,119,878	0	9.7%
Total Funding Sources	\$16,553,324	\$15,899,153	\$17,362,928	\$0	9.2%
Full-Time Equivalent Positions By Department					
Total Authorized FTEs	19.0	19.0	19.0	0.0	0.0%

Human Resource Development

BUDGET HIGHLIGHTS

- Personnel includes \$27,293 for employee pay adjustments and a new 1% employer 401K contribution
- Operating includes \$14,149,500 for claims administration, payments and reinsurance costs for Employee and retiree health, life and dental benefits, \$26,106 for wellness program incentive items, and \$88,860 for city-wide internal development and training
- Contract Services includes \$20,137 for the Employee Assistance Program, \$28,897 for flexible spending account administration, \$52,166 for medical services related to employee health and safety, \$83,220 for healthcare plan consulting, \$10,000 for the biennial O.P.E.B. study, \$78,359 for benefit enrollment services, and \$51,760 for one time implementation costs to convert to the HR Intouch enrollment system
- Transfers to Other Funds includes Risk Management interfund loans of \$495,000 for the Murchison Road redevelopment project
- Other Charges includes \$135,000 for Affordable Care Act fees, \$38,850 for employee relations activities, including the employee picnic, \$2,150 for community relations expenditures and \$668,671 to balance projected expenditures to revenues for the Risk Management Healthcare Fund
- Non-program expenditures primarily consist of the interfund loans discussed above



Information Technology

DEPARTMENT MISSION

Provide quality, cost-effective technology products and services that improve citizen service outcomes, as well as foster the creation of dynamic partnerships among City departments. We will accomplish this mission by:

- 1) Promoting and facilitating the effective integration of technology into the everyday business of City government through planning, programming, training and consulting
- 2) Developing and maintaining the enterprise infrastructure necessary to connect people with information resources
- 3) Providing leadership for effective strategic and tactical planning in the use of technology resources.

Program: Policy, Planning & Administration

General Fund \$1,916,669 / 7.4 FTEs

Purpose Statement:

The policy, planning and administration program partners with City departments in technology project planning by utilizing a standard project management methodology across multiple project types, managing project resource allocations and mitigating risk factors associated with project implementations. This group maintains vendor relations, provides consultation in regards to automation technology and facilitates procurement of IT technology resources in accordance with City and state law. This program also provides general management oversight and resource management for IT.

Highlights:

- Implemented ASTD Webconnect (OD&T) - Register for training classes offered by the City of Fayetteville via Online Portal.
- Implemented FayWorx - Asset Management, Environmental Services Service Requests, Work Order, Call Center, Permitting, Licensing and Land Permits, Building Inspection, Engineering, Planning and Code Enforcement
- Launched FayFixIT - Integrated with FayWorx - generates a work order request through branded mobile application.
- Implemented FleetMind - Integrating with FayWorx to push work order directly to the Environmental Services truck via the FleetMind on-board communication system.
- Upgraded Transit Apps - Novus, Streets and XGate to current versions.
- Museums Application (Parks & Rec) - Transportation Museum software application to catalog objects.
- Launched the Paystubs/W2s online employee portal for W2s.
- Implemented Laserfiche Forms - allows for the design and implementation of automated workflows. (e.g. contracts)

City Goal:

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

Information Technology

Objective:

To identify and achieve enterprise efficiency via business process improvement initiatives.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of process improvement initiatives completed	3	5	5
Cost per client served	\$114	\$114	\$114
% positive customer survey responses in customer survey for Business Intelligence, Innovation and Solutions	93%	97%	97.5%

Program: Business Intelligence, Innovation & Solutions

General Fund \$877,689 / 6.3 FTEs

Purpose Statement:

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

Highlights:

- Enhanced the Program Based Budgeting application and reporting.
- Launched RAMP Case Management module.
- Completed Clark Park Mapping Project.
- Completed the Police Department Discussion Board project.
- Launched the Adopt-the-Street and Fayetteville Beautiful application to citizens.
- Launched the Crywolf online interface, so that citizens can review their false alarms online.
- Presented the Transit GIS project for the GIGA awards.
- Launched the Crash Reports application on the Police Department's website.
- Launched interactive GIS Zoning maps for Development Services.
- Rerouted Environmental Services trucks using Route Smart and GIS.
- Launched the Fayetteville OutFront website.
- Launched Forensic Master Log application for Police Department.
- Launched Council District Finder on City's website.
- Received four Core Values Awards for the creation of the Program Based Budgeting Portal

City Goal:

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

Information Technology

Objective:

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

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of technology solutions developed, implemented and supported	53	58	59
# of unique visitors to the City's website	325,375	380,000	280,000
# of City employees served per BIIS FTE	322	347	240
% of positive responses in customer survey	94%	94%	95%
% of time Service Level Agreement was met	90%	90%	93%

Program: Network, Infrastructure & Workplace *General Fund \$2,754,636 / 13.3 FTEs*

Purpose Statement:

The Network, Infrastructure and Workplace Management program serves as the primary point of contact for technology infrastructure and network issues. The members perform installation, updates, training and support of City technology infrastructure, including data and voice networks (wired and wireless), servers, Internet and Intranet connectivity, email, desktops, laptops, tablets, phones and other related computer hardware and system software. They oversee security monitoring of City technology resources to prevent unauthorized access, alteration or destruction of these resources. They also perform backups of data and provide for disaster recovery of systems and data.

Highlights:

- Increased virtual desktop deployment to decrease cost and management of employee PCs.
- Implemented disaster recovery site to ensure that critical City processes remain functional during a disaster.
- Expanded virtual server infrastructure to decrease equipment and management cost of server operations.
- Expanded City wireless network to increase wireless access and redundancy across City locations.
- Expanded Citywide VoIP handsets and VoIP conferencing solutions for City staff.

City Goal:

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

Objective:

Support end user ability to meet City objectives by maintaining a safe and secure network environment.

Information Technology

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of network devices supported	1,122	1,144	1,200
% of system availability	99.78%	99.78%	99.78%
% of compliance with quarterly security level audit	50%	68%	75%

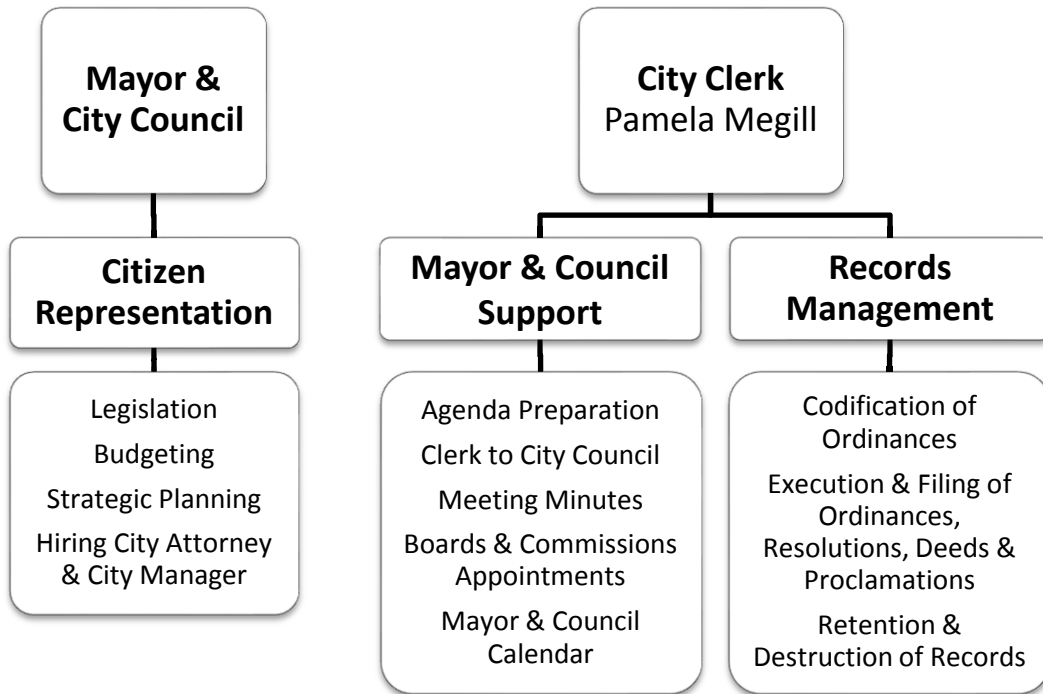
Information Technology

	<u>2013-14 Actual</u>	<u>2014-15 Original Budget</u>	<u>2015-16 Recommended Budget</u>	<u>2015-16 Adopted Budget</u>	<u>% Change vs 2014-15 Original Budget</u>
Expenditures by Program					
IT Policy, Planning & Administration	N/A	\$2,394,496	\$1,916,669	\$0	-20.0%
Business Intelligence, Innovation & Solutions	N/A	750,756	877,689	0	16.9%
Network, Infrastructure & Workplace	N/A	1,898,383	2,754,636	0	45.1%
Total Expenditures	N/A	\$5,043,635	\$5,548,994	\$0	10.0%
Expenditures by Type					
Personnel Services	\$1,742,457	\$1,867,327	\$2,030,754	\$0	8.8%
Operating	1,379,684	1,719,624	1,922,310	0	11.8%
Contract Services	250,237	372,084	278,826	0	-25.1%
Capital Outlay	285,884	6,000	173,000	0	2,783.3%
Transfers to Other Funds	1,846,619	1,073,000	1,208,085	0	12.6%
Debt Service	0	0	0	0	0.0%
Other Charges	201	5,600	(63,981)	0	-1,242.5%
Total Expenditures	\$5,505,082	\$5,043,635	\$5,548,994	\$0	10.0%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$2,400	\$2,000	\$2,000	\$0	0.0%
Other General Fund Funding	5,502,682	5,041,635	5,546,994	0	10.0%
General Fund Subtotal	5,505,082	5,043,635	5,548,994	0	10.0%
Total Funding Sources	\$5,505,082	\$5,043,635	\$5,548,994	\$0	10.0%
Full-Time Equivalent Positions By Department					
Total Authorized FTEs	24.0	26.0	27.0	0.0	3.8%

BUDGET HIGHLIGHTS

- Personnel reflects the addition of a GIS database administrator position
- Personnel also includes \$40,946 for employee pay adjustments and a new 1% employer 401K contribution
- Operating includes \$1,416,631 for hardware and software maintenance and licensing, \$82,572 for a variety of small computer equipment, \$187,600 for telephone services and repairs, \$95,500 for departmental travel and training, and \$55,000 for technology training for user departments
- Contract Services includes services for technical consulting and programming, telephone maintenance and wiring, and other support services. Significant contracts include \$84,000 for contracted help-desk support services, \$63,000 for network security services, \$25,000 for contracted support for the JD Edwards system, \$29,000 for maintenance and upgrades of servers and network infrastructure, and \$20,000 for the development of a five-year strategic plan
- Transfers to Other Funds consists of transfers to capital project funds totaling \$1,208,085 for various Information Technology Plan projects as listed in the capital listing on page J-43

Mayor, Council & Clerk



DEPARTMENT MISSION

To uphold public trust, protect local democracy and provide access to matters of public interest by preparing agendas and meeting notices, maintaining accurate City and Council records and processing official documents.

Program: Citizen Representation

General Fund \$986,099 / 1.0 FTEs

Purpose Statement:

The Mayor and City Council represent citizens; to ensure a full range of quality municipal services are provided, which make Fayetteville a better place for all and are valued by our citizens. The Mayor and City Council also ensure the City is financially sound and services are delivered by a dedicated workforce in a cost-effective manner.

Highlights:

- Adopted FY 2015 Strategic Plan, FY 2015 Annual Budget and Federal Advocacy Agenda.
- Prioritized five top policy strategic initiatives which moved forward:
 - Increased police staffing
 - Economic Development Department
 - Comprehensive Land Use Plan
 - Parks and Recreation Capital Funding (Westover Pool)
 - Citywide customer service improvements.
- Crime Summit, Community Watch outreach, citizen engagement and local business promotion.
- Appointed 53 members to the City's 24 Boards and Commissions.

City Goal:

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

Objective:

To safeguard and enhance the public trust and to perform legislative duties in an effort to ensure the City of Fayetteville's successful future.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
% of residents that are very satisfied or satisfied with the overall quality of life in the City per citizen survey	50%	50%	65%
% of residents that feel the City is moving in the right direction per citizen survey	48%	48%	53%
% of residents very satisfied or satisfied with the overall image and appearance of the City per citizen survey	45%	45%	70%
% of residents very satisfied or satisfied with the overall value received for City tax dollars/fees per citizen survey	31%	31%	45%

Mayor, Council & Clerk

Program: Mayor & Council Support

General Fund \$130,471 / 1.5 FTEs

Purpose Statement:

The City Clerk's Office provides administrative support to the Mayor and the members of the City Council by recording all official actions, affording proper notice of all meetings and preparing agendas and meeting minutes. The office creates correspondence and ensures proper calendaring for the Mayor and City Council. The City Clerk's Office also produces proclamations and furnishes direction for citizen concerns.

Highlights:

- Provided minutes, agendas and scheduling organization for work-sessions and regular and special City Council meetings.
- Produced numerous proclamations, certificates of achievement, letters of recommendation and support.
- Supported additional committees, boards and organizations with minutes and agendas.
- Facilitated the appointment process for the Appointment Committee, staff liaisons and applicants.
- Provided excellent customer service to Mayor, City Council Members, residents and City staff.

City Goal:

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

Objective:

To facilitate an effective system of appointing volunteer applicants to boards and commissions in support of the Boards and Commissions Appointment Committee to ensure quorum is attainable.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of Boards and Commissions applicants per year	70	90	100

Objective:

To maintain a high level of administrative support to the Mayor and City Council by ensuring that the agenda packets and meeting minutes are prepared and distributed by the deadline.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of meeting notices prepared per year	151	175	145
% of minutes prepared and presented for Council approval within scheduled time frame	68%	75%	90%
% of agenda packets provided to City Council and available to the public at least five days in advance of the Council meeting	N/A	97%	100%

Program: Records Management

General Fund \$38,106 / 0.5 FTEs

Purpose Statement:

The City Clerk's Office archives permanent records and advises other departments on record retention. This office oversees the record facility on Grove Street and executes contracts and other documents as well as maintaining minutes, deeds, contracts and other official records in the legal vault. Records Management issues cemetery deeds and going-out-of-business licenses, coordinates codification of the Fayetteville City Code, accepts public record requests, certifies documents and accepts appeal requests.

Highlights:

- Reorganized Grove Street Facility, over 1,000 boxes of records were identified as exceeding required retention and noted for destruction.
- Coordinated Citywide record destruction event.

City Goal:

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

Objective:

To maintain official records and provide effective administration support for execution of official documents.

Key Performance Measures:	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Recommended</u>
# of ordinances and resolutions prepared per year	120	100	100
# of out of date records destroyed	N/A	150	600

Mayor, Council & Clerk

	<u>2013-14 Actual</u>	<u>2014-15 Original Budget</u>	<u>2015-16 Recommended Budget</u>	<u>2015-16 Adopted Budget</u>	<u>% Change vs 2014-15 Original Budget</u>
Expenditures by Program					
Citizen Representation	N/A	\$528,690	\$986,099	\$0	86.5%
City Council Support	N/A	122,545	130,471	0	6.5%
Records Management	N/A	73,110	38,106	0	-47.9%
Total Expenditures	N/A	\$724,345	\$1,154,676	\$0	59.4%
Expenditures by Type					
Personnel Services	\$424,318	\$457,736	\$465,156	\$0	1.6%
Operating	174,522	190,904	206,500	0	8.2%
Contract Services	254,690	71,700	477,407	0	565.8%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	0	0	0	0	0.0%
Debt Service	0	0	0	0	0.0%
Other Charges	4,761	4,005	5,613	0	40.1%
Total Expenditures	\$858,291	\$724,345	\$1,154,676	\$0	59.4%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	858,291	724,345	1,154,676	0	59.4%
General Fund Subtotal	858,291	724,345	1,154,676	0	59.4%
Total Funding Sources	\$858,291	\$724,345	\$1,154,676	\$0	59.4%
Full-Time Equivalent Positions By Department					
Total Authorized FTEs	3.0	3.0	3.0	0.0	0.0%

BUDGET HIGHLIGHTS

- Personnel includes \$8,583 for employee pay adjustments and a new 1% employer 401K contribution for regular employees
- Operating includes \$21,700 for supplies, including \$15,700 for food and refreshments; \$48,700 for travel and training; and \$115,095 for organizational memberships and dues
- Contract Services includes \$235,000 to fund the 2015 City Council elections; \$48,000 for state lobbyist services and \$31,250 for the city's share of the federal advocacy contract; and \$150,000 to fund costs for a Parks and Recreation bond referendum should Council elect to proceed

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Section H

Other Appropriations

Other Appropriations

Other Appropriations includes expenditure appropriations for items that do not directly relate to department programs and services. Descriptions of the items recommended for funding for fiscal year 2016 are listed below by expenditure category.

Personnel Services

- \$1,338,408 to fund projected costs of health and death benefits for employees who retired from General Fund departments. In fiscal year 2014 and prior, these costs were reported with department budgets.
- \$601,500 to fund separation allowance payments for retired law enforcement officers.
- \$54,000 to fund unemployment insurance expenditures. In fiscal year 2014, unemployment insurance expenditures totaled \$335,347 due to requirements by the State for governmental employers to establish an account reserve to fund future benefit payments. Subsequent fiscal year expenditures are projected based upon funding needs to maintain required reserve balances.
- \$149,940 to fund potential required contributions to the retirement system for pension benefits in excess of contribution-based benefit caps due to new legislation effective January 1, 2015.
- \$12,893 to fund 25% of the Warehouse Coordinator position for duties associated with operating the City's fuel site.

Operating Expenditures

- \$1,067,431 for insurance and claim settlement funding for General Fund operations.
- \$787,550 for rent payments to the City of Fayetteville Finance Corporation to fund debt service for city facilities.
- \$19,740 for miscellaneous utility expenditures and stormwater utility fees for General Fund facilities.
- \$16,850 for operating expenditures for the City's fuel site.

Contract Services

- \$7,176,253 for payments to the County and other municipalities for the sales tax agreement.
- \$157,054 for payments to Spring Lake for the Fort Bragg annexation agreement for sharing of state revenues (\$80,010 for Powell Bill proceeds, \$18,564 for Beer & Wine taxes, and \$58,480 for Video Programming utility taxes).
- \$52,500 for professional services for arbitrage calculation and sales tax reallocation services.
- \$16,000 for collection services.

Other Appropriations

Transfers to Other Funds

- \$7,776,159 from the General Fund to the Environmental Services Fund to support operations.
- \$3,358,138 from the General Fund to the Transit Fund to support operations.
- \$91,475 from the General Fund to the Parking Fund to support operations.
- \$55,532 from the Lake Valley Drive MSD Fund to the General Fund for an infrastructure improvement loan repayment.
- \$807,045 from the General Fund to the Risk Management fund for interfund loan repayments.
- Consistent with proposed City Charter revisions, there is no funding for transfers to the City's Public Works Commission for contributions for Phase V Annexation water or sewer extensions or for prior annexation-related debt service.

Debt Service

- \$5,487,768 for Capital Funding Plan debt service in the General Fund.
- \$783,650 for City of Fayetteville Finance Corporation debt service.

Other Charges

- \$1,279,850 for fuel inventory purchase for the City's fuel site, offset by \$1,334,850 in cost redistributions to City departments for fuel usage.
- \$98,300 service charges for credit and debit card payments to the city.
- \$20,000 for tax refunds.
- \$3,900 for bank administration charges for the City of Fayetteville Finance Corporation.
- \$456,996 and \$3,531 respectively for the LEOSSA and Lake Valley Drive MSD Funds for expected increases to fund balance.

Other Appropriations

	<u>2013-14 Actual</u>	<u>2014-15 Original Budget</u>	<u>2015-16 Recommended Budget</u>	<u>2015-16 Adopted Budget</u>	% Change vs 2014-15 Original Budget
Expenditures by Department					
Other Appropriations	\$33,357,785	\$31,687,735	\$30,337,613	\$0	-4.3%
Total Expenditures	\$33,357,785	\$31,687,735	\$30,337,613	\$0	-4.3%
Expenditures by Type					
Personnel Services	\$959,027	\$1,975,468	\$2,156,741	\$0	9.2%
Operating	2,222,839	1,901,921	1,891,571	0	-0.5%
Contract Services	7,731,061	6,780,903	7,401,807	0	9.2%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	15,958,288	14,067,183	12,088,349	0	-14.1%
Debt Service	5,954,019	6,663,101	6,271,418	0	-5.9%
Other Charges	532,551	299,159	527,727	0	76.4%
Total Expenditures	\$33,357,785	\$31,687,735	\$30,337,613	\$0	-4.3%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	31,886,997	29,967,390	28,432,504	0	-5.1%
General Fund Subtotal	31,886,997	29,967,390	28,432,504	0	-5.1%
Lake Valley Drive MSD Fund	85,777	54,443	59,063	0	8.5%
City of Fayetteville Finance Corp	806,510	795,850	787,550	0	-1.0%
LEOSSA Fund	578,501	870,052	1,058,496	0	21.7%
Total Funding Sources	\$33,357,785	\$31,687,735	\$30,337,613	\$0	-4.3%
Full-Time Equivalent Positions By Department					
Total Authorized FTEs	0.5	0.3	0.3	0.0	0.0%



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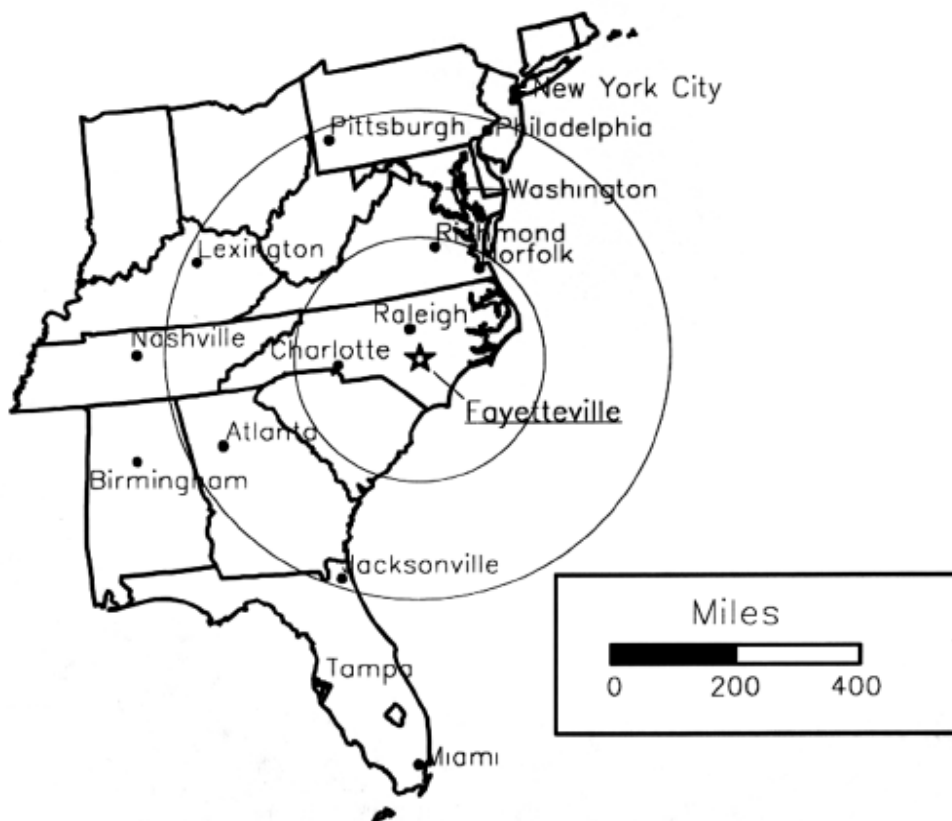
Section I

Fayetteville at a Glance

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 portions of Fort Bragg Army Post and is adjacent to Pope Army Airfield, which together form one of the largest military complexes in the world. The bases add significantly to the Fayetteville area economy and to the culture of the community.



Fayetteville at a Glance

Demographic Characteristics

Estimated Population	210,468
Median Age*	30
Median Education*	24.7% with 4 or more yrs of college
Median Household Income*	\$44,900
Median Value of Owner Occupied Housing Unit*	\$125,800

*Source – U.S. Census Bureau, Bureau of Labor Statistics
2009-2013 American Community Survey Data for Fayetteville

Climate

Average Annual Sunny Days – 219
Average Annual Precipitation – 46.78 inches
Average Relative Humidity
Sunrise - 85%
Afternoon - 55%
Average Daily Temperature
January – 41.7° (F)
July – 80.4° (F)
October – 61.7° (F)
Annual – 61.2° (F)

Economy/Employment

Rates of Unemployment (March 2015)
Fayetteville – 6.9 %
North Carolina – 5.4 %
United States – 5.5 %

Building Construction

<u>Year</u>	<u># of Permits</u>	<u>\$ Value</u>
2005	2,784	289.7M
2006	3,377	358.9M
2007	2,660	211.9M
2008	2,835	233.1M
2009	2,555	175.4M
2010	3,202	264.6M
2011	3,655	351.3M
2012	4,177	305.4M
2013	4,063	253.4M
2014	2,621	249.4M

Major Civilian Employers**

U.S. Dept. of Defense (Civilian)	14,515
Cumberland County Schools	6,625
Cape Fear Valley Health System	5,400
Wal-Mart	2,860
The Goodyear Tire and Rubber Co.	2,500
Cumberland County Government	2,350
City of Fayetteville	2,100
Fayetteville Tech. Community College	1,390
US Postal Service	1,225
Purolator, Inc.	1,000

Approximately 51,000 uniformed soldiers and airmen are stationed at Fort Bragg.

**Source: City of Fayetteville Comprehensive Annual Financial Report 2014

Fayetteville's Ten Largest Taxpayers**

<u>Name</u>	<u>Type of Enterprise</u>	<u>Assessed Valuation 01/01/13</u>	<u>% of Total Valuation</u>
Cross Creek Mall LLC	Investment Company	\$113,194,500	0.80%
Carolina Telephone	Utility	50,272,818	0.36%
Piedmont Natural Gas Co., Inc.	Utility	42,052,419	0.30%
Wal-Mart	Retail	39,554,465	0.28%
Westlake at Morganton LLC	Property Rental	28,107,800	0.20%
Independence Place West Fay	Property Rental	26,605,101	0.19%
Hidden Creek Village	Property Rental	24,803,500	0.18%
DDRM Fayetteville Pavilion LLC	Real Estate	23,862,500	0.17%
Cape Fear Multifamily LLC	Property Rental	23,086,399	0.16%
Eagle Point Village Apartments	Property Rental	22,919,500	0.16%

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Section J

Fiscal Information

What is a Budget?

The City of Fayetteville is a full-service, chartered municipality governed by the general statutes of the State of North Carolina.

The City provides a wide variety of services for its estimated 210,468 residents. Municipal services are financed through a variety of taxes, fees, intergovernmental assistance and charges for services. The City adopts an annual budget to plan for effective delivery of services, and to efficiently manage the revenues which support those services.

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

A Policy and Planning Tool

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

which legislative and administrative controls are established.

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

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

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

Development of the Budget

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

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

Basics of Budgeting

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

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

Prior to the development of the annual budget, capital improvement and information technology project needs are proposed by departments and prioritized by management. The resulting Capital Improvement and Information Technology Plans are proposed to the City Council and provide the basis for major capital expenditures to be included in the annual operating budget.

Once all anticipated expenditures have been taken into consideration, the challenge becomes adjusting expenditures to available revenues. This process typically involves cutting some requested new initiatives while expanding others to meet the community's priorities. The City Manager then formulates a recommended budget designed to maintain services and meet Council policy goals during the next fiscal year.

Budget Approval

The North Carolina Local Government Budget and Fiscal Control Act governs the annual budget calendar, preparation, submission and review of the budget. The fiscal year begins on July 1st. The City's budget calendar, which is on the following page, is somewhat more restrictive than the Act requires.

Under the Act, the City Manager, who also serves as budget officer, is required to submit the budget with a budget message to the City Council not later than June 1st. Following budget submission, the City Council receives public testimony and reviews the service and expenditure proposals contained in the proposed budget. During this period, copies of the budget are filed with the City Clerk, public library and news media. The City Council holds an advertised public hearing and may make further changes to the budget.

City Council may adopt the budget and establish appropriations not earlier than 10 days after having received the budget from the City Manager and after it has held the required public hearing. The budget must be adopted before July 1st each year because the appropriations are the legal authority to spend money in the new fiscal year.

December	January	February	March & April
<ul style="list-style-type: none"> Budget and Evaluation prepares budget instructions and conducts budget workshops for department heads and budget representatives Department requests for capital improvement and information technology projects reviewed 	<ul style="list-style-type: none"> Departments prepare current year estimates and new year base operating requirements Departments prepare capital requests, new initiatives and program priorities Capital improvement and information technology project requests prioritized to develop recommended 5-year Capital Improvement and Information Technology Plans 	<ul style="list-style-type: none"> City Council strategic planning retreat Recommended Capital Improvement and Information Technology Plans presented to City Council 	<ul style="list-style-type: none"> Department heads meet with the City Manager's Officer to review current year estimates and new year base budget and initiative requests City Manager and his staff review budget requests City Manager determines program priorities and develops recommended budget
May	May & June		July
<ul style="list-style-type: none"> City Manager presents the recommended budget to the City Council 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

Budget Implementation and Monitoring

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

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

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

Basics of Budgeting

Basis of Budgeting

The City budgets revenues and expenditures on a modified accrual basis. Revenues are recognized in the accounting period in which they become measurable and available.

Expenditures are recognized in the accounting period in which the liability is incurred, except for bond principal and interest, which are reflected as expenditures when due. This basis of budgeting is used for all funds of the City - governmental and proprietary.

Budgetary Amendment and Control

The General Fund is appropriated at the following portfolio grouping levels: Community Investment; Operations; Support Services and Administration; and Other Appropriations. Appropriation authorizations will continue at the fund level for all other annual operating funds.

Departments are aligned in portfolio groups as follows:

Community Investment

- Community Development
- Development Services
- Economic and Business Development
- Engineering and Infrastructure
- Human Relations

Operations

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

Support Services and Administration

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

Other Appropriations

- Other Appropriations

Prior year carryover encumbrances and assigned funds are re-appropriated by City Council. Encumbrances and assigned funds increase the total budget for each portfolio grouping.

Unanticipated revenues require appropriation by City Council prior to their expenditure. Appropriations unspent at the end of the fiscal year lapse. The City Manager, as the City's statutorily designated budget officer, is authorized to transfer funds among line-items within each appropriation authorization; however, amending the overall appropriation level of a portfolio area or fund requires the approval of City Council.

Although the legal appropriation is at the portfolio level or fund level, control of expenditures is exercised at various levels within each portfolio appropriation. The City Manager has authorized the Deputy and Assistant City Managers to reallocate available resources between departments within the portfolio they manage as they determine to be appropriate. Additionally, department directors are authorized to reallocate available resources between expenditures categories within their department, consistent with the City's work plan.

Fund Accounting

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

Governmental Funds

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

- **General Fund** - The General Fund is the principal fund of the City of Fayetteville. This fund accounts for all financial transactions except those more appropriately recorded in another fund. This fund includes the majority of city services including police, fire, emergency communications, inspections, streets, parks, recreation and administrative functions. Revenues come from sales and use taxes, property taxes, user fees, permits and licenses, internal transfers and other sources of revenue.
- **Central Business Tax District Fund** - The Central Business Tax District Fund is used to account for taxes levied on properties in the downtown area. These funds are used for the promotion and economic redevelopment of the downtown area.
- **City of Fayetteville Finance Corporation** - The Finance Corporation acquires assets through the issuance of revenue bonds and then leases those assets to the City. This fund accounts for lease payments received from the City, as well as debt service related to the assets.
- **Emergency Telephone System Fund** - The Emergency Telephone System Fund is a special revenue fund used to account for local proceeds from state-collected service charges on voice communication services, which are legally restricted to expenditures associated with providing enhanced 911 services.
- **Lake Valley Drive MSD Fund** - The Lake Valley Drive MSD Fund was established in 2011 to account for taxes levied on properties in the Lake Valley Drive Municipal Service District. Tax proceeds are used to repay an interfund loan from the General Fund, which funded drainage improvements that benefited the properties in the municipal service district.
- **Parking Fund** - The Parking Fund is used to account for revenues and expenditures associated with operating the City's parking lots and parking deck, and monitoring on- and off-street parking areas.

Budget Format

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

Proprietary Funds

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

Enterprise Funds are used to account for operations (a) that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred and net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.

- **Airport Fund** - The Airport Fund is used to account for all revenues and expenses associated with operating the Fayetteville Regional Airport.
- **Electric Fund** – This fund is used to account for all revenues and expenses associated with the sale of electricity. The budget for this fund is shown in the budget document produced by the City’s Public Works Commission.
- **Environmental Services Fund** - The Environmental Services Fund is used to account for all revenues and expenses associated with operating the City’s residential garbage, yard waste and recycling programs.
- **Stormwater Fund** - The Stormwater Fund is used to account for all revenues and expenses associated with the proceeds of the stormwater fee which are restricted to providing stormwater maintenance, operations and infrastructure improvements.
- **Transit Fund** - The Transit Fund is used to account for all revenues and expenses associated with the local intra-city public transportation system operated by the City.
- **Water and Wastewater** – This fund is used to account for revenues and expenses associated with the sale of water and wastewater services. The budget for this fund is shown in the budget document produced by the City’s Public Works Commission.

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

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

Fiduciary Funds

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

- **LEOSSA Fund** - The Law Enforcement Officers Special Separation Allowance Fund is used to account for funds transferred from the General Fund to provide retirement benefits 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, functional revenues, other revenues, interfund charges, investment income, interfund transfers, and other financing sources.

Expenditures are classified by fund, portfolio, department, program, category and object of expenditure. Expenditures are separated into seven major categories: personnel, operating, contract services, capital outlay, transfers to other funds, debt service and other charges. The categories are defined below:

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

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 2016 fiscal year.

GENERAL FUND REVENUES

Ad Valorem Taxes

The recommended tax rate for fiscal year 2016 remains 48.6 cents per 100 dollars of property valuation, with total taxable values estimated to be \$14,019,690,832 and collection rates estimated at 99.28 percent for real and personal property and 100.00 percent for motor vehicles.

In fiscal year 2014, the State implemented its Tag and Tax Together program. Under this program, ad valorem taxes on motor vehicles are collected at the time of registration renewal. For fiscal year 2014 only, there were 16 cycles of taxes on motor vehicles due to the transition between systems.

Fiscal year 2016 current year property tax collections are projected to be \$67,689,122, which represents a 0.5 percent increase over the fiscal year 2015 estimate. Prior year taxes and penalties are projected to total \$692,360.

Real and personal property taxable values are projected to be 0.3 percent over estimated fiscal year 2015 values based upon data provided by the Cumberland County Tax Office on March 2, 2015. Excluding values associated with late listings and discoveries during fiscal year 2015, growth of real and personal property taxable values is projected at 0.5 per cent.

Motor vehicle taxable property values for fiscal year 2016 are projected to grow by 3.0 percent over fiscal year 2015 values. As

previously noted, revenue projections for motor vehicle taxes for both fiscal years 2015 and 2016 reflect the return to 12 cycles of tax collections, and increased collection rates associated with the Tag and Tax Together program.

Other Taxes

Other tax revenues include vehicle license taxes, privilege licenses, and gross receipts tax on short-term lease and rental vehicles and heavy equipment.

Revenue projections for vehicle license taxes are projected to total \$637,460 for fiscal year 2016.

Municipal authority for privilege license taxes was rescinded by action of the State legislature effective July 1, 2015. Authority remains only for collection of beer and wine license fees, and peddler and solicitor permit fees. Revenue projections for fiscal year 2016 total \$8,500 as compared to fiscal year 2015 projected revenues of \$929,774.

Vehicle gross receipts tax revenues are collected on rental vehicles and heavy equipment and collections are projected to total \$600,860 for fiscal year 2016.

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 2016 total \$904,799, including \$751,960 in grant funding for 19 police officer positions. These hiring grants will phase out by fiscal year 2018.

Revenue Assumptions

Federal funding also includes \$66,340 from federal law enforcement agencies for other agreements for police expenditures and \$86,499 in interest subsidies from the IRS.

State Shared Revenues

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

Sales Tax Distributions

The City currently receives state distributions from three separate sales taxes. Article 40 tax is a half-cent sales tax from which local governments receive distributions of statewide collections on a per capita basis. Article 39 and 42 taxes are one-cent and half-cent sales taxes from which local governments receive distributions based upon taxes generated by sales that occur in the county, which is also referred to as the point-of-delivery method.

Prior to October 2009, there was an additional half-cent per capita-based sales tax (Article 44) and Article 42 taxes were distributed on a per capita basis. The taxes were eliminated or modified by the State to fund a takeover of some Medicaid expenditures from counties. To offset sales tax revenue losses to municipalities, the State reduces distributions to counties to fund hold harmless payments to municipalities.

In projecting sales tax revenues for the remainder of fiscal year 2015, 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 marginally lagged

statewide sales tax revenues in growth as compared to the first seven months of the prior year (11.2 percent vs. 12.5 percent growth).

For fiscal year 2015, the NCLM is projecting overall statewide sales tax collections to be up 7.5 percent over fiscal year 2014. For the remaining five months of fiscal year 2015, the City's sales tax revenue projections assume that sales taxes collections based on statewide sales are 7.0 percent above the last five months of fiscal year 2014, while sales tax collections based on local sales are 5.0 percent above the last five months of fiscal year 2014. Total City sales tax revenues and hold harmless payments projected for fiscal year 2015 are \$37,484,604, 5.8 percent above the original budget of \$35,417,611. From these sales tax revenues, reimbursements to Cumberland County and other municipalities for their revenue losses due to past City annexations are projected to total \$6,900,214.

For fiscal year 2016, the NCLM is projecting statewide sales tax collections to be up 4.0 percent and that growth projection has been assumed for local point-of-delivery sales as well. On that basis, projections of total sales tax distributions to the county as a whole are projected to be up 4.0 percent for fiscal year 2016.

The City's share of sales tax distributions made by the State to Cumberland County is affected by population changes in the City, other local municipalities and the County as a whole. For fiscal year 2016, the City is projected to receive \$38,958,113 in total revenues from sales taxes and hold harmless payments. From those sales tax revenues, reimbursements to Cumberland County and other municipalities for their revenue losses due to past City annexations are projected to total \$7,176,253.

Utility Tax Distributions

Utility tax distributions from the State are projected to be \$12,842,900 in fiscal year 2015, up 15.0 percent from the fiscal year 2015 original budget projection of \$11,166,100, primarily reflecting a projected 27.7 percent increase in electric sales taxes, offset by a projected 36.6 percent decline in natural gas sales taxes.

In fiscal year 2015, municipalities began to receive a share of State sales tax collections on sales of electricity and natural gas, as opposed to actual tax receipts based upon sales within municipal boundaries. Tax collections in fiscal year 2014 serve as the baseline for each municipality's share of the sales taxes in fiscal year 2015 and beyond. If sales tax collections are not sufficient to provide each municipality with at least the fiscal year 2014 baseline amount, every municipality's distribution is reduced proportionately. If excess revenues are generated, the excess is allocated to municipalities on an ad valorem basis.

For fiscal year 2016, \$12,842,300 is projected to be received from utility taxes. This projection is influenced by forecast information provided by the NCLM for electric, natural gas, telecommunications and video programming sales.

Based upon projections of video programming tax revenues to be generated from the Fort Bragg annexation during fiscal year 2015, \$59,660 must be shared with Spring Lake in accordance with the Fort Bragg annexation agreement. Due to the declining video programming revenue projections, the projected allocation to Spring Lake reduces to \$58,480 for fiscal year 2016.

Other State Shared Revenues

The State levies a tax on sales of beer and wine. This revenue is shared with the City on

a per capita basis. It is projected that the City will receive \$966,700 in beer and wine tax proceeds for fiscal year 2015, and \$995,700 for fiscal year 2016. These projections reflect increases in per capita revenues of 5.0 percent in fiscal year 2015 and 3.0 percent in fiscal year 2016 based upon guidance from the NCLM.

State street aid, commonly referred to as Powell Bill revenues, is estimated based on projections supplied by the NCLM. The proceeds of this tax are distributed based 75 percent on population and 25 percent on the number of miles of city-maintained streets.

For fiscal year 2016, the per capita rate is projected to be \$20.39 with a population estimate of 210,468, and the per mile rate is projected to be \$1,629 with a municipal street mileage estimate of 737.45. Powell Bill revenues are expected to total \$5,493,066 in fiscal year 2016, a 0.8 percent decline from fiscal year 2015. This revenue source must be used for street and sidewalk construction, maintenance or related debt service.

Consistent with the Fort Bragg annexation agreement, the City must remit payments to Spring Lake to ensure a 70 percent to 30 percent share of state-shared revenues related to the Fort Bragg annexation. For fiscal year 2016, projected payments related to Powell Bill and beer and wine taxes total \$98,574.

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.

Revenue Assumptions

Total local intergovernmental revenues are projected to total \$3,500,921 in fiscal year 2016, a decrease of \$920,595 from fiscal year 2015 projections. The reimbursement formulas and methodologies for the existing programs are projected to continue in fiscal year 2016 under the same provisions that existed in fiscal year 2015. Fiscal year 2016 also includes \$483,000 in reimbursements from the Cumberland County School System for operating costs for the red light camera program that begins in July, 2015. Proceeds from the County and Town of Eastover for the recreation district are projected to be \$1,455,000 lower in fiscal year 2016, primarily reflecting the planned retention of \$1,500,000 of district tax proceeds by the County for planned park additions and improvements to real property.

The fiscal year 2016 budget also includes anticipated reimbursements of \$16,488 from the Town of Spring Lake under the revised county-wide sales tax agreement and \$88,695 from the Public Works Commission for a share of debt service payments for the upgraded 800 MHz system.

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 2016 for the General Fund include \$75,500 related to proposed fee adjustments for development plan reviews, utility excavation permits and degradation fees. The fee schedule in the appendix includes a comprehensive list of the current and recommended fees for fiscal year 2016.

Permit and fee revenues for fiscal year 2015 are projected to be \$2,314,250, which is 14.2 percent below the current budget and 1.4 percent below actual fiscal year 2014

revenues. The revenue decline primarily reflects decreased building and inspection permit revenues. Fiscal year 2016 revenue projections total \$2,418,200, reflecting slight increases in permit activity and \$66,500 for fee increases as discussed above.

Property lease revenues for fiscal year 2016 are projected to total \$720,775. Significant lease revenues projected for fiscal year 2016 include \$579,236 in projected tenant leases in the Festival Plaza building, \$24,000 in lease payments from Amtrak, and a \$28,000 rental charge to the Stormwater Fund for the Alexander Street building.

Engineering and Infrastructure service revenues for fiscal year 2015 are projected to be \$421,550, 2.2 percent above the current year budget. Projections for fiscal year 2016 total \$431,350, generally assuming a continuation of current levels of activity and \$9,000 for fee increases as discussed above.

Development Services planning revenues for fiscal year 2015 and fiscal year 2016 are projected to be \$75,200 each year.

Public safety revenues for fiscal year 2015 and fiscal year 2016 are projected to be \$1,087,876 and \$1,091,127 respectively, relatively unchanged from the original fiscal year 2015 budget.

Parks and Recreation revenues for fiscal year 2015 are projected to be \$1,497,141, or 1.6 percent below budget. Fiscal year 2016 revenues are projected to increase to \$1,522,080, primarily reflecting revenues from the new swimming pool at Westover.

Other Revenues

Miscellaneous revenue sources are generally estimated based on historical trends. For fiscal year 2015 and 2016, revenue projections include \$107,127 each year for custodial services to be provided under

Revenue Assumptions

contract for the Airborne and Special Operations Museum.

Investment Earnings

Investment earnings are the amount of revenue received from the investment of idle cash. This source of revenue is roughly estimated based on the projected cash position of the City and projected future investment earning rates.

Other Financing Sources

Other financing sources projected for fiscal year 2016 consist of transfers from other funds and anticipated loan proceeds. Transfers represent an appropriation from one fund to another fund within the same governmental unit.

For fiscal year 2015, the Electric Fund transfer from the Public Works Commission (PWC) to the General Fund is projected at \$12,527,800. For fiscal year 2016, this transfer is projected at \$9,487,724, reflecting the transfer formula of 5.2% of metered, residential, commercial and industrial electric sales for fiscal year 2014 as proposed in the City charter revision.

Other transfers projected to be received by the General Fund in fiscal year 2016 include: \$55,532 from the Lake Valley Municipal Service District Fund to repay an interfund loan; and, \$27,521 from the Central Business Tax District Fund to assist in funding debt service for the Franklin Street Parking Deck.

The City anticipates financing \$1,878,677 for the purchase of General Fund vehicles and equipment in fiscal year 2016.

Fund Balance

An appropriation of fund balance may be necessary to balance projected revenues and

expenditures. The level of appropriation is determined by the difference between the adopted expenditure appropriations and estimated revenues for the upcoming fiscal year.

The fiscal year 2016 fund balance appropriation for the General Fund totals \$6,884,931 and includes an appropriation of \$1,151,749 from fund balance retained for the County Parks and Recreation program, and \$2,220,011 for capital funding plan expenditures in excess of dedicated current year revenues. The remaining \$3,513,171 is associated with specific planned expenditures.

The funded expenditures include: a total of \$2,480,436 for capital and information technology improvement plan projects comprised of \$1,342,231 for replacement self-contained breathing apparatus equipment for the Fire Department, \$100,000 for gateway improvements, \$100,000 for affordable housing project funding, \$100,000 for redevelopment project funding, \$90,000 for the installation of a second pedestrian bridge in Festival Park, \$60,000 for maintenance of the public art installation at Maiden Lane, and \$688,205 for a variety of technology improvement projects; \$225,000 to fund a bond referendum and education campaign contingent upon Council direction; \$167,000 for a pavement condition study; \$225,000 for the development of a strategic plan, website and local/small disadvantaged business enterprise program for the new Economic and Business Development Department; \$150,000 for a feasibility and redevelopment plan for the catalyst site on Murchison Road; \$81,000 for three added vehicles for civilian crash investigators in the Police Department; \$45,000 to develop a neighborhood matching grant program; \$68,635 for furniture and fixtures for the third floor of city hall; and \$71,100 for other one-time service expenditures.

Revenue Assumptions

CENTRAL BUSINESS TAX DISTRICT FUND

The recommended tax rate for the Central Business Tax District for fiscal year 2016 remains at 10.0 cents per 100 dollars of property valuation, with total taxable values estimated to be \$134,389,471 and collection rates estimated at 98.7 percent for real and personal property and 100.0 percent for motor vehicles. On this basis, fiscal year 2016 current year property tax collections are projected to be \$132,677, an increase of 2.8 percent from fiscal year 2015 projections.

CITY OF FAYETTEVILLE FINANCE CORPORATION

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

EMERGENCY TELEPHONE SYSTEM FUND

Enhanced 911 operations are funded by service charges collected by the state on voice communications services. In fiscal year 2016, the E911 Fund is projected to receive \$861,710 in these dedicated revenues from the State.

LAKE VALLEY DRIVE MSD FUND

The tax rate for the Lake Valley Municipal Service District Fund for fiscal year 2016 is recommended to be 33.6 cents per 100 dollars of property valuation, an increase of 9.1 cents from the fiscal year 2015 rate of 24.5 cents. Total taxable values for fiscal year 2016 are estimated to be \$17,578,229. With

a projected collection rate of 100 percent, property tax collections are estimated to be \$59,063 for fiscal year 2015.

PARKING FUND

Revenues supporting parking operations are primarily generated from leased and short-term parking in lots and in the parking deck, and parking citations. These revenues are projected to total \$237,782 in fiscal year 2015, which is 11.9 percent below the fiscal year 2015 budget. These revenue projections for fiscal year 2016 total \$217,820.

For fiscal year 2016, lease rates for all lots are recommended to remain at \$50 per month.

The Public Works Commission is projected to pay \$40,771 in fiscal year 2016 to fund its proportionate share of parking deck operating costs and capital reserves.

As the projected total revenues generated for the Parking Fund are not sufficient to fully support operating costs for downtown parking and fund balance in the Parking Fund has been exhausted, the General Fund will be required to provide transfers of \$154,156 in fiscal year 2015 and \$91,475 in fiscal year 2016 to fund projected operating expenditures and capital reserve contributions.

AIRPORT FUND

The largest sources of revenue to fund Airport operations are lease payments and franchise fees paid for the use of City property at the Fayetteville Regional Airport. These revenues are projected to total \$3,621,406 in fiscal year 2016 based upon known leases and agreements and historical trends. These revenues are expected to comprise 79.7 percent of total Airport operating revenues.

The Airport also receives funding from the Federal Aviation Administration and airlines to fund security services at the Airport. These revenues are projected to total \$318,616 for fiscal year 2016 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 \$352,713 in fiscal year 2016.

As noted in the fee schedule in the appendix, the Airport is recommending minor increases in parking fees.

ENVIRONMENTAL SERVICES FUND

The residential solid waste fee is the primary fee supporting environmental services operations. For fiscal year 2016, the annual fee is proposed to increase from \$40 to \$44 per single-family residential unit. Based upon the recommended fee of \$44 per year, current year fee revenues for fiscal year 2016 are projected to total \$2,648,910.

Intergovernmental revenue projections for fiscal year 2016 include \$305,865 from Cumberland County based upon agreed payments of \$5 per household and \$133,950 in proceeds from the solid waste disposal tax collected by the State.

Environmental services costs not funded from the revenues above and other miscellaneous revenues must be funded by a transfer from the General Fund. For fiscal year 2016, the transfer is projected to total \$7,776,159 as compared to the fiscal year 2015 original budget of \$6,113,672. The increase primarily reflects \$1,092,000 in financing proceeds and a \$472,334 fund balance appropriation included in the fiscal year 2015 budget that do not recur in fiscal year 2016.

STORMWATER FUND

The current monthly stormwater fee of \$3.50 is recommended to increase to \$3.75 for fiscal year 2016 to provide increased funding for infrastructure improvements and stormwater operations.

Stormwater fee revenue projections for fiscal year 2015 are projected to total \$6,209,400, a 0.1 percent increase over the original budget. With the proposed fee increase for fiscal year 2016, stormwater fee revenues are projected to total \$6,710,410, an 8.1 percent increase over projected revenues for fiscal year 2015.

The State currently contracts with the City to sweep state-maintained roads within the city. Projected contract payments of \$120,500 are included in the Stormwater fund for fiscal year 2016, unchanged from fiscal year 2015 projections.

TRANSIT FUND

The Transit Fund receives grants from the federal government for the operation of the department. The transit capital maintenance, operating assistance, ADA and JARC grants are projected to total \$1,999,910 in fiscal year 2016. The grant proceeds fund ADA services, vehicle and general maintenance, limited operating costs and specific service enhancements.

The Transit Fund also receives funding under the State Maintenance Assistance Program. Fiscal year 2016 proceeds from this revenue are projected to be \$672,262, in-line with fiscal year 2015 receipts.

Local intergovernmental revenues projected for fiscal years 2015 and 2016 include \$50,000 and \$90,000 respectively for local funding matches by Hoke County for pass-through grant funding.

Revenue Assumptions

In fiscal year 2009, the City implemented a \$5 vehicle license tax dedicated to support transit operations. In fiscal year 2016, \$642,110 is projected to be generated from this tax.

The Transit system is projected to generate a total of \$1,209,140 in fare revenue in fiscal year 2016 based upon ridership data supplied by the Transit Department and current fare schedules. There are no proposed adjustments to fares projected in the recommended fiscal year 2016 budget.

The Transit Department has recommended implementing new penalty fees to discourage late cancellations and 'no shows' for demand response services. The fee schedule included in the appendix provides details of the proposed penalty fees.

For fiscal year 2016, \$92,160 is projected to be received from PWC for the operation of the shuttle route, and \$143,667 is projected to be received from Fayetteville State University for the route enhancement agreement.

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 2015, the transfer is projected to total \$3,189,430 as compared to the originally budgeted transfer of \$3,514,744. For fiscal year 2016, the General Fund transfer to the Transit Fund is projected to total \$3,358,138.

LEOSSA FUND

The LEOSSA Fund is supported through interfund charges for employee benefits, primarily charged to the General Fund. The fund revenues are projected based upon estimated earnings of sworn law enforcement personnel during the fiscal year and an actuarially determined funding rate.

RISK MANAGEMENT FUND

The Risk Management Fund is primarily funded through interfund charges to other funds for services including workers' compensation benefits, health and dental benefits and property and casualty insurance coverage. These charges are projected based upon historical trends and estimated charges needed to finance expected expenditures. In addition, employees and retirees also contribute to the Risk Management Fund for health and dental coverage for individual and dependent coverage. Contributions are projected based upon the anticipated number of participants and rates needed to fund expected claims expenditures.

In fiscal year 2016, the General Fund is projected to transfer \$807,045 to the Risk Management fund for repayment of interfund loans.

Community Development

Description	FY 2014 Actual	FY 2015 Original Budget	FY 2015 Estimate	FY 2016 Recommend	FY 2016 Adopted
Salaries and Wages	168,107	166,372	163,419	145,557	0
Social Security and Pension	23,805	24,536	22,785	21,663	0
Insurance and Benefits	33,597	20,668	23,970	19,114	0
Temporary Services	0	0	0	0	0
Personnel Services	225,509	211,576	210,174	186,334	0
Utilities	288	290	430	460	0
Supplies	2,360	1,000	1,000	6,000	0
Small Equipment/ Computers	1,809	500	500	990	0
General Maintenance	0	0	0	0	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	3,307	2,186	2,040	2,520	0
Travel and Development	1,550	5,600	5,350	5,050	0
Memberships and Dues	1,663	1,830	1,830	1,170	0
Insurance and Claims	0	0	0	0	0
Other Services	0	0	0	0	0
Operating	10,977	11,406	11,150	16,190	0
Accounting, Auditing and Legal	7,441	15,000	12,000	12,000	0
Medical Services	0	0	0	0	0
Other Contract Services	267,149	0	70,281	95,000	0
Contract Services	274,590	15,000	82,281	107,000	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
Transfers to Other Funds	0	96,985	169,189	318,256	0
Debt Service	0	0	0	0	0
Other Charges	0	500	1,682	500	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	28,125	28,125	35,353	0
Inventory	0	0	0	0	0
Cost Redistribution	-35,659	-36,294	-34,394	0	0
Other Charges	-35,659	-7,669	-4,587	35,853	0
Total Expenditures	475,417	327,298	468,207	663,633	0

Development Services

Description	FY 2014 Actual	FY 2015 Original Budget	FY 2015 Estimate	FY 2016 Recommend	FY 2016 Adopted
Salaries and Wages	2,382,958	2,534,529	2,482,365	2,724,715	0
Social Security and Pension	342,730	374,961	357,116	403,626	0
Insurance and Benefits	394,450	365,084	359,970	402,269	0
Temporary Services	17,713	0	45,373	0	0
Personnel Services	3,137,851	3,274,574	3,244,824	3,530,610	0
Utilities	0	0	0	0	0
Supplies	14,045	34,290	31,881	38,098	0
Small Equipment/ Computers	22,904	9,858	7,358	110,000	0
General Maintenance	16,649	29,146	29,795	3,275	0
Vehicle Maintenance	20,436	27,176	36,522	38,340	0
Vehicle Fuel	13,565	37,034	30,700	29,500	0
Communications	108,891	109,103	109,616	116,078	0
Travel and Development	123,322	59,835	59,330	59,600	0
Memberships and Dues	9,637	12,479	13,079	13,001	0
Insurance and Claims	0	0	0	0	0
Other Services	0	200	0	0	0
Operating	329,449	319,121	318,281	407,892	0
Accounting, Auditing and Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	575,223	677,605	791,995	774,572	0
Contract Services	575,223	677,605	791,995	774,572	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	318,034	38,374	44,496	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	318,034	38,374	44,496	0	0
Transfers to Other Funds	80,000	0	0	50,000	0
Debt Service	0	0	0	0	0
Other Charges	41	120	130	120	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	1,720	0	3,428	1,775	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	1,761	120	3,558	1,895	0
Total Expenditures	4,442,318	4,309,794	4,403,154	4,764,969	0

Economic & Business Development

Description	FY 2014 Actual	FY 2015 Original Budget	FY 2015 Estimate	FY 2016 Recommend	FY 2016 Adopted
Salaries and Wages	0	158,307	77,398	259,930	0
Social Security and Pension	0	23,461	10,658	38,467	0
Insurance and Benefits	0	17,921	8,194	30,416	0
Temporary Services	0	0	0	0	0
Personnel Services	0	199,689	96,250	328,813	0
Utilities	0	0	0	0	0
Supplies	26,857	27,600	20,213	11,500	0
Small Equipment/ Computers	0	35,500	35,500	6,915	0
General Maintenance	0	385	385	0	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	13,466	22,790	18,350	42,761	0
Travel and Development	0	7,525	6,760	17,500	0
Memberships and Dues	0	1,500	1,500	3,000	0
Insurance and Claims	0	0	0	0	0
Other Services	0	0	0	0	0
Operating	40,323	95,300	82,708	81,676	0
Accounting, Auditing and Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	27,659	265,079	266,115	742,789	0
Contract Services	27,659	265,079	266,115	742,789	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
Transfers to Other Funds	27,000	25,000	25,000	266,795	0
Debt Service	0	0	0	0	0
Other Charges	20	7,095	180	4,500	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	250,000	250,000	665,000	0
Inventory	0	0	0	0	0
Cost Redistribution	35,659	36,294	34,394	-315,000	0
Other Charges	35,679	293,389	284,574	354,500	0
Total Expenditures	130,661	878,457	754,647	1,774,573	0

Engineering & Infrastructure

Description	FY 2014 Actual	FY 2015 Original Budget	FY 2015 Estimate	FY 2016 Recommend	FY 2016 Adopted
Salaries and Wages	4,659,706	4,831,734	4,705,640	4,880,747	0
Social Security and Pension	670,372	715,972	675,076	726,406	0
Insurance and Benefits	808,511	795,078	795,710	837,642	0
Temporary Services	34,785	36,980	34,482	32,480	0
Personnel Services	6,173,374	6,379,764	6,210,908	6,477,275	0
Utilities	331,751	341,430	353,020	366,410	0
Supplies	598,610	565,764	538,535	577,628	0
Small Equipment/ Computers	8,335	0	636	1,500	0
General Maintenance	108,215	177,083	209,735	175,624	0
Vehicle Maintenance	801,007	876,270	793,130	837,170	0
Vehicle Fuel	315,341	308,700	267,100	258,500	0
Communications	107,714	122,730	119,247	113,677	0
Travel and Development	47,804	82,090	90,090	79,340	0
Memberships and Dues	8,969	12,094	13,049	12,429	0
Insurance and Claims	27,286	21,945	25,017	25,922	0
Other Services	142,289	144,552	133,722	47,700	0
Operating	2,497,321	2,652,658	2,543,281	2,495,900	0
Accounting, Auditing and Legal	1,300	3,500	3,500	3,500	0
Medical Services	640	1,288	1,330	1,288	0
Other Contract Services	1,090,535	1,380,809	1,664,593	2,018,477	0
Contract Services	1,092,475	1,385,597	1,669,423	2,023,265	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	5,875	0	0	0	0
Equipment - Office	0	12,000	18,525	0	0
Equipment - Other	8,264	0	0	0	0
Equipment - Motor Vehicles	26,175	197,500	197,761	385,000	0
Infrastructure	0	0	8,385	0	0
Capital Outlay	40,314	209,500	224,671	385,000	0
Transfers to Other Funds	7,486,152	7,634,606	7,884,606	6,159,538	0
Debt Service	1,318,729	1,376,381	1,356,738	1,388,037	0
Other Charges	3,515	7,360	9,931	758,727	0
Indirect Cost Allocation	175,216	185,887	204,984	198,697	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	75,000	75,000	75,000	75,000	0
Other Charges	253,731	268,247	289,915	1,032,424	0
Total Expenditures	18,862,096	19,906,753	20,179,542	19,961,439	0

Human Relations

Description	FY 2014 Actual	FY 2015 Original Budget	FY 2015 Estimate	FY 2016 Recommend	FY 2016 Adopted
Salaries and Wages	197,659	194,215	184,552	198,168	0
Social Security and Pension	28,363	28,770	26,799	29,516	0
Insurance and Benefits	25,260	23,206	22,316	24,314	0
Temporary Services	0	0	0	0	0
Personnel Services	251,282	246,191	233,667	251,998	0
Utilities	0	0	0	0	0
Supplies	11,798	14,800	15,283	15,450	0
Small Equipment/ Computers	0	5,000	5,000	0	0
General Maintenance	0	0	0	0	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	7,813	3,864	6,443	6,113	0
Travel and Development	3,134	4,950	3,610	4,950	0
Memberships and Dues	680	1,070	1,070	1,070	0
Insurance and Claims	0	0	0	0	0
Other Services	965	1,500	1,500	1,500	0
Operating	24,390	31,184	32,906	29,083	0
Accounting, Auditing and Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	19,279	3,200	15,724	575	0
Contract Services	19,279	3,200	15,724	575	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
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	2,708	1,400	3,520	2,700	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	500	11,070	8,944	9,840	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	3,208	12,470	12,464	12,540	0
Total Expenditures	298,159	293,045	294,761	294,196	0

Airport

Description	FY 2014 Actual	FY 2015 Original Budget	FY 2015 Estimate	FY 2016 Recommend	FY 2016 Adopted
Salaries and Wages	987,023	1,082,453	1,048,230	1,103,432	0
Social Security and Pension	141,891	160,249	147,697	163,734	0
Insurance and Benefits	145,477	168,823	162,673	194,092	0
Temporary Services	61,075	75,900	51,000	51,894	0
Personnel Services	1,335,466	1,487,425	1,409,600	1,513,152	0
Utilities	405,955	414,027	436,170	455,800	0
Supplies	105,114	122,110	115,755	125,070	0
Small Equipment/ Computers	14,050	24,200	20,000	18,100	0
General Maintenance	238,582	294,630	353,931	370,195	0
Vehicle Maintenance	75,048	75,996	91,325	96,360	0
Vehicle Fuel	55,492	54,700	42,500	40,900	0
Communications	57,161	119,766	109,064	109,324	0
Travel and Development	26,054	26,750	26,750	26,750	0
Memberships and Dues	1,433	1,945	2,045	2,000	0
Insurance and Claims	53,704	55,541	51,087	52,488	0
Other Services	0	0	0	0	0
Operating	1,032,593	1,189,665	1,248,627	1,296,987	0
Accounting, Auditing and Legal	0	0	0	0	0
Medical Services	0	42	42	42	0
Other Contract Services	92,137	137,153	111,282	148,025	0
Contract Services	92,137	137,195	111,324	148,067	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	40,642	0	0	0	0
Equipment - Office	30,556	0	0	0	0
Equipment - Other	0	143,135	162,585	0	0
Equipment - Motor Vehicles	0	0	0	28,000	0
Infrastructure	368,352	0	0	0	0
Capital Outlay	439,550	143,135	162,585	28,000	0
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	444,017	1,297,126	444,210	1,362,901	0
Indirect Cost Allocation	198,481	210,567	140,218	177,008	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	11,947	15,000	15,000	15,000	0
Cost Redistribution	0	0	0	0	0
Other Charges	654,445	1,522,693	599,428	1,554,909	0
Total Expenditures	3,554,191	4,480,113	3,531,564	4,541,115	0

Environmental Services

Description	FY 2014 Actual	FY 2015 Original Budget	FY 2015 Estimate	FY 2016 Recommend	FY 2016 Adopted
Salaries and Wages	2,525,745	2,637,270	2,582,685	2,725,229	0
Social Security and Pension	361,583	387,152	364,461	404,555	0
Insurance and Benefits	497,615	553,511	547,832	576,172	0
Temporary Services	271,303	283,652	245,000	231,744	0
Personnel Services	3,656,246	3,861,585	3,739,978	3,937,700	0
Utilities	36,573	33,800	29,990	31,120	0
Supplies	376,469	476,922	458,697	429,771	0
Small Equipment/ Computers	3,089	3,900	9,925	0	0
General Maintenance	8,413	42,058	26,574	61,417	0
Vehicle Maintenance	1,303,922	1,193,645	1,628,320	1,708,920	0
Vehicle Fuel	661,882	651,200	586,300	574,200	0
Communications	92,092	134,612	127,400	108,986	0
Travel and Development	6,448	15,760	15,510	5,630	0
Memberships and Dues	1,078	4,183	4,183	4,783	0
Insurance and Claims	87,112	96,627	143,547	157,960	0
Other Services	0	0	0	0	0
Operating	2,577,078	2,652,707	3,030,446	3,082,787	0
Accounting, Auditing and Legal	0	0	0	0	0
Medical Services	1,850	1,806	1,656	1,706	0
Other Contract Services	2,137,749	2,322,182	2,341,651	2,225,158	0
Contract Services	2,139,599	2,323,988	2,343,307	2,226,864	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	171,906	1,337,000	2,290,726	1,260,000	0
Infrastructure	0	0	0	0	0
Capital Outlay	171,906	1,337,000	2,290,726	1,260,000	0
Transfers to Other Funds	360,000	52,000	117,848	0	0
Debt Service	0	142,003	12,500	150,002	0
Other Charges	5,046	5,521	5,051	4,910	0
Indirect Cost Allocation	494,921	458,357	517,547	533,073	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	499,967	463,878	522,598	537,983	0
Total Expenditures	9,404,796	10,833,161	12,057,403	11,195,336	0

Fire & Emergency Management

Description	FY 2014 Actual	FY 2015 Original Budget	FY 2015 Estimate	FY 2016 Recommend	FY 2016 Adopted
Salaries and Wages	15,208,986	15,806,235	15,646,415	16,035,879	0
Social Security and Pension	2,174,475	2,343,172	2,234,038	2,383,145	0
Insurance and Benefits	3,022,377	2,469,340	2,594,414	2,588,787	0
Temporary Services	0	0	0	0	0
Personnel Services	20,405,838	20,618,747	20,474,867	21,007,811	0
Utilities	194,087	190,570	200,890	208,420	0
Supplies	650,300	608,320	664,133	644,155	0
Small Equipment/ Computers	48,118	90,937	145,049	1,473,623	0
General Maintenance	112,205	146,754	156,069	154,120	0
Vehicle Maintenance	792,134	643,956	777,922	816,710	0
Vehicle Fuel	308,880	286,400	301,300	289,600	0
Communications	145,554	86,626	79,256	82,956	0
Travel and Development	36,143	68,716	68,336	79,531	0
Memberships and Dues	17,240	19,611	20,753	23,176	0
Insurance and Claims	39,350	38,000	41,100	42,900	0
Other Services	0	2,000	3,335	5,000	0
Operating	2,344,011	2,181,890	2,458,143	3,820,191	0
Accounting, Auditing and Legal	0	0	0	0	0
Medical Services	98,781	114,943	114,943	127,713	0
Other Contract Services	551,994	587,044	691,043	614,642	0
Contract Services	650,775	701,987	805,986	742,355	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	41,500	41,500	0	0
Equipment - Office	0	0	0	10,000	0
Equipment - Other	39,770	27,500	27,500	72,032	0
Equipment - Motor Vehicles	1,277,658	640,000	668,940	678,000	0
Infrastructure	0	0	0	0	0
Capital Outlay	1,317,428	709,000	737,940	760,032	0
Transfers to Other Funds	33,626	204,111	124,111	300,000	0
Debt Service	0	0	0	0	0
Other Charges	310	5,940	5,960	6,170	0
Indirect Cost Allocation	74,202	78,721	75,990	78,492	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	-75,000	-75,000	-75,000	-75,000	0
Other Charges	-488	9,661	6,950	9,662	0
Total Expenditures	24,751,190	24,425,396	24,607,997	26,640,051	0

Parks, Recreation & Maintenance

Description	FY 2014 Actual	FY 2015 Original Budget	FY 2015 Estimate	FY 2016 Recommend	FY 2016 Adopted
Salaries and Wages	6,747,368	7,058,795	6,716,826	7,099,398	0
Social Security and Pension	938,925	1,014,715	938,052	1,022,648	0
Insurance and Benefits	1,221,548	1,175,383	1,160,358	1,247,147	0
Temporary Services	461,781	462,336	573,640	475,203	0
Personnel Services	9,369,622	9,711,229	9,388,876	9,844,396	0
Utilities	1,132,956	1,213,160	1,227,590	1,266,530	0
Supplies	868,670	897,745	917,445	977,764	0
Small Equipment/ Computers	101,982	31,375	52,608	15,000	0
General Maintenance	609,052	599,761	646,188	742,394	0
Vehicle Maintenance	969,641	1,106,134	974,636	1,025,050	0
Vehicle Fuel	335,069	339,400	269,500	259,400	0
Communications	294,239	189,775	214,335	213,705	0
Travel and Development	27,943	31,592	34,227	47,404	0
Memberships and Dues	5,311	6,860	7,194	7,195	0
Insurance and Claims	148,838	137,218	126,731	138,764	0
Other Services	86,920	87,252	88,859	91,968	0
Operating	4,580,621	4,640,272	4,559,313	4,785,174	0
Accounting, Auditing and Legal	0	0	0	0	0
Medical Services	451	701	910	910	0
Other Contract Services	818,716	1,016,194	1,011,629	1,090,741	0
Contract Services	819,167	1,016,895	1,012,539	1,091,651	0
Land	0	0	0	0	0
Buildings	0	0	0	80,000	0
Improvements	152,177	0	59,758	360,000	0
Equipment - Office	0	0	0	0	0
Equipment - Other	211,946	299,000	298,200	167,500	0
Equipment - Motor Vehicles	122,220	254,500	275,300	673,000	0
Infrastructure	0	0	0	0	0
Capital Outlay	486,343	553,500	633,258	1,280,500	0
Transfers to Other Funds	2,293,602	3,303,500	3,398,500	2,262,218	0
Debt Service	0	0	0	0	0
Other Charges	1,751	656,667	664,469	87,059	0
Indirect Cost Allocation	60,000	60,000	60,000	60,000	0
Non-Profit/Gov't Agencies	0	179,250	179,250	179,250	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	61,751	895,917	903,719	326,309	0
Total Expenditures	17,611,106	20,121,313	19,896,205	19,590,248	0

Police

Description	FY 2014 Actual	FY 2015 Original Budget	FY 2015 Estimate	FY 2016 Recommend	FY 2016 Adopted
Salaries and Wages	27,278,756	28,483,325	28,596,731	29,803,550	0
Social Security and Pension	5,869,647	6,238,534	6,274,722	6,600,733	0
Insurance and Benefits	4,447,874	4,322,249	4,163,914	4,749,220	0
Temporary Services	208,663	219,188	205,219	219,771	0
Personnel Services	37,804,940	39,263,296	39,240,586	41,373,274	0
Utilities	213,211	220,120	224,150	232,570	0
Supplies	902,651	1,235,176	1,289,449	1,134,131	0
Small Equipment/ Computers	199,981	209,329	332,206	74,057	0
General Maintenance	595,280	1,067,327	711,694	1,237,923	0
Vehicle Maintenance	1,556,462	1,597,481	1,888,140	2,061,060	0
Vehicle Fuel	1,321,989	1,424,700	1,123,300	1,160,500	0
Communications	980,492	761,465	891,847	682,952	0
Travel and Development	194,144	226,061	249,334	253,795	0
Memberships and Dues	9,485	9,075	10,035	10,035	0
Insurance and Claims	0	0	0	0	0
Other Services	227,440	588,578	568,504	590,542	0
Operating	6,201,135	7,339,312	7,288,659	7,437,565	0
Accounting, Auditing and Legal	3,549	5,741	454	4,000	0
Medical Services	53,919	49,000	51,975	53,263	0
Other Contract Services	437,622	677,151	798,793	793,734	0
Contract Services	495,090	731,892	851,222	850,997	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	1,111	0	0	0	0
Equipment - Office	59,856	0	0	0	0
Equipment - Other	207,958	73,597	634,431	43,223	0
Equipment - Motor Vehicles	86,404	2,606,500	3,480,366	1,256,000	0
Infrastructure	0	0	0	0	0
Capital Outlay	355,329	2,680,097	4,114,797	1,299,223	0
Transfers to Other Funds	39,103	317,529	281,615	70,475	0
Debt Service	0	97,374	97,372	97,371	0
Other Charges	124,816	309,789	129,013	134,196	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	3,000	3,000	3,000	3,000	0
Inventory	0	0	0	0	0
Cost Redistribution	-24,720	-31,651	-38,650	-51,066	0
Other Charges	103,096	281,138	93,363	86,130	0
Total Expenditures	44,998,693	50,710,638	51,967,614	51,215,035	0

Transit

Description	FY 2014 Actual	FY 2015 Original Budget	FY 2015 Estimate	FY 2016 Recommend	FY 2016 Adopted
Salaries and Wages	3,502,912	3,886,892	3,724,255	4,188,599	0
Social Security and Pension	503,751	576,858	547,999	619,673	0
Insurance and Benefits	655,019	804,552	693,417	926,671	0
Temporary Services	24,755	0	25,256	0	0
Personnel Services	4,686,437	5,268,302	4,990,927	5,734,943	0
Utilities	41,311	43,500	38,510	49,960	0
Supplies	88,582	93,786	93,385	109,752	0
Small Equipment/ Computers	9,211	0	5,057	32,235	0
General Maintenance	65,783	69,766	88,610	69,100	0
Vehicle Maintenance	355,437	466,736	407,700	414,200	0
Vehicle Fuel	859,725	919,322	782,500	772,500	0
Communications	50,166	58,076	68,197	84,691	0
Travel and Development	1,211	7,595	7,567	7,765	0
Memberships and Dues	3,696	3,499	3,499	4,099	0
Insurance and Claims	450,12	84,852	54,467	79,464	0
Other Services	0	0	0	0	0
Operating	1,520,134	1,747,132	1,549,492	1,623,766	0
Accounting, Auditing and Legal	0	150	0	0	0
Medical Services	3,452	3,500	4,456	4,586	0
Other Contract Services	80,667	102,631	161,945	133,540	0
Contract Services	84,119	106,281	166,401	138,126	0
Land	130,880	0	37,700	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	23,527	0	1,960	0	0
Equipment - Motor Vehicles	0	10,750	13,460	8,350	0
Infrastructure	0	0	0	0	0
Capital Outlay	165,577	10,750	53,120	8,350	0
Transfers to Other Funds	0	504,218	569,956	233,733	0
Debt Service	21,011	19,267	19,267	0	0
Other Charges	10,302	9,300	61,670	108,310	0
Indirect Cost Allocation	504,815	535,563	683,580	621,068	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	36,349	0	0	0	0
Cost Redistribution	-59,565	-143,202	-160,000	-232,689	0
Other Charges	491,901	401,661	585,250	496,689	0
Total Expenditures	6,969,179	8,057,611	7,934,413	8,235,607	0

Budget & Evaluation

Description	FY 2014 Actual	FY 2015 Original Budget	FY 2015 Estimate	FY 2016 Recommend	FY 2016 Adopted
Salaries and Wages	0	0	236,584	328,382	0
Social Security and Pension	0	0	34,248	48,940	0
Insurance and Benefits	0	0	21,222	41,106	0
Temporary Services	0	0	0	0	0
Personnel Services	0	0	292,054	418,428	0
Utilities	0	0	0	0	0
Supplies	0	0	2,161	2,230	0
Small Equipment/ Computers	0	0	29,219	0	0
General Maintenance	0	0	910	3,330	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	0	0	3,607	3,690	0
Travel and Development	0	0	4,432	9,035	0
Memberships and Dues	0	0	100	250	0
Insurance and Claims	0	0	0	0	0
Other Services	0	0	0	0	0
Operating	0	0	40,429	18,535	0
Accounting, Auditing and Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	0	0	188	75	0
Contract Services	0	0	188	75	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
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	0	0	75	125	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	0	0	75	125	0
Total Expenditures	0	0	332,746	437,163	0

City Attorney's Office

Description	FY 2014 Actual	FY 2015 Original Budget	FY 2015 Estimate	FY 2016 Recommend	FY 2016 Adopted
Salaries and Wages	571,174	701,364	655,207	728,126	0
Social Security and Pension	75,398	100,524	98,500	113,524	0
Insurance and Benefits	52,409	71,447	72,960	76,561	0
Temporary Services	0	0	0	0	0
Personnel Services	698,981	873,335	826,667	918,211	0
Utilities	0	0	0	0	0
Supplies	21,080	29,252	29,252	28,100	0
Small Equipment/ Computers	0	7,500	7,500	0	0
General Maintenance	0	0	0	0	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	2,882	4,012	4,781	4,981	0
Travel and Development	8,954	11,509	11,509	11,209	0
Memberships and Dues	3,519	4,515	4,515	4,707	0
Insurance and Claims	0	0	0	0	0
Other Services	0	0	0	0	0
Operating	36,435	56,788	57,557	48,997	0
Accounting, Auditing and Legal	501,785	1,303,000	700,000	600,000	0
Medical Services	0	0	0	0	0
Other Contract Services	127	100	100	100	0
Contract Services	501,912	1,303,100	700,100	600,100	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
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	578	360	360	423	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	-13,500	-830,000	-27,000	-27,000	0
Other Charges	-12,922	-829,640	-26,640	-26,577	0
Total Expenditures	1,224,406	1,403,583	1,557,684	1,540,731	0

City Manager's Office

Description	FY 2014 Actual	FY 2015 Original Budget	FY 2015 Estimate	FY 2016 Recommend	FY 2016 Adopted
Salaries and Wages	1,095,025	985,738	1,224,988	1,383,957	0
Social Security and Pension	145,758	133,869	177,028	201,974	0
Insurance and Benefits	120,708	98,519	121,733	150,482	0
Temporary Services	25,831	0	57,729	0	0
Personnel Services	1,387,322	1,218,126	1,581,478	1,736,413	0
Utilities	0	0	0	0	0
Supplies	17,358	12,600	17,624	15,589	0
Small Equipment/ Computers	1,892	6,800	37,042	63,935	0
General Maintenance	1,750	2,334	3,599	17,692	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	13,555	15,804	22,030	28,230	0
Travel and Development	34,948	39,927	45,502	52,026	0
Memberships and Dues	17,021	20,917	21,802	16,789	0
Insurance and Claims	0	0	0	0	0
Other Services	0	0	0	0	0
Operating	86,524	98,382	147,599	194,261	0
Accounting, Auditing and Legal	0	0	158,000	10,000	0
Medical Services	0	0	0	0	0
Other Contract Services	218,826	238,491	275,996	99,443	0
Contract Services	218,826	238,491	433,996	109,443	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
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	1,201	3,540	3,449	3,980	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	1,201	3,540	3,449	3,980	0
Total Expenditures	1,693,873	1,558,539	2,166,522	2,044,097	0

Corporate Communications

Description	FY 2014 Actual	FY 2015 Original Budget	FY 2015 Estimate	FY 2016 Recommend	FY 2016 Adopted
Salaries and Wages	414,880	467,428	428,036	518,832	0
Social Security and Pension	59,223	68,250	61,280	75,279	0
Insurance and Benefits	50,176	63,677	51,901	70,914	0
Temporary Services	46,605	0	5,108	0	0
Personnel Services	570,884	599,355	546,325	665,025	0
Utilities	0	0	0	0	0
Supplies	20,628	17,307	14,549	13,600	0
Small Equipment/ Computers	12,236	20,121	22,347	3,240	0
General Maintenance	4,134	10,500	3,905	5,500	0
Vehicle Maintenance	1,130	2,523	1,130	1,190	0
Vehicle Fuel	280	300	400	400	0
Communications	72,432	80,999	84,198	81,598	0
Travel and Development	11,000	14,768	9,662	11,300	0
Memberships and Dues	2,213	4,097	4,097	3,888	0
Insurance and Claims	0	0	0	0	0
Other Services	22,260	22,260	22,260	22,260	0
Operating	146,313	172,875	162,548	142,976	0
Accounting, Auditing and Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	58,481	18,470	18,044	67,900	0
Contract Services	58,481	18,470	18,044	67,900	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	5,690	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	5,690	0	0	0	0
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	596	300	363	300	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	122,260	118,100	124,000	124,500	0
Cost Redistribution	-231,012	-238,000	-253,500	-254,000	0
Other Charges	-108,156	-119,600	-129,137	-129,200	0
Total Expenditures	673,212	671,100	597,780	746,701	0

Finance

Description	FY 2014 Actual	FY 2015 Original Budget	FY 2015 Estimate	FY 2016 Recommend	FY 2016 Adopted
Salaries and Wages	1,070,302	1,187,968	939,402	1,021,522	0
Social Security and Pension	151,147	174,272	132,785	149,727	0
Insurance and Benefits	166,963	170,379	121,667	154,575	0
Temporary Services	30,751	0	41,308	0	0
Personnel Services	1,419,163	1,532,619	1,235,162	1,325,824	0
Utilities	0	0	0	0	0
Supplies	14,459	21,180	15,473	16,005	0
Small Equipment/ Computers	4,191	2,000	18,226	900	0
General Maintenance	14,406	20,035	15,553	16,600	0
Vehicle Maintenance	84,151	96,486	113,620	107,000	0
Vehicle Fuel	0	0	0	0	0
Communications	37,592	36,989	33,875	33,900	0
Travel and Development	9,503	22,035	16,885	19,675	0
Memberships and Dues	2,457	2,360	2,385	3,785	0
Insurance and Claims	3,240,241	3,186,872	2,985,077	3,296,250	0
Other Services	0	0	0	0	0
Operating	3,407,000	3,387,957	3,201,094	3,494,115	0
Accounting, Auditing and Legal	60,571	66,150	122,625	69,500	0
Medical Services	15,952	16,500	22,800	24,000	0
Other Contract Services	972,296	1,243,668	928,810	1,021,575	0
Contract Services	1,048,819	1,326,318	1,074,235	1,115,075	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
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	124	345	325	285	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	124	345	325	285	0
Total Expenditures	5,875,106	6,247,239	5,510,816	5,935,299	0

Human Resource Development

Description	FY 2014 Actual	FY 2015 Original Budget	FY 2015 Estimate	FY 2016 Recommend	FY 2016 Adopted
Salaries and Wages	846,680	1,001,345	943,112	1,024,122	0
Social Security and Pension	121,001	147,235	134,422	152,248	0
Insurance and Benefits	146,910	153,064	141,124	160,016	0
Temporary Services	7,522	0	0	0	0
Personnel Services	1,122,113	1,301,644	1,218,658	1,336,386	0
Utilities	0	0	0	0	0
Supplies	59,581	65,032	69,939	54,601	0
Small Equipment/ Computers	27,760	3,007	18,297	0	0
General Maintenance	14,431	14,132	130,488	16,569	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	22,600	24,155	26,667	29,112	0
Travel and Development	92,013	107,999	78,080	105,741	0
Memberships and Dues	5,315	4,896	4,896	5,865	0
Insurance and Claims	11,316,049	13,130,074	13,004,154	14,149,664	0
Other Services	340	380	340	380	0
Operating	11,538,089	13,349,675	13,332,861	14,361,932	0
Accounting, Auditing and Legal	0	0	0	0	0
Medical Services	18,431	62,876	44,715	52,166	0
Other Contract Services	141,046	265,819	207,492	272,773	0
Contract Services	159,477	328,695	252,207	324,939	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
	0	0	0	0	0
Transfers to Other Funds	3,730,637	700,000	500,000	495,000	0
	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	3,008	219,139	188,712	844,671	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	3,008	219,139	188,712	844,671	0
Total Expenditures	16,553,324	15,899,153	15,492,438	17,362,928	0

Information Technology

Description	FY 2014 Actual	FY 2015 Original Budget	FY 2015 Estimate	FY 2016 Recommend	FY 2016 Adopted
Salaries and Wages	1,316,723	1,434,562	1,410,372	1,586,534	0
Social Security and Pension	188,264	209,776	200,369	232,625	0
Insurance and Benefits	174,985	191,789	182,886	211,595	0
Temporary Services	62,485	31,200	31,200	0	0
Personnel Services	1,742,457	1,867,327	1,824,827	2,030,754	0
Utilities	0	0	0	0	0
Supplies	20,249	32,195	23,812	26,440	0
Small Equipment/ Computers	89,702	79,490	91,659	84,522	0
General Maintenance	1,026,870	1,264,816	1,300,556	1,416,631	0
Vehicle Maintenance	1,217	3,724	4,740	4,970	0
Vehicle Fuel	400	500	600	600	0
Communications	111,494	140,732	185,380	194,700	0
Travel and Development	95,860	141,500	127,940	150,500	0
Memberships and Dues	27,772	37,240	43,040	42,417	0
Insurance and Claims	0	0	0	0	0
Other Services	6,120	19,427	6,120	1,530	0
Operating	1,379,684	1,719,624	1,783,847	1,922,310	0
Accounting, Auditing and Legal	0	0	0	0	0
Medical Services	61	0	0	0	0
Other Contract Services	250,176	372,084	953,980	278,826	0
Contract Services	250,237	372,084	953,980	278,826	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	285,884	6,000	6,000	173,000	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	285,884	6,000	6,000	173,000	0
Transfers to Other Funds	1,846,619	1,073,000	678,000	1,208,085	0
Debt Service	0	0	0	0	0
Other Charges	201	5,600	5,619	6,019	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	-70,000	0
Other Charges	201	5,600	5,619	-63,981	0
Total Expenditures	5,505,082	5,043,635	5,252,273	5,548,994	0

Mayor, Council & City Clerk

Description	FY 2014 Actual	FY 2015 Original Budget	FY 2015 Estimate	FY 2016 Recommend	FY 2016 Adopted
Salaries and Wages	339,341	331,642	317,866	334,507	0
Social Security and Pension	36,400	35,562	33,238	36,129	0
Insurance and Benefits	48,577	90,532	56,986	94,520	0
Temporary Services	0	0	14,478	0	0
Personnel Services	424,318	457,736	422,568	465,156	0
Utilities	0	0	0	0	0
Supplies	19,713	15,397	11,575	21,200	0
Small Equipment/ Computers	6,277	1,000	8,601	5,700	0
General Maintenance	7,250	6,500	7,000	7,000	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	6,308	8,188	8,425	8,755	0
Travel and Development	30,296	46,355	63,139	48,750	0
Memberships and Dues	104,678	113,464	96,806	115,095	0
Insurance and Claims	0	0	0	0	0
Other Services	0	0	0	0	0
Operating	174,522	190,904	195,546	206,500	0
Accounting, Auditing and Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	254,690	71,700	158,127	477,407	0
Contract Services	254,690	71,700	158,127	477,407	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
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	4,761	4,005	4,230	5,613	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	4,761	4,005	4,230	5,613	0
Total Expenditures	858,291	724,345	780,471	1,154,676	0

Other Appropriations

Description	FY 2014 Actual	FY 2015 Original Budget	FY 2015 Estimate	FY 2016 Recommend	FY 2016 Adopted
Salaries and Wages	554,081	588,683	552,745	568,307	0
Social Security and Pension	39,683	45,700	41,278	194,109	0
Insurance and Benefits	365,263	1,341,085	1,355,369	1,394,325	0
Temporary Services	0	0	0	0	0
Personnel Services	959,027	1,975,468	1,949,392	2,156,741	0
Utilities	24,823	24,470	23,130	24,340	0
Supplies	1,089	2,200	1,954	1,500	0
Small Equipment/ Computers	0	0	0	0	0
General Maintenance	4,521	11,215	8,670	9,000	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	1,917	1,708	1,700	1,750	0
Travel and Development	0	0	0	0	0
Memberships and Dues	0	0	0	0	0
Insurance and Claims	1,383,981	1,066,478	1,115,998	1,067,431	0
Other Services	806,508	795,850	795,850	787,550	0
Operating	2,222,839	1,901,921	1,947,302	1,891,571	0
Accounting, Auditing and Legal	26,831	52,500	52,500	52,500	0
Medical Services	0	0	0	0	0
Other Contract Services	7,704,230	6,728,403	7,074,556	7,349,307	0
Contract Services	7,731,061	6,780,903	7,127,056	7,401,807	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
Transfers to Other Funds	15,958,288	14,067,183	16,615,707	12,088,349	0
Debt Service	5,954,019	6,663,101	5,960,301	6,271,418	0
Other Charges	255,035	353,259	239,163	582,727	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	312,875	0	0	0	0
Inventory	1,680,969	1,552,320	1,333,180	1,279,850	0
Cost Redistribution	-1,716,328	-1,606,420	-1,388,180	-1,334,850	0
Other Charges	532,551	299,159	184,163	527,727	0
Total Expenditures	33,357,785	31,687,735	33,783,921	30,337,613	0

Capital Outlay By Fund

Fund	Type of Capital	Department	Description	Price	Recommended		Adopted		Replacement
					Qty	Total	Qty	Total	
General Fund									
Buildings									
	PRM		Fire Station 6 Concrete Bay Floor Replacement	\$80,000		\$80,000		\$0	Yes
Total Buildings						\$80,000		\$0	
Improvements									
	PRM		Cemetery Restoration	\$45,000		\$45,000		\$0	Yes
	PRM		Concrete Pad Around Splash Pad and Shelter	\$8,000		\$8,000		\$0	No
	PRM		Festival Park Pedestrian Bridge	\$90,000	1	\$90,000		\$0	No
	PRM		Gateway Improvements	\$100,000		\$100,000		\$0	No
	PRM		Lighting Control Links - Westover Football Fields & Lamon Softball Fields	\$15,500	2	\$31,000		\$0	No
	PRM		Court Resurfacing - 2 Basketball Courts at Mable Smith & 10 Tennis Courts at Lake Rim and Mazarick	\$86,000		\$86,000		\$0	Yes
Total Improvements						\$360,000		\$0	
Office Equipment									
	Fire		FayWorx Access	\$10,000		\$10,000		\$0	No
	IT		AS400	\$5,000	1	\$5,000		\$0	No
	IT		FayWorx Implementation	\$158,000		\$158,000		\$0	No
	IT		Visual Studio 2015	\$10,000	1	\$10,000		\$0	No
Total Office Equipment						\$183,000		\$0	
Other Equipment									
Replacements									
	Fire		Air Monitor	\$14,995	2	\$29,990		\$0	Yes
	Fire		Thermal Imaging Camera	\$10,750	1	\$10,750		\$0	Yes
	Police		Rescue Phone	\$6,495	1	\$6,495		\$0	Yes
	PRM		Cab/Tractor	\$39,000	1	\$39,000		\$0	Yes
	PRM		Cab/Tractor/Mower	\$75,000	1	\$75,000		\$0	Yes
	PRM-District		Zero Turn Mower	\$13,500	1	\$13,500		\$0	Yes
Total Replacements						\$174,735		\$0	
Additions									
	Fire		Portable Rescue Cutter/Spreader Package	\$10,820	2	\$21,640		\$0	No
	Fire		Rescue Equipment Pump	\$9,652	1	\$9,652		\$0	No
	Police		Forensic Video Examination System	\$28,109	1	\$28,109		\$0	No
	Police		Incinerator Destructor	\$8,619	1	\$8,619		\$0	No
	PRM		36" Walk Behind Mower	\$5,000	2	\$10,000		\$0	No
	PRM-District		Turf Vacuum	\$30,000	1	\$30,000		\$0	No
Total Additions						\$108,020		\$0	
Total Other Equipment						\$282,755		\$0	
Vehicles									
Replacements									
	E&I		Asphalt Truck	\$192,000	1	\$192,000		\$0	Yes
	E&I		Bucket Truck	\$108,000	1	\$108,000		\$0	Yes
	E&I		Extended Cab Pickup Truck	\$27,000	1	\$27,000		\$0	Yes
	E&I		Extended Cab Truck with Utility Body	\$33,000	1	\$33,000		\$0	Yes
	Fire		Diesel Crew Cab Pickup, Heavy Tow	\$49,000	2	\$98,000		\$0	Yes
	Fire		Fire Pumper	\$580,000	1	\$580,000		\$0	Yes
	Police		Full-sized Marked K9 SUV	\$47,500	1	\$47,500		\$0	Yes
	Police		Marked Sedan	\$34,500	9	\$310,500		\$0	Yes
	Police		Marked Sedan with Camera	\$40,500	3	\$121,500		\$0	Yes
	Police		Marked SUV	\$36,500	5	\$182,500		\$0	Yes
	Police		Unmarked Sedan	\$33,000	1	\$33,000		\$0	Yes
	Police		Unmarked Sedan with Camera	\$39,000	3	\$117,000		\$0	Yes
	PRM		45 Passenger Bus	\$155,000	1	\$155,000		\$0	Yes
	PRM		4x4 SUV	\$25,000	2	\$50,000		\$0	Yes
	PRM		Crew Cab Truck with Flatbed Dump	\$37,000	1	\$37,000		\$0	Yes
	PRM		Pickup Truck	\$21,000	1	\$21,000		\$0	Yes
	PRM		SUV	\$23,000	1	\$23,000		\$0	Yes
	PRM		Tandem Axle Dump Truck	\$106,500	2	\$213,000		\$0	Yes
	PRM		24 Ton Truck with Flatbed Dump	\$93,000	1	\$93,000		\$0	Yes
	PRM		20 Ton Truck with Flatbed Dump	\$81,000	1	\$81,000		\$0	Yes
Total Replacements						\$2,523,000		\$0	

Capital Outlay By Fund

Fund	Type of Capital	Department	Description	Price	Recommended		Adopted		Replace-ment
					Qty	Total	Qty	Total	
Additions									
	E&I		Pickup Truck	\$25,000	1	\$25,000		\$0	No
	Police		Small Unmarked Sedan	\$27,000	3	\$81,000		\$0	No
	Police		Unmarked Sedan	\$33,000	11	\$363,000		\$0	No
Total Additions						\$469,000		\$0	
Total Vehicles						\$2,992,000		\$0	
Transfers									
	CI		Transfer to Econ/Phys Development - Dr. E.E. Smith House Restoration	\$250,000		\$250,000		\$0	No
	DS		Transfer to General Gov't Fund - Plans Review Software	\$50,000		\$50,000		\$0	No
	E&I		Transfer to Transportation Fund - Bridge Replacements	\$500,000		\$500,000		\$0	Yes
	E&I		Transfer to Transportation Fund - Downtown Streetscape	\$75,000		\$75,000		\$0	No
	E&I		Transfer to Transportation Fund - Intersection Improvements	\$25,000		\$25,000		\$0	No
	E&I		Transfer to Transportation Fund - Multi Use Lane Markings	\$25,000		\$25,000		\$0	No
	E&I		Transfer to Transportation Fund - Sidewalks	\$112,000		\$112,000		\$0	No
	E&I		Transfer to Transportation Fund - Thoroughfare Streetlights	\$125,000		\$125,000		\$0	No
	E&I		Transfer to General Gov't Fund - Parking Lot Resurfacing	\$27,738		\$27,738		\$0	Yes
	E&I		Transfer to Transportation Fund - Street Resurfacing	\$3,850,000		\$3,850,000		\$0	Yes
	EBD		Transfer to Econ/Phys Development - Affordable Housing Project Fund	\$100,000		\$100,000		\$0	No
	EBD		Transfer to Econ/Phys Development - Redevelopment Project Fund	\$100,000		\$100,000		\$0	No
	Fire		Transfer to Public Safety Fund - Station 4 Land Acquisition	\$300,000		\$300,000		\$0	Yes
	IT		Transfer to General Gov't Fund - Desktop Virtualization Infrastructure	\$21,350		\$21,350		\$0	No
	IT		Transfer to General Gov't Fund - Disaster Recovery	\$100,000		\$100,000		\$0	No
	IT		Transfer to General Gov't Fund - Enterprise Wide GIS	\$142,205		\$142,205		\$0	No
	IT		Transfer to Public Safety Fund - Public Safety Security Compliance	\$142,000		\$142,000		\$0	No
	IT		Transfer to General Gov't Fund - Internet Phone/VOIP	\$183,000		\$183,000		\$0	Yes
	IT		Transfer to General Gov't Fund - City External Website	\$30,000		\$30,000		\$0	Yes
	IT		Transfer to General Gov't Fund - Computer Replacements	\$429,530		\$429,530		\$0	Yes
	IT		Transfer to General Gov't Fund - JDE/Laserfiche Integration	\$15,000		\$15,000		\$0	No
	IT		Transfer to General Gov't Fund - Microsoft Email Exchange	\$65,000		\$65,000		\$0	Yes
	IT		Transfer to General Gov't Fund - Wireless Network Expansion	\$80,000		\$80,000		\$0	No
	PRM		Transfer to General Gov't Fund - ADA Compliance	\$100,000		\$100,000		\$0	Yes
	PRM		Transfer to General Gov't Fund - Building Maintenance (HVAC, Roofs, Other)	\$390,000		\$390,000		\$0	Yes
	PRM		Transfer to General Gov't Fund - City Hall Renovations	\$1,622,218		\$1,622,218		\$0	Yes
	PRM		Transfer to Rec/Cult Fund - Playground Improvements	\$150,000		\$150,000		\$0	Yes
Total Transfers						\$9,010,041		\$0	
Total General Fund						\$12,907,796		\$0	

Capital Outlay by Fund

Fund	Type of Capital	Department	Description	Price	Recommended		Adopted		Replacement
					Qty	Total	Qty	Total	
Airport									
	Vehicles Additions								
		Mid-Size SUV		\$28,000	1	\$28,000		\$0	No
	Total Vehicles					\$28,000		\$0	
	Total Airport					\$28,000		\$0	
Environmental Services Fund									
	Vehicles Replacements								
		Limb Truck		\$185,000	1	\$185,000		\$0	Yes
		Rear Loader Yard Waste Truck		\$175,000	3	\$525,000		\$0	Yes
		Side Loader Solid Waste Truck		\$275,000	2	\$550,000		\$0	Yes
	Total Vehicles					\$1,260,000		\$0	
	Total Environmental Services Fund					\$1,260,000		\$0	
Stormwater Fund									
	Transfers								
		Transfer to Water, Sewer & Stormwater - Drainage Improvements		\$1,287,800		\$1,287,800		\$0	No
		Transfer to Water, Sewer & Stormwater - Dump Truck		\$132,000	1	\$132,000		\$0	Yes
	Total Transfers					\$1,419,800		\$0	
	Total Stormwater Fund					\$1,419,800		\$0	
Transit Fund									
	Vehicles Replacements								
		Vehicle Taxes & Tags		\$1,588	4	\$6,350		\$0	Yes
		Vehicle Taxes & Tags		\$1,000	2	\$2,000		\$0	Yes
	Total Vehicles					\$8,350		\$0	
	Total Transit Fund					\$8,350		\$0	
Risk Management Fund									
	Transfers								
		Transfer to Econ/Phys Development - Interfund Loan Murchison Rd Redevelopment		\$495,000		\$495,000		\$0	No
	Total Transfers					\$495,000		\$0	
	Total Risk Management Fund					\$495,000		\$0	

Capital Outlay By Portfolio By Department

Department	Type of Capital	Description	Price	Qty	Recommended Total	Adopted Qty	Adopted Total	Replacement
Community Investment								
Community Development								
	Transfers							
		Transfer to Econ/Phys Development - Dr. E.E. Smith House Restoration	\$250,000		\$250,000		\$0	No
	Total Transfers				<u>\$250,000</u>		<u>\$0</u>	
	Total Community Development				<u>\$250,000</u>		<u>\$0</u>	
Development Services								
	Transfers							
		Transfer to General Gov't Fund - Plans Review Software	\$50,000		\$50,000		\$0	No
	Total Transfers				<u>\$50,000</u>		<u>\$0</u>	
	Total Development Services				<u>\$50,000</u>		<u>\$0</u>	
Economic & Business Development								
	Transfers							
		Transfer to Econ/Phys Development - Affordable Housing Project Fund	\$100,000		\$100,000		\$0	No
		Transfer to Econ/Phys Development - Redevelopment Project Fund	\$100,000		\$100,000		\$0	No
	Total Transfers				<u>\$200,000</u>		<u>\$0</u>	
	Total Economic & Business Development				<u>\$200,000</u>		<u>\$0</u>	
Engineering & Infrastructure								
	Vehicles							
		Asphalt Truck	\$192,000	1	\$192,000		\$0	Yes
		Bucket Truck	\$108,000	1	\$108,000		\$0	Yes
		Extended Cab Pickup Truck	\$27,000	1	\$27,000		\$0	Yes
		Extended Cab Truck with Utility Body	\$33,000	1	\$33,000		\$0	Yes
		Pickup Truck	\$25,000	1	\$25,000		\$0	No
	Total Vehicles				<u>\$385,000</u>		<u>\$0</u>	
	Transfers							
		Transfer to General Gov't Fund - Parking Lot Resurfacing	\$27,738		\$27,738		\$0	Yes
		Transfer to Transportation Fund - Bridge Replacements	\$500,000		\$500,000		\$0	Yes
		Transfer to Transportation Fund - Downtown Streetscape	\$75,000		\$75,000		\$0	No
		Transfer to Transportation Fund - Intersection Improvements	\$25,000		\$25,000		\$0	No
		Transfer to Transportation Fund - Multi Use Lane Markings	\$25,000		\$25,000		\$0	No
		Transfer to Transportation Fund - Sidewalks	\$112,000		\$112,000		\$0	No
		Transfer to Transportation Fund - Street Resurfacing	\$3,850,000		\$3,850,000		\$0	Yes
		Transfer to Transportation Fund - Thoroughfare Streetlights	\$125,000		\$125,000		\$0	No
		Transfer to Water, Sewer & Stormwater - Drainage Improvements	\$1,287,800		\$1,287,800		\$0	No
		Transfer to Water, Sewer & Stormwater - Dump Truck	\$132,000	1	\$132,000		\$0	Yes
	Total Transfers				<u>\$6,159,538</u>		<u>\$0</u>	
	Total Engineering & Infrastructure				<u>\$6,544,538</u>		<u>\$0</u>	
	Total Community Investment				<u>\$7,044,538</u>		<u>\$0</u>	

Capital Outlay By Portfolio By Department

Department	Type of Capital	Description	Price	Qty	Recommended Total	Adopted Qty	Adopted Total	Replacement
Operations								
Airport								
	Vehicles							
		Mid-Size SUV	\$28,000	1	\$28,000		\$0	No
	Total Vehicles				\$28,000		\$0	
	Total Airport				\$28,000		\$0	
Environmental Services								
	Vehicles							
		Limb Truck	\$185,000	1	\$185,000		\$0	Yes
		Rear Loader Yard Waste Truck	\$175,000	3	\$525,000		\$0	Yes
		Side Loader Solid Waste Truck	\$275,000	2	\$550,000		\$0	Yes
	Total Vehicles				\$1,260,000		\$0	
	Total Environmental Services				\$1,260,000		\$0	
Fire								
	Equipment - Office							
		FayWorx Access	\$10,000		\$10,000		\$0	No
	Total Equipment - Office				\$10,000		\$0	
	Equipment - Other							
		Air Monitor	\$14,995	2	\$29,990		\$0	Yes
		Portable Rescue Cutter/Spreader Package	\$10,820	2	\$21,640		\$0	No
		Rescue Equipment Pump	\$9,652	1	\$9,652		\$0	No
		Thermal Imaging Camera	\$10,750	1	\$10,750		\$0	Yes
	Total Equipment - Other				\$72,032		\$0	
	Vehicles							
		Diesel Crew Cab Pickup, Heavy Tow	\$49,000	2	\$98,000		\$0	Yes
		Fire Pumper	\$580,000	1	\$580,000		\$0	Yes
	Total Vehicles				\$678,000		\$0	
	Transfers							
		Transfer to Public Safety Fund - Station 4 Land Acquisition	\$300,000		\$300,000		\$0	Yes
	Total Transfers				\$300,000		\$0	
	Total Fire				\$1,060,032		\$0	
Police								
	Equipment - Other							
		Forensic Video Examination System	\$28,109	1	\$28,109		\$0	No
		Incinerator Destructor	\$8,619	1	\$8,619		\$0	No
		Rescue Phone	\$6,495	1	\$6,495		\$0	Yes
	Total Equipment - Other				\$43,223		\$0	
	Vehicles							
		Full-sized Marked K9 SUV	\$47,500	1	\$47,500		\$0	Yes
		Marked Sedan	\$34,500	9	\$310,500		\$0	Yes
		Marked Sedan with Camera	\$40,500	3	\$121,500		\$0	Yes
		Marked SUV	\$36,500	5	\$182,500		\$0	Yes
		Small Unmarked Sedan	\$27,000	3	\$81,000		\$0	No
		Unmarked Sedan	\$33,000	11	\$363,000		\$0	No
		Unmarked Sedan	\$33,000	1	\$33,000		\$0	Yes
		Unmarked Sedan with Camera	\$39,000	3	\$117,000		\$0	Yes
	Total Vehicles				\$1,256,000		\$0	
	Total Police				\$1,299,223		\$0	

Capital Outlay By Portfolio By Department

Department	Type of Capital	Description	Price	Qty	Recommended Total	Adopted Total	Replacement
Parks, Recreation & Maintenance							
	Buildings						
		Fire Station 6 Concrete Bay Floor Replacement	\$80,000		\$80,000	\$0	Yes
	Total Buildings				\$80,000	\$0	
	Improvements						
		Cemetery Restoration	\$45,000		\$45,000	\$0	Yes
		Concrete Pad Around Splash Pad and Shelter	\$8,000		\$8,000	\$0	No
		Festival Park Pedestrian Bridge	\$90,000	1	\$90,000	\$0	No
		Gateway Improvements	\$100,000		\$100,000	\$0	No
		Lighting Control Links - Westover Football Fields & Lamon Softball Fields	\$15,500	2	\$31,000	\$0	Yes
		Court Resurfacing - 2 Basketball Courts at Mable Smith & 10 Tennis Courts at Lake Rim and Mazarick	\$86,000		\$86,000	\$0	Yes
	Total Improvements				\$360,000	\$0	
	Equipment - Other						
		36" Walk Behind Mower	\$5,000	2	\$10,000	\$0	No
		Cab/Tractor	\$39,000	1	\$39,000	\$0	Yes
		Cab/Tractor/Mower	\$75,000	1	\$75,000	\$0	Yes
	Total Equipment - Other				\$124,000	\$0	
	Vehicles						
		45 Passenger Bus	\$155,000	1	\$155,000	\$0	Yes
		4x4 SUV	\$25,000	2	\$50,000	\$0	Yes
		Crew Cab Truck with Flatbed Dump	\$37,000	1	\$37,000	\$0	Yes
		Pickup Truck	\$21,000	1	\$21,000	\$0	Yes
		SUV	\$23,000	1	\$23,000	\$0	Yes
		Tandem Axle Dump Truck	\$106,500	2	\$213,000	\$0	Yes
		24 Ton Truck with Flatbed Dump	\$93,000	1	\$93,000	\$0	Yes
		20 Ton Truck with Flatbed Dump	\$81,000	1	\$81,000	\$0	Yes
	Total Vehicles				\$673,000	\$0	
	Transfers						
		Transfer to General Gov't Fund - ADA Compliance	\$100,000		\$100,000	\$0	Yes
		Transfer to General Gov't Fund - Building Maintenance (HVAC, Roofs, Other)	\$390,000		\$390,000	\$0	Yes
		Transfer to General Gov't Fund - City Hall Renovations	\$1,622,218		\$1,622,218	\$0	Yes
		Transfer to Rec/Cult Fund - Playground Improvements	\$150,000		\$150,000	\$0	Yes
	Total Transfers				\$2,262,218	\$0	
	Total Parks, Recreation & Maintenance				\$3,499,218	\$0	
Parks, Recreation & Maintenance - District							
	Equipment - Other						
		Turf Vacuum	\$30,000	1	\$30,000	\$0	No
		Zero Turn Mower	\$13,500	1	\$13,500	\$0	Yes
	Total Equipment - Other				\$43,500	\$0	
	Total Parks, Recreation & Maintenance - District				\$43,500	\$0	
Transit							
	Vehicles						
		Vehicle Taxes & Tags	\$1,588	4	\$6,350	\$0	Yes
		Vehicle Taxes & Tags	\$1,000	2	\$2,000	\$0	Yes
	Total Vehicles				\$8,350	\$0	
	Total Transit				\$8,350	\$0	
	Total Operations				\$7,198,323	\$0	

Capital Outlay By Portfolio By Department

Department	Type of Capital	Description	Price	Recommended		Adopted		Replace-ment
				Qty	Total	Qty	Total	
<i>Support Services and Administration</i>								
IT								
	Equipment - Office							
		AS400	\$5,000	1	\$5,000		\$0	No
		FayWorx Implementation	\$158,000		\$158,000		\$0	No
		Visual Studio 2015	\$10,000	1	\$10,000		\$0	No
	Total Equipment - Office				\$173,000		\$0	
	Transfer							
		Transfer to General Gov't Fund - Internet Phone/VOIP	\$183,000		\$183,000		\$0	Yes
		Transfer to General Gov't Fund - City External Website	\$30,000		\$30,000		\$0	Yes
		Transfer to General Gov't Fund - Computer Replacements	\$429,530		\$429,530		\$0	Yes
		Transfer to General Gov't Fund - Desktop Virtualization Infrastructure	\$21,350		\$21,350		\$0	No
		Transfer to General Gov't Fund - Disaster Recovery	\$100,000		\$100,000		\$0	No
		Transfer to General Gov't Fund - Enterprise Wide GIS	\$142,205		\$142,205		\$0	No
		Transfer to General Gov't Fund - JDE/Laserfiche Integration	\$15,000		\$15,000		\$0	No
		Transfer to General Gov't Fund - Microsoft Email Exchange	\$65,000		\$65,000		\$0	Yes
		Transfer to General Gov't Fund - Wireless Network Expansion	\$80,000		\$80,000		\$0	No
		Transfer to Public Safety Fund - Public Safety Security Compliance	\$142,000		\$142,000		\$0	No
	Total Transfer				\$1,208,085		\$0	
	Total IT				\$1,381,085		\$0	
Risk Management								
	Transfer							
		Transfer to Econ/Phys Development - Interfund Loan Murchison Rd Redevelopment	\$495,000		\$495,000		\$0	No
	Total Transfer				\$495,000		\$0	
	Total Risk Management				\$495,000		\$0	
	Total Support Services and Administration				\$1,876,085		\$0	
	Total Capital Outlay				\$16,118,946		\$0	

Capital Funding Plan

Overview

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

This plan does not encompass all long-term debt obligations of the City. The City's Public Works Commission (PWC) manages debt obligations and planning for the Electric Fund and Water and Sewer Fund. The City also separately manages debt service for: capital leases for the acquisition of operating equipment as expenditures in benefiting department budgets; a loan from the Housing and Urban Development Department as an expenditure of the multi-year Federal and State Assistance Fund; and two loans and revenue bonds as expenditures of the Stormwater Fund.

In 2011, the City entered a capital lease to purchase the Festival Plaza Building for which the City had previously entered into a master lease to foster economic development. Debt service for this capital lease is budgeted in the Real Estate Division of the Engineering & Infrastructure department in the General Fund since tenant lease payments are used to fund the debt service, and the City intends to sell the building in the future.

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

Resources

- This budget dedicates an amount equivalent to 5.15 cents of the recommended 48.6 cent tax rate for the capital funding plan, a decrease of 1.9% from the previous level of 5.25 cents.
- This plan also dedicates general ad valorem taxes projected to be generated in the Hope VI project area to fund plan expenses for the City's contributions to the Hope VI project.
- Additionally, a \$25,000 transfer from the Central Business Tax District (CBTD) Fund and ad valorem taxes generated by increases in property values in the CBTD from the City's general tax rate, the CBTD tax rate and Cumberland County's general tax rate are dedicated to this plan as a funding source for the Franklin Street Parking Deck debt service.
- Funding sources to the plan also include annual transfers of \$88,695 from the City's PWC through fiscal year 2019 for a share of debt service costs for the 800 MHz Radio System.
- Plan resources through fiscal year 2026 also include an annual Federal interest rebate for the Franklin Street Parking Deck capital lease under the Recovery Zone Economic Development Bond program. This rebate is projected to total \$86,499 for fiscal year 2016.

Outstanding Debt Instruments

- General obligation (GO) bonds pledge the full faith, credit and taxing power of the City to meet principal and interest obligations. The City (excluding PWC) is projected to have \$6,021,842 of GO bonds outstanding over three series of bonds as of June 30, 2015. They bear interest at rates varying from 3.7% to 5.0%. The City's underlying GO bond ratings are currently set at Aa1 by Moody's and AA+ by Standard and Poor's.
- Revenue bonds are serviced from the earnings of the project for which they were issued. As of June 30, 2015, the City will have \$2,260,000 in revenue bonds outstanding on one issue through the City of Fayetteville Finance Corporation. The bonds bear interest rates of 5.25%. As they were issued for facility construction and to defease revenue bonds for facility construction, lease proceeds from the General Fund are used to retire these revenue bonds.
- Capital lease agreements are installment purchases collateralized by the property that is financed. The City currently manages five capital leases through the capital funding plan for a recreation center, fire stations, public safety equipment and a parking deck. The equipment lease will be paid in May, 2015. By June 30, 2015, the City plans to finance \$4,257,748 for vehicle and equipment purchases as a part of its strategy to fund capital improvement projects. Outstanding obligations on June 30, 2015 are projected to total \$15,459,097, at fixed rates of 1.77%, 4.19%, 5.10% and 2.00% (planned), and at a variable rate of 65.1% of the LIBOR rate plus .62%.
- Four interfund loans have been made from the Risk Management Fund to the General Fund to finance costs for infrastructure improvements for the HOPE VI project, construction of the Cape Fear River Trail, redevelopment improvements on Murchison Road, and to provide partial funding for the Westover Aquatic Center. In addition, a temporary interfund loan was made to the General Fund in June, 2014 pending receipt of capital lease proceeds for vehicles and equipment. That temporary loan is anticipated to be repaid by June 30, 2015. As of June 30, 2015, interfund loans totaling \$2,742,408 are expected to be outstanding at interest rates ranging from 2.75% to 3.0%.
- Planned capital lease financings during fiscal year 2016 include \$2,874,795 to relocate Fire Station 12, \$2,200,000 for the construction of a pool, and \$1,878,677 to finance vehicles as part of a strategy to fund capital improvement projects. All three financings are planned for December, 2015. An additional interfund loan of \$495,000 is planned for July, 2015 for continuation of redevelopment improvements on Murchison Road.

Other Expenditures

- Other expenditures planned for fiscal year 2016 include \$500,000 for bridge replacements, \$656,000 for building and recreation facility maintenance projects, \$375,000 for a large commercial demolition, \$300,000 for the purchase of land for future relocation of a fire station, \$250,000 for the restoration of the historic Dr. E.E. Smith house, \$150,000 for business incubator and local farmer's market initiatives, \$100,000 for contributions for the development of a local Civil War Center, \$110,000 for furniture and fixtures for the first floor of City Hall, \$225,000 for street and streetlight improvements, and \$30,000 to enhance the City's external website.

Capital Funding Plan

SUMMARY OF OUTSTANDING DEBT ISSUES

Description	Purpose	Amount Outstanding @ 06/30/15 *	FY2016 Principal & Interest
<i>General Obligation Bonds</i>			
2002 Refunding Bonds	Refunded Series 1991 and a portion of Series 1994 Public Improvement Bonds	230,000	239,200
2005 Public Improvement Bonds	Street, Sidewalk and Drainage Improvements, Fire Station and Park Land Acquisition	4,200,000	594,788
2009 Refunding Bonds	Refunded Series 1996 Public Improvement Bonds, Series 1999 and 2000 Street Improvement Bonds, and City's Share of Series 2000 Public Improvement Bonds	1,591,842	1,103,827
		<u>\$ 6,021,842</u>	<u>\$ 1,937,815</u>
<i>Revenue Bonds</i>			
2005 Refunding and Municipal Building (COPs) Bonds	Westover Recreation Center, Festival Park and Refunded Police Administration Building	2,260,000	783,650
		<u>\$ 2,260,000</u>	<u>\$ 783,650</u>
<i>Other Financings</i>			
Capital Lease - Construction	E. E. Miller Recreation Center and Buhmann Drive Fire Station	2,268,500	394,017
Capital Lease - Construction	Franklin Street Parking Deck	4,165,000	604,024
Capital Lease - Construction	Fire Station 19 **	1,963,091	207,240
Capital Lease - Equipment	800 MHz System	2,804,758	732,516
Interfund Loan	Hope VI Infrastructure	858,683	448,662
Interfund Loan	Murchison Road Redevelopment	860,301	189,973
Interfund Loan	Westover Pool	235,924	35,027
Interfund Loan	Cape Fear River Trail	787,500	133,383
Capital Lease - Equipment	<i>Planned for June 2015 Issuance:</i> Vehicles financed as a part of the City's strategy to fund Information Technology and Capital Improvement Items	4,257,748	1,108,408
		<u>\$ 18,201,505</u>	<u>\$ 3,853,250</u>
		<u><u>\$ 26,483,347</u></u>	<u><u>\$ 6,574,715</u></u>

* Only includes outstanding debt funded through the Capital Funding Plan

** Estimate at 1.5% variable rate for fiscal year 2016

Five-year Capital and Information Technology Plans

Capital Planning Process

Each fiscal year, the City updates its five-year plan for major capital and information technology improvements. The process begins with updates and evaluations of currently planned projects. Departments are also engaged to identify additional projects needed to support the City's strategic goals. After project submissions are fully vetted, they are prioritized by management and assembled into a five-year plan in consideration of organizational work and funding capacities.

The City's **Capital Improvement Plan** incorporates projects which meet the following criteria:

- Specific facility or infrastructure improvement projects with a total cost of \$50,000 or greater
- Significant maintenance projects (e.g. roof replacements, HVAC systems, etc.) meeting the \$50,000 threshold

The City's **Information Technology Plan** incorporates projects which meet the following:

- Replacement, upgrade or new technology purchases with a combined implementation cost of \$25,000 or greater (e.g. hardware, software, communication devices, etc.)
- Expansion, renovation, or replacement of existing systems with a combined implementation cost of \$10,000 or greater
- Technology projects which cross multiple fiscal years
- Technology projects with enterprise-wide impacts

FY 2016 to 2020 Proposed Capital Improvement and Information Technology Plans

- The tables that follow provide summaries of the City's Proposed FY 2016 to 2020 Capital Improvement and Information Technology Plans, both by planned fiscal year of expenditure and by proposed funding sources.
- The recommended budget includes funding for a bond referendum and education campaign for Parks and Recreation projects, subject to Council Direction. The final package of specific projects would be assembled based upon City Council direction and is, therefore, not included in the summary lists that follow.

Five-Year Capital Improvement Plan Summary

Project Expenditures By Fiscal Year

Project	Prior Fiscal Yrs	FY2015	FY2016	FY2017	FY2018	FY 2019	FY 2020	Total Project Expenditures
Community, Economic & Business Development								
Affordable Housing Project Fund	-	-	100,000	-	-	-	-	100,000
Dr. E.E. Smith House Restoration	-	25,000	250,000	-	-	-	-	275,000
Farmers Markets Contributions	-	150,000	150,000	300,000	-	-	-	600,000
Hope VI - City Contributions	5,707,590	818,410	-	-	-	-	-	6,526,000
Murchison Road Redevelopment	573,011	556,989	495,000	300,000	250,000	-	-	2,175,000
NC Civil War Center and Museum Contributions	-	-	100,000	400,000	500,000	-	-	1,000,000
Redevelopment Project Fund	-	-	100,000	-	-	-	-	100,000
Total - Community, Economic & Business Development	6,280,601	1,550,399	1,195,000	1,000,000	750,000	-	-	10,776,000
Development Services								
City Hall First Floor Furnishings and Fixtures	-	-	110,000	-	-	-	-	110,000
Major Commercial Demolitions	-	316,439	375,000	-	-	-	-	691,439
Total - Development Services	-	316,439	485,000	-	-	-	-	801,439
Engineering & Infrastructure								
Bridge Replacements - Louise and Ann Streets	-	250,000	500,000	500,000	-	-	-	1,250,000
Downtown Brick Sidewalk Repair	296,898	9,626	-	-	-	-	-	306,524
Downtown Streetscape	255,191	950,070	75,000	75,000	75,000	75,000	75,000	1,580,261
Fort Bragg Railway Connector	5,147,231	2,657,500	1,655,269	-	-	-	-	9,460,000
Intersection Improvements	-	-	25,000	125,000	350,000	2,885,000	-	3,385,000
Langdon Street Widening	226	799,774	-	-	-	-	-	800,000
Legend Avenue Relocation	102,319	497,681	-	1,100,000	-	-	-	1,700,000
Multi Use Lane Markings	-	-	25,000	25,000	25,000	25,000	25,000	125,000
Parking Lot Resurfacing	338,558	47,400	37,300	30,650	98,300	30,600	61,400	644,208
Phase V Annexation Sewer Contributions	12,941,509	3,142,560	-	-	-	-	-	16,084,069
Public Street Development (incl. Soil Streets)	191,854	310,276	-	-	-	-	-	502,130
Ray Avenue Extension	-	320,000	-	-	-	-	-	320,000
Sidewalk Improvements	479,281	483,150	250,000	289,600	234,840	237,669	335,970	2,310,510
Street Resurfacing	10,656,934	4,243,104	3,850,000	4,000,000	4,150,000	4,300,000	4,450,000	35,650,038
Texfi Site	677,612	126,007	-	-	-	-	-	803,619
Thoroughfare Street Lighting	-	250,000	125,000	125,000	-	-	-	500,000
Transportation Improvement Projects (NCDOT Municipal Agreements)	224,536	2,702,679	-	43,905	150,000	-	-	3,121,120
Total - Engineering & Infrastructure	31,312,149	16,789,827	6,542,569	6,314,155	5,083,140	7,553,269	4,947,370	78,542,479
Environmental Services								
Automated Truck Wash	-	-	-	397,389	-	-	-	397,389
Total - Environmental Services	-	-	-	397,389	-	-	-	397,389

Five-Year Capital Improvement Plan Summary

Proposed Project Funding By Source of Funds						
Project	Project Funding To Date	General Fund Taxes / Revenues	Debt Financing Proceeds	Non General Fund Funding	Total Project Funding	Other Funding Source Comments
Community, Economic & Business Development						
Affordable Housing Project Fund	-	100,000	-	-	100,000	
Dr. E.E. Smith House Restoration	25,000	250,000	-	-	275,000	
Farmers Markets Contributions	150,000	450,000	-	-	600,000	
Hope VI - City Contributions	6,526,000	-	-	-	6,526,000	
Murchison Road Redevelopment	1,130,000	-	1,045,000	-	2,175,000	Interfund Loan from RM Fund
NC Civil War Center and Museum Contributions	-	1,000,000	-	-	1,000,000	
Redevelopment Project Fund	-	100,000	-	-	100,000	
Total - Community, Economic & Business Development	7,831,000	1,900,000	1,045,000	-	10,776,000	-
Development Services						
City Hall First Floor Furnishings and Fixtures	-	110,000	-	-	110,000	
Major Commercial Demolitions	316,439	375,000	-	-	691,439	
Total - Development Services	316,439	485,000	-	-	801,439	-
Engineering & Infrastructure						
Bridge Replacements - Louise and Ann Streets	250,000	1,000,000	-	-	1,250,000	
Downtown Brick Sidewalk Repair	306,524	-	-	-	306,524	
Downtown Streetscape	1,205,261	375,000	-	-	1,580,261	
Fort Bragg Railway Connector	1,892,000	-	-	7,568,000	9,460,000	SAFETEA Grant \$7,568,000
Intersection Improvements	-	3,385,000	-	-	3,385,000	
Langdon Street Widening	800,000	-	-	-	800,000	
Legend Avenue Relocation	600,000	1,100,000	-	-	1,700,000	
Multi Use Lane Markings	-	125,000	-	-	125,000	
Parking Lot Resurfacing	395,520	248,688	-	-	644,208	
Phase V Annexation Sewer Contributions	16,084,069	-	-	-	16,084,069	
Public Street Development (incl. Soil Streets)	502,130	-	-	-	502,130	
Ray Avenue Extension	320,000	-	-	-	320,000	
Sidewalk Improvements	1,168,932	1,141,578	-	-	2,310,510	
Street Resurfacing	14,900,038	20,750,000	-	-	35,650,038	
Texfi Site	803,619	-	-	-	803,619	
Thoroughfare Street Lighting	250,000	250,000	-	-	500,000	
Transportation Improvement Projects (NCDOT Municipal Agreements)	3,121,120	-	-	-	3,121,120	
Total - Engineering & Infrastructure	42,599,213	28,375,266	-	7,568,000	78,542,479	-
Environmental Services						
Automated Truck Wash	-	-	-	397,389	397,389	Split between Env Svcs Fund and Stormwater Fund
Total - Environmental Services	-	-	-	397,389	397,389	-

Five-Year Capital Improvement Plan Summary

Project Expenditures By Fiscal Year

Project	Prior Fiscal Yrs	FY2015	FY2016	FY2017	FY2018	FY 2019	FY 2020	Total Project Expenditures
Fire & Emergency Management								
Fire Station 12 (Relocation)	-	500,000	2,874,795	-	-	-	-	3,374,795
Fire Station 16 (Temporary Facility Renovations)	-	104,000	-	-	-	-	-	104,000
Fire Station 4	-	-	300,000	-	2,874,795	-	-	3,174,795
Fire Station 16	-	-	-	-	-	-	3,174,795	3,174,795
SCBA Replacements	-	-	1,342,231	-	-	-	-	1,342,231
Total - Fire & Emergency Management	-	604,000	4,517,026	-	2,874,795	-	3,174,795	11,170,616
Maintenance								
Americans with Disabilities Act (ADA) Compliance	-	-	100,000	250,000	250,000	500,000	-	1,100,000
Building Maintenance - City Hall Renovations and Facility Analysis	756,309	1,501,759	2,500,000	-	-	-	-	4,758,068
Building Maintenance - HVAC/Boiler Replacements	84,710	349,290	160,000	75,000	200,000	120,000	-	989,000
Building Maintenance - Other Projects	-	191,245	330,000	-	-	-	-	521,245
Building Maintenance - Roof Replacements	149,765	560,212	150,000	200,000	120,000	-	-	1,179,977
Chalmers Pool Slide Repair	-	-	-	50,000	-	-	-	50,000
Festival Park Paver repairs	-	-	-	90,000	-	-	-	90,000
Festival Plaza Renovations	81,818	18,182	-	-	-	-	-	100,000
Fire Station 6 and 7 Apparatus Floor Replacements	-	-	80,000	120,000	-	-	-	200,000
Playground Repairs/Refurbishing	714,159	205,376	150,000	-	-	-	-	1,069,535
Public Art Maintenance (Maiden Lane)	-	-	60,000	-	-	-	-	60,000
Tennis and Basketball Court Resurfacing	-	-	86,000	-	-	-	-	86,000
Total - Maintenance	1,786,761	2,826,064	3,616,000	785,000	570,000	620,000	-	10,203,825
Parks & Recreation								
Aquatic Center at Westover	-	2,095,000	-	-	-	-	-	2,095,000
Additional Pool (Location to be Determined)	-	-	2,200,000	-	-	-	-	2,200,000
Big Cross Creek Multiuse Trail Design	-	800,000	-	-	-	-	-	800,000
Cape Fear River Trail - Phase 2	605,350	2,900,150	1,365,000	-	-	-	-	4,870,500
Festival Park Additional Pedestrian Bridge	-	-	90,000	-	-	-	-	90,000
Freedom Memorial Park	490,667	48,272	-	-	-	-	-	538,939
Gateway/Roadway Enhancement	-	-	100,000	100,000	-	-	-	200,000
Linear Park	2,024,362	98,703	-	-	-	-	-	2,123,065
Martin Luther King Jr. Park	-	-	-	-	500,000	-	-	500,000
NC State Veterans Park	15,435,473	954,562	-	813,552	-	-	-	17,203,587
Total - Parks & Recreation	18,555,852	6,896,687	3,755,000	913,552	500,000	-	-	30,621,091
Police								
Police Administration Building Renovations	197,698	61,548	-	-	-	-	-	259,246
Police Cross Creek District (Leased Space Renovations)	-	154,300	-	-	-	-	-	154,300
Consolidated 911 Center	-	100,000	-	500,000	1,200,000	12,000,000	-	13,800,000
Total - Police	197,698	315,848	-	500,000	1,200,000	12,000,000	-	14,213,546

Five-Year Capital Improvement Plan Summary

Proposed Project Funding By Source of Funds						
Project	Project Funding To Date	General Fund Taxes / Revenues	Debt Financing Proceeds	Non General Fund Funding	Total Project Funding	Other Funding Source Comments
Fire & Emergency Management						
Fire Station 12 (Relocation)	500,000	-	2,874,795	-	3,374,795	
Fire Station 16 (Temporary Facility Renovations)	104,000	-	-	-	104,000	
Fire Station 4	-	300,000	2,874,795	-	3,174,795	
Fire Station 16	-	300,000	2,874,795	-	3,174,795	
SCBA Replacements	-	1,342,231	-	-	1,342,231	
Total - Fire & Emergency Management	604,000	1,942,231	8,624,385	-	11,170,616	-
Maintenance						
Americans with Disabilities Act (ADA) Compliance	-	1,100,000	-	-	1,100,000	
Building Maintenance - City Hall Renovations and Facility Analysis	3,135,850	1,622,218	-	-	4,758,068	
Building Maintenance - HVAC/Boiler Replacements	434,000	555,000	-	-	989,000	
Building Maintenance - Other Projects	441,245	80,000	-	-	521,245	
Building Maintenance - Roof Replacements	709,977	470,000	-	-	1,179,977	
Chalmers Pool Slide Repair	-	50,000	-	-	50,000	
Festival Park Paver repairs	-	90,000	-	-	90,000	
Festival Plaza Renovations	100,000	-	-	-	100,000	
Fire Station 6 and 7 Apparatus Floor Replacements	-	200,000	-	-	200,000	
Playground Repairs/Refurbishing	919,535	150,000	-	-	1,069,535	
Public Art Maintenance (Maiden Lane)	-	60,000	-	-	60,000	
Tennis and Basketball Court Resurfacing	-	86,000	-	-	86,000	
Total - Maintenance	5,740,607	4,463,218	-	-	10,203,825	-
Parks & Recreation						
Aquatic Center at Westover	2,095,000	-	-	-	2,095,000	
Additional Pool (Location to be Determined)	-	-	2,200,000	-	2,200,000	
Big Cross Creek Multiuse Trail Design	800,000	-	-	-	800,000	
Cape Fear River Trail - Phase 2	4,870,500	-	-	-	4,870,500	
Festival Park Additional Pedestrian Bridge	-	90,000	-	-	90,000	
Freedom Memorial Park	538,939	-	-	-	538,939	Private Park Donations
Gateway/Roadway Enhancement	-	200,000	-	-	200,000	
Linear Park	2,123,065	-	-	-	2,123,065	Private Park Donations
Martin Luther King Jr. Park	-	-	-	500,000	500,000	Anticipated Private Park Donations
NC State Veterans Park	17,142,641	-	-	60,946	17,203,587	Investment Income/Proceeds from sale of project assets
Total - Parks & Recreation	27,570,145	290,000	2,200,000	560,946	30,621,091	-
Police						
Police Administration Building Renovations	259,246	-	-	-	259,246	
Police Cross Creek District (Leased Space Renovations)	154,300	-	-	-	154,300	
Consolidated 911 Center	100,000	-	-	13,700,000	13,800,000	Funding from grants or other sources to be determined
Total - Police	513,546	-	-	13,700,000	14,213,546	-

Five-Year Capital Improvement Plan Summary

Project Expenditures By Fiscal Year

Project	Prior Fiscal Yrs	FY2015	FY2016	FY2017	FY2018	FY 2019	FY 2020	Total Project Expenditures
Stormwater								
Stormwater Drainage Improvements	12,837,528	12,024,390	1,287,800	2,070,000	1,964,240	2,083,750	2,401,930	34,669,638
Total - Stormwater	12,837,528	12,024,390	1,287,800	2,070,000	1,964,240	2,083,750	2,401,930	34,669,638
Transit								
Multi-Modal Transportation Center - Phase I	3,529,960	6,848,318	5,658,819	-	-	-	-	16,037,097
Shelters and Benches	688,309	164,470	100,000	50,000	50,000	50,000	50,000	1,152,779
Sidewalk and ADA Accessibility Improvements	531,832	210,542	265,577	80,000	80,000	80,000	80,000	1,327,951
Total - Transit	4,750,101	7,223,330	6,024,396	130,000	130,000	130,000	130,000	18,517,827
Airport								
Air Carrier Apron Reconstruction - Phase I	4,403,856	437,339	-	-	-	-	-	4,841,195
Air Carrier Apron Reconstruction - Phase II	-	2,779,291	-	-	-	-	-	2,779,291
Airline Terminal Improvement Part A & B	-	55,000	1,478,300	-	12,611,111	12,611,111	-	26,755,522
Avigation Easement Runway 4 Protection Zone	-	-	-	-	-	-	1,250,000	1,250,000
Fence Replacement from FBO to Terminal	-	175,000	-	-	-	-	-	175,000
General Aviation Apron Rehab	-	-	-	-	-	300,000	4,000,000	4,300,000
General Aviation Auto Parking	-	447,426	-	-	-	-	-	447,426
Paid Parking Lot Rehabilitation	1,531,261	11,708	-	-	-	-	-	1,542,969
Perimeter Road Paving and Fencing Replacement	-	-	300,000	4,200,000	-	-	-	4,500,000
Runway 10/28 Pavement Rehabilitation	-	246,740	2,441,627	-	-	-	-	2,688,367
Runway 22 Instrument Landing System Approach	-	-	-	525,000	4,500,000	-	-	5,025,000
Runway 4 Safety Area and Taxiway A Extension	3,919,850	869,373	-	-	-	-	-	4,789,223
Runway 4-22 Paved Shoulders	1,429,524	2,970,151	-	-	-	-	-	4,399,675
Storm Drain Pipe (North of Paid Parking Lot)	2,600	112,400	-	-	-	-	-	115,000
Taxiway A Extension to End of Runway 22	-	-	-	-	-	500,000	4,000,000	4,500,000
Taxiway F Pavement and Lighting Rehabilitation	-	-	-	131,250	1,000,000	-	-	1,131,250
Taxiways J & K Pavement and Lighting Rehab.	-	3,596,267	-	-	-	-	-	3,596,267
Total - Airport	11,287,091	11,700,695	4,219,927	4,856,250	18,111,111	13,411,111	9,250,000	72,836,185
Grand Total - Capital Improvement Plan	87,007,781	60,247,679	31,642,718	16,966,346	31,183,286	35,798,130	19,904,095	282,750,035

Five-Year Capital Improvement Plan Summary

Proposed Project Funding By Source of Funds						
Project	Project Funding To Date	General Fund Taxes / Revenues	Debt Financing Proceeds	Non General Fund Funding	Total Project Funding	Other Funding Source Comments
Stormwater						
Stormwater Drainage Improvements	24,861,918	-	-	9,807,720	34,669,638	Stormwater Fees based upon annual \$.25 fee increases through FY19
Total - Stormwater	24,861,918	-	-	9,807,720	34,669,638	
Transit						
Multi-Modal Transportation Center - Phase I	14,332,097	-	-	1,705,000	16,037,097	Anticipated Federal Grant
Shelters and Benches	852,779	60,000	-	240,000	1,152,779	
Sidewalk and ADA Accessibility Improvements	887,201	88,150	-	352,600	1,327,951	
Total - Transit	16,072,077	148,150	-	2,297,600	18,517,827	-
Airport						
Air Carrier Apron Reconstruction - Phase I	4,841,195	-	-	-	4,841,195	
Air Carrier Apron Reconstruction - Phase II	2,779,291	-	-	-	2,779,291	
Airline Terminal Improvement Part A & B	55,000	-	-	26,700,522	26,755,522	Airport and Federal Funds
Avigation Easement Runway 4 Protection Zone	-	-	-	1,250,000	1,250,000	Airport and Federal Funds
Fence Replacement from FBO to Terminal	175,000	-	-	-	175,000	
General Aviation Apron Rehab	-	-	-	4,300,000	4,300,000	Airport and Federal Funds
General Aviation Auto Parking	447,426	-	-	-	447,426	
Paid Parking Lot Rehabilitation	1,542,969	-	-	-	1,542,969	
Perimeter Road Paving and Fencing Replacement	-	-	-	4,500,000	4,500,000	Airport and Federal Funds
Runway 10/28 Pavement Rehabilitation	246,740	-	-	2,441,627	2,688,367	Airport and State Funds
Runway 22 Instrument Landing System Approach	-	-	-	5,025,000	5,025,000	Airport and Federal Funds
Runway 4 Safety Area and Taxiway A Extension	4,789,223	-	-	-	4,789,223	
Runway 4-22 Paved Shoulders	4,399,675	-	-	-	4,399,675	
Storm Drain Pipe (North of Paid Parking Lot)	115,000	-	-	-	115,000	
Taxiway A Extension to End of Runway 22	-	-	-	4,500,000	4,500,000	Airport and Federal Funds
Taxiway F Pavement and Lighting Rehabilitation	-	-	-	1,131,250	1,131,250	Airport and Federal Funds
Taxiways J & K Pavement and Lighting Rehab.	3,596,267	-	-	-	3,596,267	
Total - Airport	22,987,786	-	-	49,848,399	72,836,185	-
Grand Total - Capital Improvement Plan	149,096,731	37,603,865	11,869,385	84,180,054	282,750,035	

Five-Year Information Technology Plan Summary

Project	Project Expenditures by Fiscal Year						Total Project Expenditures
	Prior Fiscal Yrs	FY2016	FY2017	FY2018	FY2019	FY2020	
Information Technology Security/Infrastructure							
Computer Replacement Plan	1,925,911	441,885	372,375	500,928	306,399	319,019	3,866,517
Desktop Virtualization Infrastructure	535,195	21,350	81,920	21,350	163,835	250,000	1,073,650
IT Disaster Recovery Initiative	827,318	100,000	10,000	110,000	250,000	10,000	1,307,318
Internet Phone (City Wide VOIP)	222,000	183,000	10,000	10,000	34,000	50,000	509,000
Uninterruptible Power Supply (UPS) Replacement for Server Room	58,650	-	-	-	-	-	58,650
Virtual Server Expansion Equipment	60,034	-	132,000	-	-	160,000	352,034
Wireless Network Expansion	151,000	-	80,000	-	150,000	-	381,000
Total - Information Technology Security/Infrastructure	3,780,108	746,235	686,295	642,278	904,234	789,019	7,548,169
Business Information/Data Analysis							
Benefits Administration System	-	51,760	-	-	-	-	51,760
Enterprise Content Management Integration with GIS	163,222	-	50,000	-	-	-	213,222
Enterprise GIS Environment	169,655	200,000	255,000	180,000	-	75,000	879,655
ERP Replacement	100,000	195,000	1,180,000	1,080,000	150,000	-	2,705,000
FayWorx System Implementation	829,562	183,000	58,000	58,000	58,000	-	1,186,562
Enterprise eDocument Retrieval (Laserfiche Upgrade)	163,222	-	-	-	-	-	163,222
JDE Laserfiche Integration	-	15,000	-	-	-	-	15,000
MS E-Mail Exchange (Active Directory Upgrade)	150,800	65,000	158,000	25,000	10,000	150,000	558,800
Organizational Performance Management Software	81,980	-	-	-	-	-	81,980
Paystubs/W2s Online Portal	10,500	-	-	-	-	-	10,500
Time & Attendance/Payroll (Kronos)	580,000	-	-	-	-	-	580,000
Total - Business Intelligence/Data Analysis	2,248,941	709,760	1,701,000	1,343,000	218,000	225,000	6,445,701

Five-Year Information Technology Plan Summary

Project	Project Funding By Source of Funds					Other Funding Source Comments
	Project Funding To Date	General Fund Taxes / Revenues	Debt Financing Proceeds	Non General Fund Funding	Total Project Funding	
Information Technology Security/Infrastructure						
Computer Replacement Plan	1,925,911	1,849,380	-	91,226	3,866,517	Enterprise Funds and Grants
Desktop Virtualization Infrastructure	535,195	538,455	-	-	1,073,650	
IT Disaster Recovery Initiative	827,318	480,000	-	-	1,307,318	
Internet Phone (City Wide VOIP)	222,000	287,000	-	-	509,000	
Uninterruptible Power Supply (UPS) Replacement for Server Room	58,650	-	-	-	58,650	
Virtual Server Expansion Equipment	60,034	292,000	-	-	352,034	
Wireless Network Expansion	151,000	230,000	-	-	381,000	
Total - Information Technology Security/Infrastructure	3,780,108	3,676,835	-	91,226	7,548,169	
Business Information/Data Analysis						
Benefits Administration System	-	-	-	51,760	51,760	Risk Management Fund
Enterprise Content Management Integration with GIS	163,222	50,000	-	-	213,222	
Enterprise GIS Environment	227,450	652,205	-	-	879,655	
ERP Replacement	395,000	200,000	2,110,000	-	2,705,000	
FayWorx System Implementation	829,562	357,000	-	-	1,186,562	
Enterprise eDocument Retrieval (Laserfiche Upgrade)	163,222	-	-	-	163,222	
JDE Laserfiche Integration	-	15,000	-	-	15,000	
MS E-Mail Exchange (Active Directory Upgrade)	150,800	408,000	-	-	558,800	
Organizational Performance Management Software	81,980	-	-	-	81,980	
Paystubs/W2s Online Portal	10,500	-	-	-	10,500	
Time & Attendance/Payroll (Kronos)	580,000	-	-	-	580,000	
Total - Business Intelligence/Data Analysis	2,601,736	1,682,205	2,110,000	51,760	6,445,701	

Five-Year Information Technology Plan Summary

Project	Project Expenditures by Fiscal Year						Total Project Expenditures
	Prior Fiscal Yrs	FY2016	FY2017	FY2018	FY2019	FY2020	
Integrated City Management System - Application/Services							
Airport Access Control System Upgrade	95,135	-	-	-	-	-	95,135
Airport Parking Lot Cameras	35,000	-	-	-	-	-	35,000
Airport Parking Revenue Control System	194,790	-	-	-	-	-	194,790
City External Website	140,000	60,000	30,000	-	-	-	230,000
E911 Viper ACD Phone Upgrade	20,892	-	-	-	-	-	20,892
FayTV7 Server System Replacement	36,139	-	-	-	-	-	36,139
Fire Notification System (Zetron)	124,111	-	-	-	-	-	124,111
Fleet Mind (On-Board Communications System)	477,848	-	-	-	-	-	477,848
Forensic Video Examination System Upgrade	-	28,109	-	-	-	-	28,109
Plan Review Software	-	50,000	-	-	-	-	50,000
Public Safety Body Cameras	-	245,543	-	-	-	-	245,543
Public Safety Radio System Upgrade (800 MHz)	4,209,433	-	-	-	-	-	4,209,433
Public Safety Radio Replacements	-	-	-	-	-	3,226,725	3,226,725
Public Safety Security Compliance (CJIS)	70,000	142,000	40,000	40,000	150,000	-	442,000
Public Safety Video Surveillance (Digital IP Cameras)	268,134	-	-	-	-	-	268,134
Rec-Trac Pass Management and Web-Trac	31,841	29,312	-	-	-	-	61,153
Transit Closed Loop Radio System	-	-	436,775	-	-	-	436,775
Transit FastTrac Scheduling Software	-	65,000	-	-	-	-	65,000
Transit Security and Safety Systems	56,233	86,650	86,650	55,825	25,000	25,000	335,358
Total - Integrated City Management - Application/Services	5,759,556	706,614	593,425	95,825	175,000	3,251,725	10,582,145
Mobility/Government without Walls (Citizen Engagement)							
Transit Call Center and Website for Military and Veterans	54,460	-	-	-	-	-	54,460
Transit Fixed Route Bus WiFi Systems	-	-	34,816	-	-	-	34,816
Transit Real Time Passenger Information System	-	60,000	-	-	-	-	60,000
Total - Mobility/Government without Walls	54,460	60,000	34,816	-	-	-	149,276
Grand Total - Information Technology Plan	11,843,065	2,222,609	3,015,536	2,081,103	1,297,234	4,265,744	24,725,291

Five-Year Information Technology Plan Summary

Project	Project Funding By Source of Funds					Other Funding Source Comments
	Project Funding To Date	General Fund Taxes / Revenues	Debt Financing Proceeds	Non General Fund Funding	Total Project Funding	
Integrated City Management System - Application/Services						
Airport Access Control System Upgrade	95,135	-	-	-	95,135	
Airport Parking Lot Cameras	35,000	-	-	-	35,000	
Airport Parking Revenue Control System	194,790	-	-	-	194,790	
City External Website	170,000	60,000	-	-	230,000	
E911 Viper ACD Phone Upgrade	20,892	-	-	-	20,892	
FayTV7 Server System Replacement	-	36,139	-	-	36,139	
Fire Notification System (Zetron)	124,111	-	-	-	124,111	
Fleet Mind (On-Board Communications System)	477,848	-	-	-	477,848	
Forensic Video Examination System Upgrade	-	28,109	-	-	28,109	
Plan Review Software	-	50,000	-	-	50,000	
Public Safety Body Cameras	-	-	-	245,543	245,543	Anticipated Grants/Donations
Public Safety Radio System Upgrade (800 MHz)	4,209,433	-	-	-	4,209,433	
Public Safety Radio Replacements	-	-	3,226,725	-	3,226,725	
Public Safety Security Compliance (CJIS)	70,000	372,000	-	-	442,000	
Public Safety Video Surveillance (Digital IP Cameras)	268,134	-	-	-	268,134	
Rec-Trac Pass Management and Web-Trac	61,153	-	-	-	61,153	
Transit Closed Loop Radio System	-	87,355	-	349,420	436,775	Federal Grant (80%)
Transit FastTrac Scheduling Software	-	13,000	-	52,000	65,000	Federal Grant (80%)
Transit Security and Safety Systems	56,233	55,825	-	223,300	335,358	Federal Grant (80%)
Total - Integrated City Management - Application/Services	5,782,729	702,428	3,226,725	870,263	10,582,145	
Mobility/Government without Walls (Citizen Engagement)						
Transit Call Center and Website for Military and Veterans	54,460	-	-	-	54,460	
Transit Fixed Route Bus WiFi Systems	-	6,963	-	27,853	34,816	Federal Grant (80%)
Transit Real Time Passenger Information System	60,000	-	-	-	60,000	
Total - Mobility/Government without Walls	114,460	6,963	-	27,853	149,276	
Grand Total - Information Technology Plan	12,279,033	6,068,431	5,336,725	1,041,102	24,725,291	

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FY 2016



annual budget

City of
Fayetteville
South Carolina

Section K

Appendices

Authorized Staffing FTEs by Department

ANNUAL OPERATING FUND AND INTERNAL SERVICE FUND POSITIONS

Airport

Full-Time

Administrative Assistant	1
Airport Director	1
Airport Maintenance Supervisor	1
Assistant Airport Director	1
Custodial Supervisor	1
Custodian	5
Equipment Operator I	1
Equipment Operator II	2
Fire Captain (Supervised by Fire Department)	3
Firefighter (Supervised by Fire Department)	3
Office Assistant I	1
Senior Administrative Assistant.....	1
Senior Skilled Trades Technician	2
Total	23

Budget and Evaluation Office

Full-Time

Assistant Budget and Evaluation Director	1
Budget and Evaluation Analyst	3
Budget and Evaluation Director	1
Senior Administrative Assistant10
(.90 funded in the City Manager's Office)	
Total	5.1

City Attorney

Full-Time

Assistant City Attorney	4
City Attorney	1
Executive Legal Assistant	1
Office Assistant II.....	1
Paralegal II	1
Police Attorney.....	1
Total	9

City Manager

Full-Time

Assistant City Manager	1
City Manager	1
Customer Service Representative	4
Customer Service Representative Supervisor	1
Deputy City Manager	2
Executive Assistant	1
Internal Auditor	1
Internal Audit Director	1
Management Analyst	2
Senior Internal Auditor	1

Authorized Staffing FTEs by Department

City Manager – (cont'd)

Senior Administrative Assistant	1.9
(.10 funded in the Budget and Evaluation Office)	
Strategic and Performance Analytics Director	1
Total	17.9

Community Development

Full-Time

Community Development Director (0.5 funded in Special Revenue Fund)	0.5
Community Relations Specialist	1
Economic Development Administrator (0.8 funded in Special Revenue Fund)	0.2
Senior Administrative Assistant.....	1
Total	2.7

Corporate Communications

Full-Time

Corporate Communications Director	1
Graphics Manager	1
Office Assistant II	1
Printer	1
Printing Supervisor	1
Public Information Officer	1
Public Information Specialist	2
Television Production Specialist.....	1

Part-Time

Office Assistant I (1 position at 0.5)	0.5
Total	9.5

Development Services

Full-Time

Administrative Assistant	1
Building Inspections Supervisor	1
Building Inspector	5
Building Official	1
Chief Zoning Administrator	1
Code Enforcement Administrator	9
Code Enforcement Administrator (Zoning)	2
Code Enforcement Supervisor	2
Development Services Director	1
Electrical Inspections Supervisor	1
Electrical Inspector	3
Housing & Code Enforcement Manager	1
Mechanical Inspections Supervisor	1
Mechanical Inspector	3
Permit Technicians	6
Office Supervisor	1
Planner II	2
Planning & Zoning Manager	1

Authorized Staffing FTEs by Department

Development Services – (cont'd)

Plans Examiner	2
Plumbing Inspections Supervisor	1
Plumbing Inspector	2
Senior Planner	5
Total	52

Economic & Business Development

Full-Time

Administrative Assistant	1
Director of Economic Development	1
Marketing and Business Development Manager	1
Local/Small Disadvantaged Business Enterprise Manager	1
Total	4

Engineering & Infrastructure

Full-Time

Administrative Assistant	1
Assistant City Traffic Engineer	1
City Engineer	1
City Traffic Engineer	1
Construction Contracts Coordinator	1
Construction Manager	1
Crew Supervisor	3
Engineer I.....	2
Engineer II	3
Engineering & Infrastructure Director	1
Engineering Inspector	7
Engineering Technician	1
Engineering Technician Supervisor	1
Equipment Operator II	25
Equipment Operator III	6
Fleet Services Coordinator	1
Maintenance Worker	11
Office Assistant II	4
Office Supervisor	1
Paralegal I	1
Public Information Specialist	1
Real Estate Manager	1
Senior Administrative Assistant	1
Senior Paralegal.....	2
Senior Signs and Markings Technician	1
Senior Survey Technician	2
Signs and Markings Supervisor	1
Signs and Markings Technician	5
Skilled Trades Technician	2
Stormwater Inspections Supervisor	1
Stormwater Inspector	4
Stormwater Manager	1
Street Maintenance Superintendent	1

Authorized Staffing FTEs by Department

Engineering & Infrastructure – (cont'd)

Street Maintenance Supervisor	3
Survey Crew Leader	1
Survey Supervisor	1
Traffic Signal Maintenance Supervisor	1
Traffic Signal Management Engineer	1
Traffic Signal System Analyst	1
Traffic Signal Technician	4
Traffic Technician	1
Transportation Planner	1
Total	110

Environmental Services

Full-Time

Environmental Services Analyst	1
Environmental Services Collector	12
Environmental Services Director	1
Environmental Services Superintendent.....	1
Environmental Services Supervisor	4
Equipment Operator II	39
Equipment Operator III.....	9
Maintenance Worker	2
Office Assistant II	2
Personnel Technician	1
Public Information Specialist	1
Routing Administrator	1
Warehouse Coordinator	0.25
(0.25 funded in Other Appropriations and 0.50 funded in Transit)	
Total	74.25

Finance

Full-Time

Accountant	1
Accounting Manager	1
Accounting Technician	4
Accounts Payable Supervisor	1
Chief Financial Officer	1
Collections Division Supervisor	1
Financial Analyst	2
Financial Reporting Manager	1
Office Assistant I	1
Office Assistant II	1
Payroll & Liabilities Manager	1
Payroll Technician	2
Risk Coordinator	1
Senior Financial Analyst	1
Treasurer	1
Total	20

Authorized Staffing FTEs by Department

Fire & Emergency Management

Full-Time

Assistant Fire Chief	3
Deputy Fire Chief.....	2
Emergency Management Coordinator.....	1
Fire Battalion Chief.....	10
Fire Captain	51
Fire Chief.....	1
Fire Inspector	7
Fire Lieutenant	66
Firefighter	180
Office Assistant II	3
Office Supervisor	1
Total	325

Human Relations

Full-Time

Human Relations Director	1
Human Relations Administrative Specialist	1
Human Relations Supervisor	1
Total	3

Human Resource Development

Full-Time

Assistant Human Resources Director	1
Assistant Organizational Development & Training Director	1
Human Resources Analyst	4
Human Resource Development Director	1
Human Resources Specialist	3
Office Assistant I.....	1
Office Assistant II.....	2
Office Supervisor	1
Organizational Development & Training Analyst.....	1
Organizational Development & Training Specialist	1
Personnel Technician.....	1
Safety Officer	1
Wellness Coordinator	1
Total	19

Information Technology

Full-Time

Application Support Specialist	3
Chief Information Officer	1
Chief Operating Officer	1
Chief Technology Officer	1
Desktop Support Specialist	3
G.I.S. Database Administrator	1
G.I.S. Analyst	1

Authorized Staffing FTEs by Department

Information Technology – (cont’d)

G.I.S. Manager	1
G.I.S. Technician	1
Information Technology Administrative Specialist	1
Information Technology Asset Specialist	1
Information Technology Relationship Manager	2
Information Technology Project Manager	3
Information Technology Solutions Analyst	1
Network Administrator	1
Network Engineer	1
Senior Desktop Support Specialist	1
Systems Administrator	1
Telecommunications Analyst	1
Web Developer	1
Total	27

Mayor, Council and City Clerk

Full-Time

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

Other Appropriations

Full-Time

Warehouse Coordinator	0.25
(.25 funded in Environmental Services and .50 funded in Transit)	
Total	0.25

Parks, Recreation & Maintenance

Full-Time

Parks & Recreation Division – City Funded

Assistant Recreation Center Supervisor	12.5
Athletic Program Coordinator	4
Business Manager.....	1
Crew Leader	1
Crew Supervisor	6
Custodian	1
Equipment Operator I	9
Fleet Services Coordinator	1
Historic Properties Coordinator	1
Historic Properties Manager	1
Historic Properties Specialist.....	1
Landscape Architect	1
Landscape Technician	2
Landscape Worker	2
Maintenance Worker	20
Management Analyst	1

Authorized Staffing FTEs by Department

Parks, Recreation & Maintenance – (cont’d)

Office Assistant II	1.5
Park Ranger	3
Park Ranger Manager	1
Park Ranger Supervisor	2
Parks Division Manager	1
Parks, Recreation & Maintenance Director	1
Recreation Center Supervisor	12
Recreation Division Supervisor	1
Senior Skilled Trades Technician	2
Site Security Coordinator	1
Skilled Trades Technician	2
Tree Care Supervisor	1
Tree Care Technician	2
Turf Technician	3

Parks & Recreation Division – County Funded

Administrative Manager.....	1
Assistant Recreation Center Supervisor	4.5
Athletic Program Coordinator	1
Crew Leader	1
Crew Supervisor	1
Equipment Operator I	1
Maintenance Worker	9
Management Analyst	1
Office Assistant II	1.5
Parks Superintendent.....	1
Personnel Technician	1
Recreation Center Supervisor	4
Recreation Division Manager	1
Recreation Division Supervisor	3
Recreation Program Coordinator	1
Skilled Trades Technician	1
Special Events Coordinator	1

Maintenance Division

Crew Supervisor.....	1
Custodial Supervisor	1
Custodian	1
Electrician	1
Equipment Operator I	4
Equipment Operator II	7
Facilities Maintenance Supervisor	1
Facilities Manager	1
Maintenance Worker	3
Office Assistant II	1
Senior Skilled Trades Technician	7
Skilled Trades Technician	2
Total	162

Authorized Staffing FTEs by Department

Police

Full-Time

911 Communications Manager	1
911 Communications Supervisor.....	5
911 Systems Technician	1
911 Training Officer	1
911 Training Specialist.....	1
Administrative Assistant	3
Alarm Ordinance Coordinator	1
Assistant Police Chief	3
Budget Analyst	1
Civilian Traffic Investigator	6
Crime Analyst	6
Crime Prevention Specialist	6
Custodian	3
Enhanced 911 Coordinator.....	1
Forensic Firearms Examiner	1
Forensic Manager	1
Forensic Supervisor	2
Forensic Technician	12
Forensic Video Technician	2
Installation Technician.....	2
Investigative Assistant.....	2
Latent Print Examiner	2
Lead Custodian	1
Office Assistant II	11
Operation Ceasefire Coordinator	1
PD Accreditation & Grants Manager	1
Personnel Technician	1
Police Captain	9
Police Chief	1
Police Lieutenant	21
Police Officer	332
Police Officer (Grant Funded).....	19
Police Records Clerk	23
Police Records Supervisor	5
Police Sergeant	48
Police Training Coordinator	1
Property and Evidence Technician	4
Public Safety Call Taker	19
Public Safety Dispatcher.....	36
RMS Database Manager.....	1
Senior Administrative Assistant	1
Supply Technician.....	2
Technical Equipment Specialist.....	1
Victim Advocate	1

Authorized Staffing FTEs by Department

Police – (cont’d)

Part-Time

Background Investigator (1 position at 0.5)	0.5
Civilian Crash Investigator (2 positions at 0.5)	1
Court Liaison Coordinator (1 position at 0.5).....	0.5
RMS Database Manager (1 position at 0.5).....	0.5
Total	604.5

Transit

Full-Time

Assistant Transit Director	1
Automotive Service Aide	5
Automotive Technician.....	4
Automotive Technician Supervisor	1
Civil Rights Analyst	1
Customer Service Representative	2
Custodian	1
Maintenance Worker	1
Office Assistant I.....	1
Office Assistant II.....	1
Para-Transit Supervisor	1
Safety/Training Coordinator	1
Senior Administrative Assistant.....	1
Senior Automotive Service Aide	1
Senior Automotive Technician	3
Transit Analyst	1
Transit Bus Operator	71
Transit Director.....	1
Transit Dispatcher	6
Transit Operations Superintendent	1
Transit Planner	1
Transit Supervisor	8
Warehouse Coordinator	0.5
(0.25 funded in Environmental Services and 0.25 funded in Other Appropriations)	
Total	114.5

TOTAL **1,585.7**

SPECIAL REVENUE FUND POSITIONS

Community Development

Full-Time

Community Development Administrator	1
Community Development Director	0.5
Community Relations Specialist	1
Economic Development Administrator	0.8
Housing Program Specialist	1

Authorized Staffing FTEs by Department

Community Development – (cont'd)

Neighborhood Resource Coordinator	1
Office Assistant II	1
Senior Housing Program Specialist	1

Part-Time

Neighborhood Resource Liaison (4 positions at 0.5)	2
Total	9.3

Police

Full-Time

Drug Treatment Court Coordinator	1
Juvenile Program Coordinator	1
Juvenile Program Assistant	1
Total	3

GRAND TOTAL 1,598

FROZEN, UNFUNDED POSITIONS

Engineering & Infrastructure (Stormwater)

Engineer II	1
Total	1

TOTAL FROZEN POSITIONS 1

Positions and Salary Grade Assignments

Grade 105 Custodian	\$21,008 - \$31,177
Grade 106 Lead Custodian	\$21,427 - \$32,924
Grade 107 Automotive Service Aide Environmental Service Collector Neighborhood Resource Liaison Supply Technician	\$22,771 - \$34,989
Grade 108 Landscape Worker Maintenance Worker Office Assistant I Senior Automotive Service Aide	\$24,321 - \$37,372
Grade 109 Bus Operator Equipment Operator I Installation Technician Public Safety Call Taker Senior Survey Technician Signs and Markings Technician Turf Technician	\$26,079 - \$40,072
Grade 110 Equipment Operator II Juvenile Restitution Program Assistant Landscape Technician Office Assistant II Police Records Clerk Printer Technical Equipment Specialist Transit Dispatcher Tree Care Technician	\$28,043 - \$43,090
Grade 111 Accounting Technician Administrative Assistant Alarm Ordinance Coordinator Automotive Technician Background Investigator Court Liaison Coordinator Customer Service Representative Crew Leader	\$30,420 - \$46,743

Positions and Salary Grade Assignments

Grade 111 (cont'd)

\$30,420 - \$46,743

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

Grade 112

\$33,108 - \$50,873

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

Grade 113

\$36,209 - \$55,639

Assistant Recreation Center Supervisor
Building Inspector
Code Enforcement Administrator (Housing)
Code Enforcement Administrator (Zoning)
Community Relations Specialist
Crew Supervisor
Crime Prevention Specialist
Deputy City Clerk
Desktop Support Specialist
Electrical Inspector
Electrician
Engineering Inspector
Engineering Technician
Environmental Services Supervisor
Executive Legal Assistant

Positions and Salary Grade Assignments

Grade 113 (cont'd)

\$36,209 - \$55,639

Fire Inspector (Regular)
Fleet Services Coordinator
Forensic Video Technician
Historic Properties Specialist
Human Relations Specialist
Human Resources Specialist
Investigative Assistant
Juvenile Restitution Program Coordinator
Latent Print Examiner
Mechanical Inspector
Organizational Development & Training Specialist
Paralegal II
Park Ranger
Plumbing Inspector
Risk Coordinator
Signs & Markings Supervisor
Stormwater Inspector
Traffic Technician
Tree Care Supervisor
Warehouse Coordinator
Wellness Coordinator

Grade 114

\$40,659 - \$62,476

911 Communications Supervisor
911 Training Officer
Airport Maintenance Supervisor
Code Enforcement Supervisor (Housing)
Customer Service Representative Supervisor
Facilities Maintenance Supervisor
Forensic Firearms Examiner
G.I.S. Technician
Information Technology Asset Specialist
RMS Database Manager
Routing Administrator
Senior Paralegal
Traffic Signal Systems Analyst
Victim Advocate
Web Developer

Grade 115

\$43,673 - \$67,107

Application Support Specialist
Building Inspections Supervisor
Construction Contracts Coordinator
Engineering Technician Supervisor
Electrical Inspections Supervisor
Mechanical Inspections Supervisor
Plumbing Inspections Supervisor

Positions and Salary Grade Assignments

Grade 115 (cont'd)

Plans Examiner \$43,673 - \$67,107
Senior Desktop Support Specialist
Stormwater Inspections Supervisor
Street Maintenance Supervisor

Grade 116

G.I.S. Analyst \$47,063 - \$72,316

Grade 212

Para-Transit Supervisor \$33,916 - \$53,296
Transit Supervisor

Grade 213

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

Grade 214

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

Grade 215

Accountant \$44,738 - \$70,302
Administrative Manager
Forensic Supervisor
Graphics Manager
Operations Ceasefire Program Coordinator
Park Ranger Manager
Planner II
Public Information Specialist
Recreation Division Supervisor
Site Security Coordinator
Surveying Supervisor
Traffic Signal Maintenance Supervisor
Transit Planner
Transportation Planner
TV Production Specialist

Positions and Salary Grade Assignments

Grade 216

\$48,211 - \$75,760

Budget & Evaluation Analyst
Budget Analyst
Chief Zoning Administrator
Community Development Administrator
Drug Treatment Court Coordinator
Economic Development Administrator
Engineer I
Environmental Services Analyst
Financial Analyst
GIS Database Administrator
Human Relations Supervisor
Human Resources Analyst
Information Technology Customer Relationship Manager
Internal Auditor
Landscape Architect
Management Analyst
Network Administrator
Organizational Development & Training Analyst
PD Accreditation & Grants Manager
Safety Officer
Senior Planner
Systems Administrator
Transit Analyst

Grade 217

\$52,301 - \$82,187

911 Communications Manager
Business Manager
Code Enforcement & Housing Division Manager
Emergency Management Coordinator
Environmental Services Superintendent
Facilities Manager
Forensic Manager
G. I. S. Manager
Historic Properties Manager
Information Technology Solutions Architect
Network Engineer
Parks Superintendent
Payroll & Liabilities Manager
Public Information Officer
Real Estate Manager
Senior Financial Analyst
Senior Internal Auditor
Street Maintenance Superintendent
Telecommunications Analyst
Traffic Signal Management Engineer
Transit Operations Superintendent
Treasurer

Positions and Salary Grade Assignments

Grade 218	\$56,931 - \$89,464
Assistant Budget & Evaluation Director	
Assistant City Traffic Engineer	
Assistant Organizational Development & Training Director	
Assistant Transit Director	
Building Official	
Engineer II	
Financial Reporting Manager	
Information Technology Business Intelligence Manager	
Information Technology Project Manager	
Local/Small Business Disadvantaged Enterprise Manager	
Marketing & Business Development Manager	
Parks Division Manager	
Recreation Division Manager	
Grade 219	\$62,256 - \$97,831
Accounting Manager	
Assistant Airport Director	
City Clerk	
Construction Manager	
Planning & Zoning Division Manager	
Grade 220	\$68,353 - \$107,412
Assistant City Attorney	
Deputy Human Resources Director	
Information Technology Chief Operating Officer	
Information Technology Chief Technology Officer	
Stormwater Manager	
Grade 221	\$75,453 - \$118,569
City Engineer	
City Traffic Engineer	
Police Attorney	
Grade 301	\$30,243 - \$52,428
Firefighter	
Grade 303	\$37,281 - \$61,806
Fire Inspector (PS)	
Fire Lieutenant	
Grade 305	\$34,489 - \$59,099
Police Officer	
Grade 307	\$44,341 - \$75,478
Police Sergeant	

Positions and Salary Grade Assignments

Grade 401 Fire Captain	\$45,338 - \$78,606
Grade 402 Fire Battalion Chief	\$56,656 - \$86,282
Grade 403 Assistant Fire Chief	\$65,873 - \$107,000
Grade 404 Deputy Fire Chief	\$77,425 - \$126,000
Grade 405 Police Lieutenant	\$54,514 - \$89,984
Grade 406 Police Captain	\$65,974 - \$107,936
Grade 407 Assistant Police Chief	\$79,790 - \$129,479
Executive Pay Band Assistant City Manager Airport Director Budget & Evaluation Director Chief Financial Officer Chief Information Officer Community Development Director Corporate Communications Director Development Services Director Economic & Business Development Director Engineering & Infrastructure Director Environmental Services Director Fire Chief Human Relations Director Human Resource Development Director Internal Audit Director Parks, Recreation & Maintenance Director Police Chief Strategic & Performance Analytics Director Transit Director	\$90,000 - \$157,500
Senior Executive Pay Band Deputy City Manager	\$110,000 - \$185,000

Note: Salary grade assignments above do not reflect implementation of the 2015 Public Safety Compensation Study which is yet to be finalized.

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<i>Jet Bridge Use Fee (Non-Signatory Airline)</i>	
<i>Commercial Ramp Use Fees</i>	
<i>Terminal Leases and Fees</i>	
<i>Fuel Flowage Fee</i>	
<i>Airline Uplift Charge</i>	
<i>Fuel Pricing</i>	
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<i>Rental Cars</i>	
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<i>Privilege Licenses</i>	
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<i>Building Permits</i>	
<i>Electrical Permits</i>	
<i>Mechanical Permits</i>	
<i>Plumbing Permits</i>	
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<i>Homeowner Recovery Fee</i>	
<i>Watershed Protection Inspection Fee and Permit</i>	
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<i>Administrative Fee(Abatement Actions)</i>	
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- Development Agreement (UDO)*
- Payment in Lieu of Park Land*
- Payment in lieu of Sidewalk Construction*
- Payment in lieu of Specimen Tree Preservation*
- Rezoning Fees*
- Signage Plan Review*
- Site Plan Review*
- Special Event Signs Compliance Deposit*
- Special Use Permit*
- Specimen Tree Inspection*
- Subdivision Fee*
- Subdivision Waiver*
- Tax Grantback Application Fee*
- Temporary Use Permit*
- Vested Rights Certificate*
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Engineering & Infrastructure..... K-27

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- Copy Sales*
- Development Plan Reviews/Infrastructure Permits*
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- Utility Excavation Permit*
- Resurfacing Permit*
- Sidewalk Permit*
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- Degradation Fee*
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- Street Closing Fee*
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- Stormwater Control Ordinance Variance Filing Fee*
- Stormwater Control Ordinance Civil Penalties*

Transit..... K-36

- Motor Vehicle License Tax for Transit*
- Bus Fares and Passes*
- Advertising Space*
- Identification Cards*

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY16 Changes
All Functions			
Assessment Interest			
Special assessments established by City Council resolution	Prime rate plus 2% per year, set as of July 1 of the fiscal year the assessment role is confirmed, not to exceed maximum allowed by law	2014	
All other assessments, including lot cleanings and demolitions	1st month 2%, all subsequent months 3/4%	1993 or prior	
Default Civil Penalty for Code Violation			
Applies to any violation for which a penalty is not elsewhere specified	\$100 per violation per day	2007	
Convenience Fee for Internet Payments			
	\$3.50 per payment	2012	
Public Record Copies			
Reproduction on CD or DVD	\$1.00 per CD or DVD	2010	
Paper Copies (up to 8.5 by 14 inches)			
Single-sided black and white	\$0.05 per page	2010	
Single-sided color	\$0.19 per page	2010	
Double-sided black and white	\$0.09 per page	2010	
Double-sided color	\$0.37 per page	2010	
Airport			
Landing Fee (Signatory Airline)			
	\$1.23 per 1,000 pounds	2004	
Landing Fee (Non-signatory Airline)			
	\$1.39 per 1,000 pounds	2004	
Jet Bridge Use Fee (Signatory Airline)			
	\$5.00	2012	
Jet Bridge Use Fee (Non-signatory Airline)			
	\$25.00	2005	
Commercial Ramp Use Fees			
Air Stair Use	\$25.00	2012	
Remain Overnight Fee (Non-signatory airlines only)	\$150.00	2005	
Terminal Fee (Non-signatory airline only)	\$75.00	2005	
Terminal Leases and Fees			
Airline Counter Space (exclusive)	\$33.79 per sq. ft. per year	1986	
Airline Bag Makeup Space (exclusive)	\$ 3.79 per sq. ft. per year	1986	
Airline Administrative Space (exclusive)	\$12.90 per sq. ft. per year	1986	
Operation and Maintenance Charge	\$10.00 per sq. ft. of exclusive airline space	1995	
Airline Space (nonexclusive)	\$10.00 per sq. ft. per year	1986	
Fuel Flowage Fee			
	\$0.05 per gallon of non-airline fuel	1997	
Airline Uplift Charge			
	\$0.18 per gallon, \$18.00 minimum or \$18.00 no-fuel fee	1997	
Fuel Pricing			
	Will not exceed 106% of retail price at comparable airports with based tenants afforded a \$0.20 discount	1997	
Property Leases			
Tie-Down Fee	\$45.00 per month	2003	
Old T-Hangar Rental	\$180.00 per month	2003	
New T-Hangar Rental	\$210.00 per month	2003	
Ground Lease	\$0.20 per sq. ft. per year	2003	
Corporate Office Space	\$5.00 per sq. ft. per year plus utilities	2004	
Corporate Hangar Space	\$2.00 per sq. ft. per year plus utilities	2004	
FBO Office Space	\$4.50 per sq. ft. per year plus utilities	2003	
FBO Hangar Space	\$1.75 per sq. ft. per year plus utilities	2004	
Rental Cars			
Rental Car Agency Fee	\$20.00 per parking space per month plus 10% of gross revenues	2011	
Rental Car Booth Space	\$253.52 per month	2009	
Customer Facility Charge	\$4 per day, up to 10 days	2014	
Terminal Leases and Fees			
Short Term Parking (1-30 minutes)	\$1.00	2002	
Short Term Parking (each additional 30 minutes)	\$1.00	2002	
Short Term Parking (maximum 24 hours)	\$10.00	2008	\$12.00
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	\$9.00

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY16 Changes
Public Safety Airline Charge	Cost charged to airlines based on prorata share of emplanements less security reimbursement from TSA	1991	
Advertising Space	\$883.33 plus commissions	1998	
Exhibition Flight Permit	\$5.00 per flight, or \$25.00 per six-month period	N/A	
Security Fees Per Application			
Fingerprint Processing (airport badges only)	\$50.00	2002	
Security Threat Assessment	\$5.00	2008	
Corporate Communications			
City Song and Music Video DVDs	\$10.00 each	2007	
Development Services			
<u>Privilege License, Plan Review, Permit and Inspections Fees:</u>			
Privilege Licenses			
			State legislation has eliminated privilege license authority for municipalities effective 7/1/15. Municipalities continue to lobby to have privilege license authority restored at some level.
Brick/Cement Block Manufacturer	\$35.00	2002 or prior	Eliminated
Demolition Contractor	\$37.50	2002 or prior	Eliminated
Electrical Contractor	\$50.00	Set by State	Eliminated
Fire Sprinkler Contractor	\$50.00	2002 or prior	Eliminated
General Contractor	\$10.00	Set by State	Eliminated
Insulation Contractor	\$50.00	2002 or prior	Eliminated
Maintenance of Heat/AC	\$35.00	2011	Eliminated
Mechanical Contractor	\$50.00	Set by State	Eliminated
Moving Contractor	\$35.00	2011	Eliminated
Plumbing Contractor	\$50.00	Set by State	Eliminated
Refrigeration Contractor	\$35.00	2011	Eliminated
Roofing Contractor	\$35.00	2011	Eliminated
Sand and Gravel Dealer	\$35.00	2011	Eliminated
Sanding/Refinishing of Floors	\$35.00	2011	Eliminated
Sheet Metal Contractor	\$35.00	2011	Eliminated
Sign Contractor	\$35.00	2002 or prior	Eliminated
Taxicab	\$35.00	2011	Eliminated
Tile Setter/Dealer	\$35.00	2011	Eliminated
Building Plan Review			
Up to 5,000 sq. ft.	\$155.00	2014	
5,001 to 10,000 sq. ft.	\$310.00	2014	
10,001 to 15,000 sq. ft.	\$465.00	2014	
15,001 to 25,000 sq. ft.	\$620.00	2014	
25,001 to 40,000 sq. ft.	\$925.00	2014	
Greater than 40,000 sq. ft.	\$1,075.00	2014	
Re-Review Fee (applies after 1st re-review)	1/2 of original fee	2010	
For Projects up to 5,000 sq. ft. only			
Electrical Plan Review Only	\$75.00	2014	
Mechanical Plan Review Only	\$75.00	2014	
Plumbing Plan Review Only	\$75.00	2014	
Other Project Plan Reviews:			
Cell Tower	\$75.00	2014	
Small & Minor Project	\$75.00	2014	
Pole Sign	\$75.00	2014	
Retaining wall (engineered)	\$75.00	2014	
Building Permits			
New Construction or Additions			
Commercial	\$0.32 per sq. ft.	2014	
Residential	\$0.30 per sq. ft.	2012	
Major Renovations or Upfits of Existing Structures			
Extensive reconstruction involving 50% or more of existing square footage on one or more floors	60% of building permit fee	2012	
Minor Renovations or Upfits of Existing Structures			
Small and medium reconstruction involving less than 50% of existing square footage on one or more floors	40% of building permit fee	2012	
Interior or Exterior Construction or Renovation Projects without Square Footage Basis (e.g. roofing, doors, fences, pools, cell towers, billboards, etc.)			

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY16 Changes
Residential access ramp installation	No Charge	2015	
Construction Cost : \$0.00-1,000.00	\$30.00	2014	
Construction Cost : \$1,001-2,500	\$50.00	2014	
Construction Cost : \$2,501-5,000	\$60.00	2014	
Construction Cost : \$5,001-10,000	\$75.00	2014	
Construction Cost : \$10,001-15,000	\$90.00	2014	
Construction Cost : \$15,001-20,000	\$105.00	2014	
Construction Cost : \$20,001-25,000	\$125.00	2014	
Construction Cost : \$25,001-30,000	\$145.00	2014	
Construction Cost : \$30,001-35,000	\$160.00	2014	
Construction Cost : \$35,001-40,000	\$175.00	2014	
Construction Cost : \$40,001-45,000	\$190.00	2014	
Construction Cost : \$45,001-50,000	\$210.00	2014	
Construction Cost : \$50,001-60,000	\$230.00	2014	
Construction Cost : \$60,001-70,000	\$250.00	2014	
Construction Cost : \$70,001-80,000	\$265.00	2014	
Construction Cost : \$80,001-90,000	\$280.00	2014	
Construction Cost : 90,001 - 100,000	\$295.00	2014	
Construction Cost: 100,001 and above	\$350 for the first \$100,000 plus \$3.05 for each additional \$1,000 or fraction thereof	2014	
Electrical Permits			
New Construction or Additions			
Commercial	\$0.09 per sq. ft.	2014	
Residential	\$0.08 per sq. ft.	2012	
Major Renovations or Upfits of Existing Structures			
Extensive reconstruction involving 50% or more of existing square footage on one or more floors	60% of fee for new construction of additions	2012	
Minor Renovations or Upfits of Existing Structures			
Small and medium reconstruction involving less than 50% of existing square footage on one or more floors	40% of fee for new construction of additions	2012	
Permit associated with Alteration, Replacement, Modification, etc.			
Residential thru 200A	\$30.00	2014	
Residential over 200A	\$35.00	2014	
Commercial thru 800A	\$60.00	2014	
Commercial over 800A	\$85.00	2014	
Separately Derived Systems	\$35.00	2014	
Mobile Home Services or Feeders	\$30.00	2014	
New or Replacement Pedestal	\$30.00	2014	
Outlet Installation	\$0.50 per outlet	2014	
Temporary Pole	\$30.00	2014	
Furnace, Condensing Units, Air Handlers, Baseboard, Unit Heater, etc.	\$20.00	2014	
Appliances	\$15.00	2014	
Motor (1HP-5HP)	\$15.00	2014	
Motor (5HP-25HP)	\$20.00	2014	
Motor (25HP-50HP)	\$20.00	2014	
Motor (50 or more HP)	\$25.00	2014	
Commercial Motor Control Units thru 800A	\$50.00	2014	
Commercial Motor Control Units over 800A	\$70.00	2014	
Electric Sign Connection	\$30.00	2014	
Electric Sign (circuit only)	\$10.00	2014	
Fire Alarm System (low voltage)	\$35.00	2014	
Other Low Voltage Systems	\$35.00	2014	
Gasoline/LP Dispenser	\$20.00	2014	
Inspection for Power Reconnection (When disconnected in excess of 6 months)	\$35.00	2014	
Outside Commercial Pole Lights	\$5.00	2014	
Swimming Pool Bonding and Grounding	\$30.00	2014	
Swimming Pool Equipment (motors, heaters, covers)	\$15.00	2014	
Minimum Fee	\$30.00	2014	
Mechanical Permits			
New Construction or Additions			
Commercial	\$0.09 per sq. ft.	2014	
Residential	\$0.08 per sq. ft.	2012	
Major Renovations or Upfits of Existing Structures			
Extensive reconstruction involving 50% or more of existing square footage on one or more floors	60% of fee for new construction of additions	2012	
Minor Renovations or Upfits of Existing Structures			
Small and medium reconstruction involving less than 50% of existing square footage on one or more floors	40% of fee for new construction of additions	2012	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY16 Changes
Permit associated with Alteration, Replacement, Modification, etc. Residential Heat or AC	\$55.00 for the first unit, \$30.00 for each additional unit plus total BTU listing multiplied by .0001	2014	
Commercial Heat or AC	\$60.00 for the first unit, \$40.00 for each additional unit plus total BTU listing multiplied by .0002	2014	
Commercial Hood/Canopy over Cooking Equipment	\$60.00	2014	
Floor Furnaces, Unit Heaters, etc.	\$35.00	2014	
Commercial Refrigeration	\$60.00 for the first unit, \$40.00 for each additional unit plus total BTU listing multiplied by .0002	2014	
Gas Piping	\$25.00	2014	
Each Additional Unit	\$10.00	2014	
Each LP Tank and Piping	\$30.00	2014	
Duct Extensions and Alterations	\$30.00	2014	
Commercial Exhaust and Duct System	\$10.00	2014	
Minimum Fee	\$30.00	2014	
Plumbing Permits			
New Construction or Additions Commercial	\$0.07 per sq. ft.	2014	
Residential	\$0.06 per sq. ft.	2012	
Major Renovations or Upfits of Existing Structures Extensive reconstruction involving 50% or more of existing square footage on one or more floors	60% of fee for new construction of additions	2012	
Minor Renovations or Upfits of Existing Structures Small and medium reconstruction involving less than 50% of existing square footage on one or more floors	40% of fee for new construction of additions	2012	
Permit associated with Alteration, Replacement, Modification, etc. Trapped Fixtures, Water Heaters, etc.	\$10.00	2014	
Sewer Connection	\$30.00 each building sewer or sewer tap	2014	
Water Piping	\$30.00 each water service line, irrigation, and fire sprinkler main	2014	
Minimum Fee	\$30.00	2014	
Miscellaneous Inspections and Fees			
Demolition Permit	Same fee structure as Building Permits	2008	
Asbestos Removal	Same fee structure as Building Permits	2008	
Sign Placement	Same fee structure as Building Permits with minimum fee of \$50.00	2013	
Insulation Permit Residential & Commercial	\$0.03 per sq. ft.	2011	
Flood Plain and Zoning Inspections	\$35.00	2014	
Mobile Home Placements	\$65.00	2014	
Processing Fee for Permit Fee Refunds	\$30.00	2014	
After Hours and Weekend Inspections (subject to inspector availability)			\$100.00 in addition to other applicable fees
Callback Inspections for Each Applicable Permit	\$100 or original permit fee, whichever is lower, for the 1st extra inspection, \$200 for subsequent extra inspections	2012	
Contractor Change on Permitted Project	\$30.00	2014	
Certificate of Compliance / Occupancy Inspection for Existing Building	\$110.00	2014	
Work Without a Required Permit	4 times all applicable permit fees	2011	
Homeowner Recovery Fee	\$10.00	2003	
Watershed Protection Inspection Fee and Permit			
Inspection Fee for Required Improvement	\$35.00 per inspection	2014	
Low Density Development Permit	\$35.00 per project	2014	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY16 Changes
High Density Development Permits CD, AR, SF15, SF10, SF6, MRS, MH	\$140 (less than 5 acres), \$275 (5 to 50 acres), \$350 (50 to 100 acres), \$450 (more than 100 acres)	2014 2014	
O&I, NC, LC, CC, MU, BP, DT, LI, HI, PD	\$275 (less than 5 acres), \$300 (5 to 50 acres), \$350 (50 to 100 acres), \$450 (more than 100 acres)	2014	
<u>Code Enforcement Fees:</u>			
Administrative Fee (Abatement Actions)	\$125.00	2014	
Citations			
Abandoned Vehicle Violation	\$250.00 per day	2002 or prior	
Advertising Violation			
Prohibited Sign Violation	\$500.00 per day	2014	
All Other Advertising Violations	\$200.00 per day	2014	
Animal and Fowl Violation	\$100, \$200, or \$300 per day	2002 or prior	
Landscape Standard Violation	\$200.00 per day	2014	
Salvage and Junkyard pursuant to Section 30-4-C5e(6)	\$500.00 per day	2011	
Solid Waste Violation (Trash or overgrown lot)	\$100.00 per day	1995	
Substandard Housing Violation	\$100.00 per day	2014	
Taxicab Violation	\$250.00 per day	2002 or prior	
Trailer/Mobile Home Violation	\$100.00 per day	2014	
Water Supply Violation	\$500.00 per day	2002 or prior	
Zoning Violation	\$200.00 per day	2014	
Daycare Inspections	\$125.00	2014	
Graffiti Removal Fee	\$100.00	2012	
Lot Cleaning	Based on contract	2002	
Rental Action Management Program (RAMP)			
Registration Fee	\$1,000	2012	
Civil Penalty for Failure to Comply with RAMP Provisions	\$50 per day for the first 30 days, \$100 per day for the next 30 days, and \$500 per day for each subsequent day	2012	
Taxicab Permits			
Taxi Driver Permit & Application Fee (new, renewal or expired)	\$40.00	2015	
Lost Drivers Permit	\$15.00	2015	
Change of Company	\$20.00	2014	
Change of Address	\$10.00	2014	
Change of Vehicle	\$10.00	2014	
Franchise Application	\$25.00	2015	
Annual Franchise Fee (Certificate of Public Convenience and Necessity)	\$20.00 per vehicle	2014	
Quarterly Inspection	\$60.00 per vehicle	2014	
Sign Fee (advertising other than taxicab business)	\$15.00 per sign	2014	
Penalty for failure to complete quarterly taxicab inspection	\$25.00 per vehicle	2015	
Yard Sale Permits	\$20.00	2014	
<u>Planning & Zoning Permits and Fees:</u>			
Administrative Adjustment Fee	\$35.00 per standard for which adjustment requested	2014	
Alternative Signage Plan Review	\$250.00	2014	
Appeal Fee	\$500.00	2011	
Board of Adjustment Hearing Fee	\$500.00	2007	
Clear Cutting Permit			
Without Site or Subdivision Plan Review	\$50 for the first 3 acres plus \$15 for each additional acre or part thereof	2014	
With Site or Subdivision Plan Review	No additional fee	2011	
Development Agreement (UDO)	\$2,500.00	2011	
Payment in Lieu of Park Land			
Formerly Open Space Fee. Land value factor calculated in accordance with UDO section 30-9.D.	\$11,097 per acre	2014	\$8,927 per acre
Payment in lieu of Sidewalk Construction			
Price per foot to be adjusted each Jan 1st based on Construction Cost Index. (2015 adjustment 2.81%)	\$31.17 per linear foot for 4' wide sidewalk	2015	
	\$36.16 per linear foot for 5' wide sidewalk*	2015	
	\$41.13 per linear foot for 6' wide sidewalk*	2015	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY16 Changes
Payment in Lieu of Specimen Tree Preservation	\$100 per caliper inch per tree	2014	
Rezoning Fees	\$700.00	2008	
Conditional Zoning	\$700.00 plus site plan review fee	2010	
Planned Development	\$700.00 plus site plan review fee	2010	
Site Plan Review			
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	
Special Event Signs Compliance Deposit	\$10 per approved sign	2011	
Returned if all signs are properly placed and removed within two days of close of event			
Special Use Permit			
Residential, Professional, Commercial and Industrial	\$700.00 plus site plan review fee	2010	
Cell Tower	\$2,500.00	2011	
Specimen Tree Inspection	\$50 per acre	2012	
Subdivision Fee			
Subdivision Reviews	\$400.00 plus \$20.00 per lot	2010	
Revisions or rereviews beyond first review	1/2 of original fee	2010	
Final Plats	\$50.00	2007	
Expedited Review of subdivision or site plans	\$1,500 per hour	2011	
Subdivision Waiver	\$700.00	2011	
Tax Grantback Application Fee	\$250.00	2010	
Temporary Use Permit	\$25.00	2012	
Vested Rights Certificate	\$100.00	2011	
No additional fee if requested with site plan or subdivision approval			
Zoning Code Text Amendment	\$700.00	2014	
Zoning Permits			
Pushcarts (Downtown Core Only)	\$30.00 per year	2014	
Outdoor Dining and Merchandising (Downtown Core Only)	\$30.00 per year	2014	
Sidewalk Entertainment (Downtown Core Only)	\$30.00 per year	2014	
Delivery Services (Downtown Core Only)	\$30.00 per year	2014	
Zoning and Subdivision Ordinance Book Fee	Cost of Reproduction	2010	
Zoning Verification Letter	\$30.00	2014	
Engineering & Infrastructure			
Map Sales			
Aerial Photographs			
Prints (8 1/2" x 11")	\$10.00	2010	
Prints (8 1/2" x 14")	\$12.00	2010	
Prints (11" x 17")	\$15.00	2010	
Prints (18" x 24")	\$20.00	2010	
Prints (24" x 36")	\$30.00	2010	
Prints (36" x 48")	\$50.00	2010	
District Map	\$15.00	2010	
Large City Map with street index booklet	\$35.00	2008	
Medium City Map	\$25.00	2010	
Precinct Map	\$15.00	2010	
Topographic Map	\$15.00	2008	
Copy Sales			
Prints (11" x 17")	\$2.00	2010	
Prints (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	
Development Plan Reviews/Infrastructure Permits			
Commercial Developments, one acre or less	\$200.00	2010	\$300.00
Commercial Developments, between one and ten acres	\$350.00	2010	\$525.00
Commercial Developments, in excess of ten acres	\$650.00	2010	\$975.00
Residential Subdivisions, 50 lots or less	\$350.00	2010	\$525.00
Residential Subdivisions, 51 to 100 lots	\$500.00	2010	\$750.00
Residential Subdivisions, in excess of 100 lots	\$650.00	2010	\$975.00
Resubmittal Fee, commercial or residential, per submittal	\$150.00	2010	\$225.00

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY16 Changes
Infrastructure Inspection Fees			
Roadway Inspection Fee	\$0.50 per linear ft.	2010	
Storm Drainage Pipe Inspection	\$0.30 per linear ft.	2010	
Driveway Permits			
Driveway Permit (Commercial) ≤ 75,000 sq. ft.	\$200.00 plus \$50.00 per hour for traffic impact analysis and traffic signal modifications as applicable	2010	
Driveway Permit (Commercial) > 75,000 sq. ft.	\$400.00 plus \$50.00 per hour for traffic impact analysis and traffic signal modifications as applicable	2010	
Driveway Permit (Residential)	\$50.00	2004	
Resurfacing Permit			
	\$30.00		
Sidewalk Permit			
	\$30.00		
Right of Way Excavations			
Drainage Excavation Permit	\$100.00	2008	\$125.00
Excavation Permit	\$100.00	2013	\$125.00
Reinspection fee for excavation			\$100.00
Roadway Degradation Fee	\$12 per sq. yd. of encroachment	2013	\$20 per sq. yd. of encroachment
Payment in lieu of resurfacing			Estimated square yards of asphalt required times cost per square yard from the most recent resurfacing contract for labor and materials, plus applicable roadway inspection fees.
Sidewalk Assessment (Petitioned)			
	\$10.00 per front foot		
Street Paving Assessments			
To improve a soil street to a strip paved street	\$10.00 per front foot	2007	\$15.00 per front foot
To install concrete curb and gutter on a strip paved street	\$15.00 per front foot	2007	\$20.00 per front foot
To pave and install concrete curb and gutter on a soil street	\$25.00 per front foot	2007	\$35.00 per front foot
Traffic Control Photographic System Citations			
Civil penalty for violation	\$100.00	2015	
Penalty for failure to pay or appeal a citation within 30 days after notification	\$100.00	2015	
Traffic Control Services and Device Rental Fees			
Labor Fee	\$25.00 per man hour	2006 or prior	
Equipment Fee	\$25.00 per hour per piece of equipment	2006 or prior	
Barricade	\$2.00 per barricade per day	2006 or prior	
Beacon	\$1.75 per beacon per day	2006 or prior	
Tripod	\$0.75 per tripod per day	2006 or prior	
Sign Stand	\$1.25 per stand per day	2006 or prior	
Traffic Control Sign	\$2.00 per sign per day	2006 or prior	
Flag	\$0.50 per flag per day	2006 or prior	
Sandbag	\$0.75 per sandbag per day	2006 or prior	
36" Cone	\$1.00 per cone per day	2006 or prior	
28" Cone	\$0.50 per cone per day	2006 or prior	
Water Jersey	\$2.00 per jersey per day	2006 or prior	
Solar Power Arrow Board	\$110.00 per board per day	2006 or prior	
House Moving Fee			
	\$1,500 Bond, \$25 administrative fee, \$25 per hour police escort fee and \$37 per hour signal technician fee	1987	
Right of Way Registration Fee			
	\$200.00	2002 or prior	
Street Closing Fee			
	\$1,500.00	2011	
Street Right of Way Withdrawal			
	\$500.00	2011	
Temporary Right of Way Encroachment Fee			
30 day permit for items (construction dumpsters, etc.) placed on sidewalks	\$50.00 per 30 days	2008	
Temporary Truck Route Permit			
	\$75.00	2011	
Environmental Services			
Residential Solid Waste Fee			
Single-family homes and residential units in multi-family properties of 7 units or less	\$40.00 per year	2014	\$44.00 Per year
Administrative Fee (Abatement Actions)			
	\$100.00	2008	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY16 Changes
Backdoor Pickup Fee			
Handicap Backdoor Pickup	Free	2002 or prior	
Bulky Item or Limb Debris Pickup			
Full truckload pickups (approx. 20 cubic yards)	\$357.00 per truckload	2007	
Less than full truck load pickups	No Charge	2012	
Household Construction Debris Pickup			
Generated by Contractor	Not offered		
Resulting from homeowner renovations	\$50.00	2011	
Loose Leaf Pickup			
Collection during scheduled neighborhood loose leaf collection	No Charge		
Collection outside of scheduled neighborhood loose leaf collection			
Collection of 25 cubic yards or less	\$75.00	2012	
Collection of more than 25 cubic yards	\$250.00	2012	
Set-Out Pickup			
For curbside pick up of mixed refuse or furniture, usually resulting from vacating a residence	\$100.00	2011	
Rollout Carts			
Cart Purchase	Variable based upon actual City purchase price	2007	
Optional Recycling Cart Exchange- Small for Large	\$20.00	2013	
Delivery Fee	\$11.50	2013	
Solid Waste Fines			
Failure to remove container from curb	1st violation, written warning; 2nd and subsequent violations, \$100.00		
Finance			
Privilege Licenses			
Standard Rate	\$50 plus \$0.10 per \$1,000 of gross receipts over \$500,000 and equal to or less than \$1,000,000, and \$0.20 per \$1,000 of gross receipts over \$1,000,000 and equal to or less than \$5,000,000, and \$0.30 per \$1,000 of gross receipts over \$5,000,000	2000	State legislation has eliminated privilege license authority for municipalities effective 7/1/15. Municipalities continue to lobby to have privilege license authority restored at some level. Eliminated
Nonstandard Rates:			
Amusement (Rides, courses, etc.)	\$25.00	Set by State	Eliminated
Amusement (Circuses, etc.)	\$25.00 per day	Set by State	Eliminated
Amusement (Movie Theatres)	\$200.00 per screen	Set by State	Eliminated
Amusement (Outdoor Movie Theatres)	\$100.00 per screen	Set by State	Eliminated
Automobile Dealers	\$25.00	Set by State	Eliminated
Automobile Accessories (Wholesale)	\$37.50	Set by State	Eliminated
Bankrupt or Fire Sales	\$100 for the week, \$10 each succeeding day	prior to 2000	Eliminated
Barber/Beauty Shops	\$2.50 each operator	Set by State	Eliminated
Bicycle Sales, Supplies or Accessories	\$25.00	Set by State	Eliminated
Billiard and Pool Tables	\$25.00 per location	Set by State	Eliminated
Boarding House	\$25.00 minimum, \$1 per room	prior to 2000	Eliminated
Bowling Alley	\$10.00 each alley	Set by State	Eliminated
Branch or Chain Stores	\$50.00	Set by State	Eliminated
Campgrounds and Trailer Parks	\$12.50	Set by State	Eliminated
Catering Trucks (Includes pushcarts not in downtown core)	\$50.00 per truck	2000	Eliminated
Collecting Agencies	\$50.00	Set by State	Eliminated
Dancing Schools (Less than 3 instructors)	\$10.00	2000	Eliminated
Dancing Schools (More than 3 instructors)	\$50.00	2000	Eliminated
Delivery Services via Scooter, Bicycle, Skate or Skateboard (Downtown Core Only)	\$25.00	2007	Eliminated
Dry Cleaners	\$50.00	Set by State	Eliminated
Electric Power Companies	\$2,000.00	2000	Eliminated
Electronic Video Games	\$5.00 per machine	Set by State	Eliminated
Elevators and Automatic Sprinkler Systems	\$100.00	Set by State	Eliminated
Employment Agencies	\$100.00	Set by State	Eliminated
Escort or Dating Service	\$100.00	Prior to 2000	Eliminated
Firearms Dealers (Guns)	\$50.00	Set by State	Eliminated
Firearms Dealers (Bowie Knives, daggers, etc.)	\$200.00	Set by State	Eliminated
Fortune Tellers, Palmists, etc.	\$1,000.00	Prior to 2000	Eliminated
Frozen Meat Trucks	\$25.00	Set by State	Eliminated
Funeral Homes	\$50.00	Set by State	Eliminated
Gas Manufacturer and Distributors	\$1,000.00	2000	Eliminated
Gasoline, Oil, etc. (Wholesale for Domestic Use)	\$50.00	Set by State	Eliminated
Hotels, Motels, etc.	\$25.00 minimum, \$1.00 per room	Set by State	Eliminated
Ice Cream (Manufacturing or Wholesale)	\$12.50 minimum per freezer	Set by State	Eliminated

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY16 Changes
Ice Cream (Retail or Distributor)	\$2.50	Set by State	Eliminated
Laundries	\$50.00	Set by State	Eliminated
Laundries (Persons soliciting business to be performed outside of city)	\$12.50	Set by State	Eliminated
Linen Supply Companies	\$50.00	Set by State	Eliminated
Loan Agencies or Brokers	\$100.00	Set by State	Eliminated
Manufacturers (Bagging, burlap, etc.)	\$25.00	Prior to 2000	Eliminated
Manufacturers (Candy)	\$25.00	Prior to 2000	Eliminated
Manufacturers (Medicine)	\$50.00	Prior to 2000	Eliminated
Manufacturers (Mattresses with 5 or less employees)	\$25.00	Prior to 2000	Eliminated
Manufacturers (Mattresses with 5 or more employees)	\$50.00	Prior to 2000	Eliminated
Manufacturers (Welding Machines)	\$25.00	Prior to 2000	Eliminated
Manufacturers (Window Shades)	\$25.00	Prior to 2000	Eliminated
Manufacturers (Miscellaneous, 5 or less employees)	\$25.00	Prior to 2000	Eliminated
Manufacturers (Miscellaneous, 5 or more employees)	\$50.00	Prior to 2000	Eliminated
Miscellaneous			Eliminated
1-5 employees	\$150.00	2000	Eliminated
6-10 employees	\$300.00	2000	Eliminated
11-15 employees	\$450.00	2000	Eliminated
16-20 employees	\$600.00	2000	Eliminated
21-25 employees	\$750.00	2000	Eliminated
26-30 employees	\$900.00	2000	Eliminated
31-35 employees	\$1,050.00	2000	Eliminated
36 or more employees	\$1,200.00	2000	Eliminated
Mobile Home Sales	\$25.00	Set by State	Eliminated
Motorcycle Dealers	\$12.50	Set by State	Eliminated
Music Machines	\$5.00 per machine	Set by State	Eliminated
Packing Houses	\$100.00	Set by State	Eliminated
Pawnbrokers	\$275.00	Set by State	Eliminated
Outdoor Seasonal Sales	\$100.00 per 30 consecutive day period	2008	Eliminated
Peddlers (Farm products)	\$25.00	Set by State	Replaced with Peddler's Permit
Peddlers on Foot	\$10.00	Set by State	Replaced with Peddler's Permit
Peddlers with Vehicle	\$25.00	Set by State	Replaced with Peddler's Permit
Piano and Organ Sale, Repair, Maintenance	\$5.00	Set by State	Eliminated
Precious Metal Dealer	\$25.00, plus \$10.00 regulatory fee	prior to 2000	Eliminated
Pushcarts - Downtown Core (See Catering Trucks for Pushcarts outside of downtown core)	\$150.00	2005	Eliminated
Radio and TV Retail, Repair, Accessories	\$5.00	Set by State	Eliminated
Regulatory Fee (Precious Metal Dealer)	\$10.00	prior to 2000	Eliminated
Restaurants (Seating for fewer than 5)	\$25.00	Set by State	Eliminated
Restaurants (Seating for 5 or more)	\$42.50	Set by State	Eliminated
Security Dealers/Brokers	\$50.00	Set by State	Eliminated
Service Station	\$12.50	Set by State	Eliminated
Special Events License	\$10.00 per vendor	prior to 2001	Eliminated
Specialty Market Operator	\$200.00	Set by State	Eliminated
Specialty Market Vendor	\$10.00 per 30 consecutive day period	2008	Eliminated
Sundries	\$4.00	Set by State	Eliminated
Tattooing	\$1,000.00	prior to 2000	Eliminated
Telegraph Companies	\$50.00	Set by State	Eliminated
Tobacco Warehouses	\$50.00	Set by State	Eliminated
Topless/Adult Live Entertainment	\$100.00	prior to 2000	Eliminated
Trailer Dealer	\$25.00	Set by State	Eliminated
Undertaker/Coffin Retailer	\$50.00	Set by State	Eliminated
Visual Shows	\$25.00 per machine	1984	Eliminated
Video Stores	\$25.00	Set by State	Eliminated
Beer and Wine Licenses			
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	
Regulatory License			
Adult Bookstore, Adult Motion Picture Theater, Adult Motel or Hotel	\$250.00 initial application, \$100.00 annual renewal	N/A	
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	
One-Year Renewal for Federal and State Licensed Solicitors	\$20.00	2014	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY16 Changes
Peddler Permits			
Application Fee			\$25.00
Three-Month Renewal			\$5.00
Motor Vehicle License Tax			
(See additional motor vehicle license tax with Transit fees)	\$5.00 per year		
Penalty for Failure to Pay Motor Vehicle License Tax	\$15.00		
Fire & Emergency Management			
False Alarms			
	No charge for the 1st and 2nd false alarm, \$500.00 for each subsequent false alarm per calendar year	2010	
Fines			
Exit Violation	\$500.00 for the 1st offense, \$1,000 for each subsequent offense in the period of a year	1995	
Code Violation	\$100.00 for the 1st offense, \$250.00 for the second offense, \$500.00 for each subsequent offense in the period of a year	1995	
Over-occupancy Violation	\$100.00 per person over the posted number allowed	2010	
Occupying a building without a Certificate of Occupancy	\$500.00 per offense	2010	
Installation of life safety equipment or underground tank piping without proper plan review and/or testing	\$500.00 per offense	2010	
Fire Inspection Fees			
<u>Annual Inspections:</u>			
Assembly (A-1, A-2, A-3, A-4, A-5)	Up to 2,500 sq. ft. \$75 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	
Institutional:			
Nursing Home, Hospital, Mental Health Facility, Jail or Detox Center	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	
High-Rise	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	Proposed FY16 Changes
Residential:			
Group home	\$75 per visit	2008	
Day Care (in a residence)	\$75 per visit	2008	
Apartments, Hotels, Dorms	1-10 units \$75 11-20 units \$100 21-40 units \$125 41-100 units \$150 101-200 units \$200 201-300 units \$250 301-400 units \$300 401-500 units \$350 Over 500 units \$400	2008 2008 2008 2008 2008 2008 2008 2008 2008	
3-Year Inspection Fee:			
Business, Mercantile, Storage, Church/Synagogue, Miscellaneous (Group U)	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	
Permits:			
Permits and Final Inspections			
Fire Sprinkler System, up to 14 sprinkler heads	\$75 plus tap connection fee	2012	
Each additional sprinkler head	\$1.05	2012	
Tap Connection	\$21	2012	
Flammable or Combustible Liquid Tank (Installation or Removal)	\$125	2012	
Hood Suppression System	\$125	2012	
Paint Booth	\$125	2012	
Private Fire Hydrants/Valves	\$125	2012	
Fire Alarms	\$125	2012	
Standpipes	\$125	2012	
Fireworks/Explosives Permit	\$250.00 per event	2004	
Tent Permit	\$75 per visit	2008	
Additional Inspections:			
Reinspection Fee	\$50 per visit	2004	
A.L.E.	\$75 per visit	2008	
Amusement Buildings	\$75 per visit	2008	
Carnival and Fair	\$75 per visit	2008	
Circus Tent	\$250.00	2004	
Courtesy/Requested Inspections	\$75 per visit	2008	
Covered Mall Building Displays	\$75 per visit	2008	
Additional Equipment Testing (alarm, sprinkler, hood suppression and flammable or combustible liquid systems and paint booths)	\$75.00 per visit plus \$50.00 per additional hour for weekend or after hours request	2012	
Exhibits/Trade Show	\$75 per visit	2008	
Foster Home	\$75 per visit	2008	
LP or gas equip. in assemble	\$75 per visit	2008	
Training Facility Fees			
ARFF - One-Day Training	\$250.00 per person	2010	
ARFF - Three-Day Training	\$425.00 per person	2010	
ARFF - Five-Day Training	\$550.00 per person	2011	
Refueling Course	\$65.00 per person	1993	
Industry	\$175.00 per burn	2010	
Drill Tower Usage	\$ 200.00 per day	2011	
with live burn	\$ 200.00 per burn	2011	
Classroom use	\$ 50.00 per 4 hours	2011	
Confined Space Training Area	\$ 100.00 per day	2011	
Service Test Pit Area	\$ 100.00 per unit	2011	
Engine	\$ 200.00 per day	2011	
Miscellaneous Equipment use	\$50.00 per day	2011	
Hazardous Material Protection Fee			
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	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY16 Changes
Environmental Research Half Mile Radius - 1 year	\$60.00	2010	
Environmental Research Half Mile Radius - 5 year	\$190.00	2010	
Environmental Research One Mile Radius - 1 year	\$80.00	2010	
Environmental Research One Mile Radius - 5 year	\$230.00	2010	
Parking			
<i>Parking Fines</i>			
Amtrak Lot Violation	\$10.00	2007	
Backed to Curb Violation	\$10.00	2007	
City Hall Lot Violation	\$10.00	2007	
Curb to Sidewalk Violation	\$25.00	1986 or prior	
Fire Hydrant Violation	\$25.00	1986 or prior	
Fire Lane Violation	\$100.00	1986 or prior	
Handicapped Violation	\$250.00	2000	
Judgment Fees	\$50.00	2002 or prior	
Late Payment Penalty	\$25.00	1999	
Left to Curb Violation	\$25.00	1986 or prior	
Loading Zone Violation	\$25.00	1986 or prior	
No Parking Zone Violation	\$25.00	1986 or prior	
Overtime Violation (Lots)	\$15.00	2013	
Overtime Violation (Street)	\$15.00	2013	
Prohibited Parking Violation	\$25.00	1986 or prior	
Repeat Overtime Violation	\$10.00	2013	
Traffic Obstruction Violation	\$25.00	1986 or prior	
Within Lines Violation	\$15.00	2013	
Electric Vehicle Only Violation	\$50.00	2013	
<i>Immobilization Fee</i>			
Fee per wheel lock removal, in addition to outstanding parking tickets and penalties	\$50.00	2009	
<i>Leased Parking Spaces</i>			
All Lots	\$50.00 per month	2011	
Late Payment Penalty	\$10 penalty for lease payments received after the 5th of the month	2013	
<i>Hourly Paid Parking</i>			
All Lots (where applicable)	\$0.50 per hour, or \$4.00 per day	2009	
On Street (where applicable)	\$0.75 per hour	2009	
<i>Contractor Parking Permit</i>			
	\$10.00 per day, or \$30.00 per week	2013	
<i>Annual Contractor Parking Permit</i>			
	\$1,000.00 per year	2010	
<i>Residential Parking Permit</i>			
	\$100.00 per year	2010	
Parks, Recreation & Maintenance			
<i>Special Event Permits</i>			
Special Event Permits for Mazarick Building, Cross Creek Park Fountain, Mazarick Park Shelters, Core Downtown Area, Festival Park	Up to 500 attendees: \$75 with \$100 deposit; 501-2,500 attendees: \$150 with \$200 deposit; 2,501-5,000 attendees: \$300 with \$500 deposit; 5,001-10,000 attendees: \$500 with \$750 deposit; Over 10,000 attendees: \$750 with \$1,000 deposit	2013	
<i>Expedited Special Event Permit</i>			
Request submitted less than 30 days in advance of event but permit application review possible at a scheduled Special Events Committee meeting	\$250 in addition to permit fee and deposit	2013	
Request submitted less than 30 days in advance of event and special meeting of Special Events Committee required to review permit application	\$500 in addition to permit fee and deposit	2013	
<i>Recreation Center Rentals</i>			
Program Room Rental (nonprofit organizations)	\$200 deposit & \$65.00 for 1 to 4 hours, plus \$25.00 each additional hour up to 8 hours maximum	2007	
Multipurpose Room Rental (nonprofit organizations)	\$200 deposit & \$130.00 for 1 to 4 hours, plus \$25.00 each additional hour up to 8 hour maximum	2007	
Gym Rental (nonprofit organizations)	\$200 deposit & \$200.00 up to 4 hours, \$50.00 each additional hour; if event requires floor covering \$300 up to 4 hours, \$50 each additional hour	1999	
Kitchen Rental (non-profit organizations)	\$200 deposit & \$50.00 up to 4 hours plus \$25.00 each additional hour up to 8 hours maximum	1999 or prior	
After-Hour Fee (non-profit organizations)	\$25.00 additional per hour for rentals after center closings	2007	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY16 Changes
Sunday or Legal Holiday use (nonprofit organizations)	\$100.00 for 1 to 4 hours maximum plus deposit and rental fee	2007	
Program Room Rental (for profit organizations)	\$200 deposit & \$130 per hour for 1 to 4 hours, plus \$50 each additional hour up to 8 hours maximum	2007	
Multipurpose Room Rental (for profit organizations)	\$200 deposit & \$260.00 for 1 to 4 hours, plus \$50.00 each additional hour up to 8 hour maximum	2007	
Gym Rental (for profit organizations)	\$200 deposit & \$400.00 up to 4 hours, \$100.00 each additional hour. If event requires floor covering \$600 up to 4 hours, \$100 each additional hour	2007	
Kitchen Rental (for profit organizations)	\$200 deposit & \$100.00 up to 4 hours plus \$50.00 each additional hour up to 8 hours maximum	2007	
After-Hour Fee (for profit organizations)	\$50.00 additional per hour for rentals after center closings	2010	
Sunday or Legal Holiday use (for profit organizations)	\$200.00 for 1 to 4 hours maximum plus deposit and rental fee	2007	
Custodial Setup/Breakdown/Clean-Up	\$25.00 per hour	1999	
Expedited Rental Fee	\$100 per rental for any facility rental contract executed within 48 hours of the event	2011	
Park Rental Fees			
Ball Field Rental			
Field use with field preparation and lighting	\$175 per day, plus \$250 deposit	2015	
Field use	\$35 for up to 4 hours or \$50 per day, plus \$100	2015	
Field lighting	\$25 per hour, plus \$100 deposit	2015	
Basketball Court (Outdoor)	\$100 deposit plus \$35.00 (up to 4 hours); \$50.00 (over 4 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 (e.g. Family reunions, weddings, company picnics, etc.)	\$125 deposit plus \$250 per calendar day	2007	
Sunday or Legal Holiday use	\$150 plus deposit and rental fee	2007	
Lamon Street Park Complex	\$500.00 per day plus \$250.00 deposit	2007	
Martin Luther King Park	\$40.00 (1-4 hours), \$70.00 over 4 hours	1999	
Mazarick Building	\$65.00 (1-4 hours), 25.00 each additional hour plus \$200.00 deposit	2011	
North Carolina Veterans Park Visitors' Center and Outdoor Garden	\$725.00 (1-4 hours), \$100.00 each additional hour plus \$700.00 deposit	2011	
North Carolina Veterans Park Amphitheater			
Category 1 - Non-profit event sponsored by a 501(c) organization	\$250 deposit plus \$500 per calendar day	2011	
Category 2 - Community event open to the public when no admission is charged, sponsored by any entity other than a non-profit	\$375 deposit plus \$750 per calendar day	2011	
Category 3 - Commercial ticketed events - concerts, paid admission shows	\$500 deposit plus \$1,000 per calendar day plus 15% of gross ticket sales	2011	
Category 4 - Park rental open to the public (e.g. Family reunions, weddings, company picnics, etc.)	\$125 deposit plus \$250 per calendar day	2011	
Sunday or Legal Holiday use	\$150 plus deposit and rental fee	2011	
Reid Ross Track	\$500.00 per day plus \$250 deposit	2007	
Shelter - Small	\$40.00 (1-4 hours), \$70.00 over 4 hours	2008	
Shelter - Large	\$60.00 (1-4 hours), \$110.00 over 4 hours	2008	
Tokay Park Complex	\$500.00 per day plus \$250.00 deposit	2010	
Boating	\$2.00 per hour, \$5.00 per half day, \$10.00 per day	1998	
Camping Fees (organized groups)	\$1.00 per person per night, \$25.00 minimum	1995 or prior	
Family Campsite	\$10.00 per night	1995 or prior	
Mobile Stage - Large (nonprofit organizations)	\$500.00 per calendar day, plus \$500.00 deposit	2008	
Mobile Stage - Small (nonprofit organizations)	\$400.00 per calendar day, plus \$500.00 deposit	2008	
Mobile Bleachers (nonprofit organizations)	\$400.00 per calendar day, plus \$500.00 deposit	2007	
Mobile Stage - Large (for profit organizations)	\$1,000.00 per calendar day, plus \$500.00 deposit	2008	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY16 Changes
Mobile Stage - Small (for profit organizations)	\$800.00 per calendar day, plus \$500.00 deposit	2008	
Mobile Bleachers (for profit organizations)	\$800.00 per calendar day, plus \$500.00 deposit	2007	
Mini-Bus Rental for Partnering Agencies	100% recovery of direct costs		
Athletic Programs			
Adult Open Play Athletics	\$2.00	2004	
Adult Softball Team Fee (Fall League - 1 night per week)	100% Cost Recovery		
Adult Softball Team Fee (Fall League - 2 nights per week)	100% Cost Recovery		
Adult Softball Team Fee (Spring league - 1 night per week)	100% Cost Recovery		
Adult Softball Team Fee (Spring league - 2 nights per week)	100% Cost Recovery		
Adult Basketball Team Fee (1 night per week)	100% Cost Recovery		
Adult Basketball Team Fee (2 nights per week)	100% Cost Recovery		
Golf Lessons	Variable		
Youth Athletics not otherwise listed	\$20.00	1999	
Youth Cheerleading	\$20.00	2009	
Youth Football	\$25.00	1999	
Late Registration for Youth Sports Programs	\$5.00	2001	
Swimming Pool Fees			
Swimming Lessons	\$30.00	2009	
Pool Entry Fee	\$2.00 for adults, \$1.00 for children	1995 or prior	
Pool Rental	\$200.00 deposit, \$175.00 rental fee for first 2 hours, \$50.00 for each additional hour; plus current rate of pay for lifeguards	2011	
Tennis Fees			
Tennis Lessons	Variable	1995 or prior	
Courts	\$150 refundable deposit; rental fee of \$35 (up to four hours); \$50 (over four hours); \$175 additional charge for use of lights	2010	
Senior Programs / Leisure Activities			
Leisure Activities	Variable	1995 or prior	
After-School Program			
Program Fee	\$80.00 per month/\$25.00 per week	2014	
Early/Late Fee	\$5.00 per 5 minute period	2008	
Summer Camp/Playground			
Summer Day Camp	\$55.00 per week	2014	
Summer Playground	\$25.00 per week	2014	
Late Pickup Fee	\$5.00 per 5 minute period	2009	
Athletic Protest Fee	\$25.00	2002	
Community Garden	\$25.00 refundable deposit	2009	
Concessions	Variable	2002 or prior	
Cemetery:			
Burial Plots			
Pre-Need Cemetery Fee	\$400.00	2004	
At-Need Cemetery Fee (Adult)	\$475.00	2004	
At-Need Cemetery Fee (Infant)	\$350.00	2004	
At-Need Cemetery Fee (Pauper)	\$250.00	2002 or prior	
Monument Administration/Interment Fees			
Monument Administration/Interment Fees	\$25.00	2002 or prior	
After Hours Cemetery Fee	\$75.00	2002 or prior	
Police			
Code Violations			
Noise Violation - Barking Dog	\$200 for the 1st violation, \$250 for subsequent violations within 12 months	2009	
Noise Violation - Residential	\$200.00	2008	
Noise Violation - Radios, Loudspeakers, etc.	\$200.00	2008	
Street Numbering Violation	\$50.00	1990	
Police False Alarm Fee			
1st false alarm per fiscal year	No Charge	2010	
2nd false alarm per fiscal year	No Charge	2010	
3rd false alarm per fiscal year	\$25.00	2010	
4th false alarm per fiscal year	\$50.00	2010	
5th false alarm per fiscal year	\$50.00	2010	
6th false alarm per fiscal year	\$100.00	2010	
7th false alarm per fiscal year	\$100.00	2010	
In excess of 7th false alarm per fiscal year	\$200.00 each	2010	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY16 Changes
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	
Stormwater			
Stormwater Fee (Quality & Improvements)			
Single Family	\$3.50 per month per ERU	2014	\$3.75 per month per ERU
Non-Single Family	\$3.50 per month per 2,266 sq. ft. of impervious surface	2014	\$3.75 per month per 2,266 sq. ft. of impervious surface
Best Management Practice Inspection Fee	\$150.00	2011	
Stormwater Control Ordinance Variance Filing Fee	\$500.00	2011	
Stormwater Control Ordinance Civil Penalties			
Failure to Obtain Permit			
First Offense within 2 years:			
Off-site impacts documented	\$3,000 per day	2011	
No off-site impacts documented	\$1,000 per day	2011	
Second Offense within 2 years:			
Off-site impacts documented	\$5,000 per day	2011	
No off-site impacts documented	\$3,000 per day	2011	
Third or Subsequent Offense within 2 years:			
Each violation	\$5,000 per day	2011	
Illicit Connection and Improper Disposal Civil Penalties			
Category I Violation	\$1,000.00 per day, plus investigation, restoration and administrative costs	2009	
Category II Violation	\$500.00 per day, plus investigation, restoration and administrative costs	2009	
Category III Violation	\$100.00 per day, plus investigation, restoration and administrative costs	2009	
Other Violations of Stormwater Control Ordinance	Up to \$5,000/day	2011	
Transit			
Motor Vehicle License Tax for Transit	\$5.00 per year	2008	
Bus			
Adult Bus Fare	\$1.25	2013	
Discount Bus Fare (Elderly and Disabled)	\$0.50	2013	
Adult 1-Ride Pass	\$1.25	2013	
Discount 1-Ride Pass (Elderly and Disabled)	\$0.50	2013	
One Day Pass	\$3.00	2013	
Discount One Day Pass(Elderly and Disabled)	\$1.50	2013	
Rolling 8 Day Pass	\$17.00	2013	
Discount Rolling 8 Day Pass (Elderly and Disabled)	\$8.00	2013	
Rolling 30 Day Pass	\$40.00	2013	
Discount Rolling 30 Day Pass (Elderly and Disabled)	\$17.00	2013	
Student Rolling 30 Day Pass	\$30.00	2013	
ADA Demand Response Fare	\$2.00	2013	
ADA 20 Ride Pass	\$35.00	2013	
ADA 10 Ride pass	\$17.50	2013	
Bulk Pass Sale Discounts			
100 to 249 Passes	10% discount	2013	
250 to 499 Passes	15% discount	2013	
500 to 999 Passes	20% discount	2013	
1,000 or Greater Passes	25% discount	2013	
Third-Party Fare Agreements			
50 to 99 Passes (\$900 monthly revenue guarantee)	25% discount	2013	
100 to 249 Passes (\$1,400 monthly revenue guarantee)	30% discount	2013	
250 to 499 Passes (\$2,600 monthly revenue guarantee)	35% discount	2013	
500 or Greater Passes (\$3,600 monthly revenue guarantee)	40% discount	2013	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY16 Changes
Sobriety Court and Fayetteville Police Department Homeless	\$0.25 per day pass	2014	
After School Activity Pass	Free Fare	2014	
Advertising Space			
Interior Banner			
1 to 4 vehicles	\$30 per vehicle per month	2013	
5 to 9 vehicles	\$25 per vehicle per month	2013	
10 or more vehicles	\$20 per vehicle per month	2013	
Discount for non-profit customers	25%	2013	
Public Service Announcements	\$20 per vehicle per month	2013	
Identification Cards			
1st Card	Free	2014	
2nd Card	\$2.00	2014	
3rd Card	\$3.00	2014	
Each Additional Card after 3rd	\$5.00	2014	
No Show / Late Cancellation Penalty for Demand Response Service			
1st Violation			Initial Warning Letter
2nd Violation			Final Warning Letter
3rd Violation			7 Days Suspension or \$10.00 Penalty
4th Violation			14 Days Suspension or \$15.00 Penalty
5th Violation			21 Days Suspension or \$20.00 Penalty
6th & All Subsequent Violations			30 Days Suspension or \$25.00 Penalty

Glossary

Allocate: To set apart portions of budgeted expenditures that are specifically designated to organizations for special activities or purposes (e.g., Arts Council).

Annexation: Annexation is a change in jurisdiction from one entity to another. For example, when annexed to Fayetteville, property changes from having services such as fire, police, parks and zoning being provided by Cumberland County to those same services being provided by the City of Fayetteville.

Annual Budget: A budget covering a single fiscal year (July 1 - June 30).

Appropriation: A budget authorization made by the City Council to incur obligations or make expenditures for purposes listed in the budget ordinance. An appropriation is limited in amount and to the time when it may be expended.

Assessed Valuation: A value determined by the County Tax Assessor's office for real and personal property that is used as 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 Fund Summaries section of this document, "Available Fund Balance at June 30, 2014" is the unassigned fund balance plus fund balance restricted for encumbrances, donations, and County parks and recreation, plus fund balance assigned for subsequent year expenditures, special purposes and the Capital Funding Plan. Revenue and expenditure projections for fiscal years 2014-15 and 2015-16 are considered along with the available fund balance at June 30, 2014, to project fund balance at June 30, 2016. Projected future fund balance restrictions for County parks and recreation, and known fund balance assignments for items such as the recommended Capital Improvement and Information Technology Plans, the Capital Funding Plan, and special purpose assignments at June 30, 2014 that are not appropriated in the fiscal year 2015-16 budget are deducted to determine projected available fund balance at June 30, 2016.

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 portfolio group or fund, and levies taxes for the coming fiscal year.

Capital Assets: Items (such as vehicles, equipment and furniture) purchased by the City that have an expected life of more than one year with a value of \$5,000 or greater.

Capital Funding Plan: A fund used to account for the payment of debt principal and interest for major capital improvements and to cash fund major improvements as appropriate.

Capital Improvement Project: A project generally expected to have a useful life greater than 10 years and an estimated total cost of \$50,000 or more. Capital projects include the construction, purchase, or major renovation of buildings, utility systems, streets, or other structures; purchase of land; and major landscaping projects.

Capital Projects Fund: A fund used to account for the acquisition or construction of major governmental capital facilities, infrastructure and equipment, which are not accounted for in other funds.

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.

Glossary

Full-Time Equivalent (FTE): The ratio of the total number of authorized work hours for a regular position to the total work hours for a full-time position. One FTE is equivalent to one employee working full-time.

Fund: An independent fiscal and accounting entity created to record the financial activity for a selected financial grouping. A fund is set up to carry out a special function or attain certain objectives in accordance with set laws and regulations.

Fund Balance: The difference between the accumulated revenues and expenditures for a particular fund. These resources are set-aside within a fund to provide adequate cash flow and reserves. North Carolina statutes dictate that a portion of fund balance is not available for appropriation in the following fiscal year.

General Fund: A fund that provides for the accounting of all financial resources except those designated to other funds. Most of the basic government services, such as police, fire, parks, inspections, or street maintenance are accounted for in this fund.

General Obligation Bonds: Debt instruments issued by the City which are secured by the unit's taxing power.

Grants: A contribution or gift in cash or other assets from another government or nonprofit foundation to be used for a specified purpose.

Information Technology Project: New technology purchase with a combined implementation cost of \$25,000 or greater, or expansion, renovation or replacement of an existing system with an implementation cost of \$10,000 or greater; including hardware, software, and communication devices.

Infrastructure: Facilities on which the continuance and growth of a community depend, such as roads, water lines, etc.

Interfund Accounts: Accounts that reflect transfers between funds.

Intergovernmental Revenues: Revenues from other governments (state, federal, local) which can be in the form of grants, shared revenues, or entitlements.

Internal Service Fund: A fund used to account for the financing of goods and services provided by one department to other departments of the City on a cost reimbursement basis.

Lease-Purchase Agreement: A contractual agreement to acquire items of equipment whereby the local government agrees to pay the purchase price, plus interest on an installment basis.

Levy: The amount of tax, service charges, and assessments imposed by a government.

Municipal Bond: A bond issued by a local government.

Non-Operating Expenses: Expenses that are not directly related to the provision of services such as debt service.

Non-Operating Revenues: Revenues that are generated from other sources (i.e., interest income) and are not directly related to service activities.

Objective: A statement of specific direction, purpose or intent to be accomplished by a department.

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

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).

Glossary

Tax Levy: The total amount of revenue to be raised by property taxes for the purposes specified in the budget ordinance.

Tax Rate: The amount of taxes levied based on each one hundred dollars (\$100) of assessed property valuation.

Two-Thirds Bonds: General obligation bonds that can be issued by a local government without voter authorization under a formula set by the state of two-thirds of the previous year's net debt reduction.

Unassigned Fund Balance: The amount of unrestricted fund balance that is not restricted for encumbrances, or assigned for a subsequent year's expenditure, or for any other purpose. Unassigned fund balance is available for future appropriations.

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

City of Fayetteville North Carolina



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