

City of  
**Fayetteville**  
North Carolina



FY 2016

annual budget



ADOPTED

FY 2016

ADOPTED



# 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

Bobby Hurst, 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**

Theodore L. Voorhees, City Manager

Kristoff T. Bauer, Deputy City Manager

Rochelle Small-Toney, Deputy City Manager

Jay Reinstein, Assistant City Manager

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## **BUDGET AND EVALUATION STAFF**

Tracey Broyles, Budget and Evaluation Director

Kelly Culbreth, Senior Budget and Evaluation Analyst

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Rebecca Rogers Carter, Strategic Performance Analytics Director

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## **CORPORATE COMMUNICATIONS STAFF**

Kevin Arata, Corporate Communications Director

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### ***Pictures by:***

*Corporate Communications Department*

*Fayetteville Fire/Emergency Management Department*

*Fayetteville Police Department*

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## 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:

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\* Excludes funds under control of Public Works Commission

# Budget Message

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## 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

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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

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## 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

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## 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

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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

## Adjustments to Recommended Budget

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The Fiscal Year 2015-2016 Recommended Budget was officially presented to City Council on May 11, 2015 and the budget document, along with the recommended budget document for the funds managed by the City's Public Works Commission (PWC), were made available for public inspection at the office of the City Clerk. In addition, the recommended budget document and a summary of the recommended budget for the PWC funds were also available on the City's website. The budget was deliberated by Council at work sessions conducted on May 6, 7, 13, 20, and 27, and June 1, 2015. Additional budget questions received from Council were addressed in written responses provided to Council and posted to the City's website.

A public hearing on the budget was held on May 26, 2015, as required by the Local Government Budget and Fiscal Control Act.

The budget ordinance that follows reflects the fiscal year 2015-2016 annual budget for the City of Fayetteville as adopted by City Council on June 8, 2015. The adopted annual budget, excluding the Electric, Water and Wastewater, and Fleet Maintenance funds managed by the City's Public Works Commission, totals \$214,077,001.

### General Fund Adjustments

The adopted budget for General Fund revenues and other financing sources includes an additional \$92,597 appropriation from fund balance. All other revenue and financing sources were unchanged from the recommended budget.

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

- Community Investment Portfolio
  - the elimination of \$25,000 in operating expenditures that had been intended for website development;
  - the reduction of \$20,000 from funding for the restoration of the Dr. E.E. Smith House to fund an addition of \$20,000 for signage at the Hope VI Business Park;
  - the movement of the \$100,000 transfer for the Affordable Housing Fund from Economic and Business Development to Community Development;
- Operations Portfolio
  - the elimination of \$300,000 for the purchase of land for Fire Station 4 relocation due to deferral of this project in order to fund \$200,000 of improvements needed for temporary Fire Station 16;
  - the addition of \$25,000 to fund a pilot program for Police Officers to be present at outdoor athletic facilities during evening hours;
  - the addition of \$90,944 to fund a pilot program to add two litter crews;
  - the addition of \$101,653 for fire personnel expenditures to fund adjustments to the implementation of the step pay plan (\$56,465) and one-time bonuses for upper-ranks fire personnel (\$45,188).

## Adjustments to Recommended Budget

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### Other Funds Adjustments

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

- Emergency Telephone System Fund – Intergovernmental revenues were reduced by \$5,600 based upon an updated notification of funding received from the North Carolina 911 Board. An additional \$5,600 was appropriated from fund balance to offset the reduction in state funding.
- Stormwater Management Fund – Funding for stormwater improvement projects was increased by \$740,000 to undertake improvements at Spruce Street one year earlier than planned, with a corresponding reduction of \$740,000 in miscellaneous expenditures to maintain a balanced budget for the fund.

# 2015-16 Budget Ordinance (2016-1)

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

Section 1. It is estimated that the following revenues and other financing sources will be available during the fiscal year beginning July 1, 2015, and ending June 30, 2016, to meet the appropriations listed in Section 2.

Schedule A: General Fund

Ad Valorem Taxes	\$	68,381,482
Other Taxes		1,246,820
Intergovernmental Revenues		62,784,579
Functional Revenues		6,526,669
Other Revenues		2,421,404
Investment Earnings		262,000
Interfund Transfers		9,570,777
Loan Proceeds		1,878,677
Fund Balance Appropriation		6,977,528
<b>Total Estimated General Fund Revenues</b>		<b>160,049,936</b>

Schedule B: Parking Fund

Functional Revenues		217,820
Other Revenues		40,771
Investment Earnings		200
Interfund Transfers		91,475
<b>Total Estimated Parking Fund Revenues</b>		<b>350,266</b>

Schedule C: Central Business Tax District Fund

Ad Valorem Taxes		134,717
Investment Earnings		220
Interfund Transfers		39,274
<b>Total Estimated Central Business Tax District Fund Revenues</b>		<b>174,211</b>

Schedule D: Lake Valley Drive Municipal Service District Fund

Ad Valorem Taxes		59,063
<b>Total Estimated Lake Valley Drive Municipal Service District Fund Revenues</b>		<b>59,063</b>

Schedule E: Stormwater Management Fund

Stormwater Fees		6,710,410
Other Revenues		120,500
Investment Earnings		18,400
<b>Total Estimated Stormwater Management Fund Revenues</b>		<b>6,849,310</b>

Schedule F: Emergency Telephone System Fund

Intergovernmental Revenues		856,110
Investment Earnings		5,687
Fund Balance Appropriation		166,245
<b>Total Estimated Emergency Telephone System Fund Revenues</b>		<b>1,028,042</b>



# 2015-16 Budget Ordinance (2016-1)

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

Schedule G: Transit Fund

Other Taxes	\$	642,110
Fees - Bus Fares		1,209,140
Other Fees & Revenues		264,047
Intergovernmental Revenues		2,762,172
Interfund Transfers		3,358,138
<b>Total Estimated Transit Fund Revenues</b>		<b>8,235,607</b>

Schedule H: Airport Fund

Airport Fund Revenues		4,394,204
Intergovernmental Revenues		109,500
Investment Earnings		37,411
<b>Total Estimated Airport Fund Revenues</b>		<b>4,541,115</b>

Schedule I: Environmental Services Fund

Solid Waste Fees		2,684,280
Intergovernmental Revenues		439,815
Other Revenues		292,282
Investment Earnings		2,800
Interfund Transfers		7,776,159
<b>Total Estimated Environmental Services Fund Revenues</b>		<b>11,195,336</b>

Schedule J: Law Enforcement Officers' Special Separation Allowance Fund

Interfund Charges		1,036,896
Investment Earnings		21,600
<b>Total Estimated Law Enforcement Officers' Special Separation Allowance Fund Revenues</b>		<b>1,058,496</b>

Schedule K: City of Fayetteville Finance Corporation

Lease Revenues		787,550
<b>Total Estimated City of Fayetteville Finance Corporation Revenues</b>		<b>787,550</b>

Schedule L: Public Works Commission

Electric Fund		
Operating and Other Revenues		223,644,999
Customer Contributions		3,350,000
Budgetary Appropriations		16,840,000
<b>Total Estimated Electric Fund Revenues</b>		<b>243,834,999</b>
Water and Wastewater Fund		
Operating and Other Revenues		84,624,400
Customer Contributions		4,008,800
Budgetary Appropriations		18,432,670
<b>Total Estimated Water and Wastewater Fund Revenues</b>		<b>107,065,870</b>
<b>Total Estimated Public Works Commission Revenues</b>		<b>350,900,869</b>

<b>Grand Total</b>	<b>\$</b>	<b>545,229,801</b>
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# 2015-16 Budget Ordinance (2016-1)

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

Section 2. The following amounts are hereby appropriated for the operations of the City Government and its activities for the fiscal year beginning July 1, 2015, and ending June 30, 2016, according to the following schedules:

Schedule A: General Fund

Community Investment	\$	20,060,023
Operations		96,534,889
Support Services and Administration		15,022,520
Other Appropriations		28,432,504
<b>Total Estimated General Fund Expenditures</b>		<b>160,049,936</b>

Schedule B: Parking Fund

<b>Total Estimated Parking Fund Expenditures</b>		<b>350,266</b>
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Schedule C: Central Business Tax District Fund

<b>Total Estimated Central Business Tax District Fund Expenditures</b>		<b>174,211</b>
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Schedule D: Lake Valley Drive Municipal Service District Fund

<b>Total Estimated Lake Valley Drive MSD Fund Expenditures</b>		<b>59,063</b>
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Schedule E: Stormwater Management Fund

<b>Total Estimated Stormwater Management Fund Expenditures</b>		<b>6,849,310</b>
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Schedule F: Emergency Telephone System Fund

<b>Total Estimated Emergency Telephone System Fund Expenditures</b>		<b>1,028,042</b>
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Schedule G: Transit Fund

<b>Total Estimated Transit Fund Expenditures</b>		<b>8,235,607</b>
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Schedule H: Airport Fund

<b>Total Estimated Airport Fund Expenditures</b>		<b>4,541,115</b>
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Schedule I: Environmental Services Fund

<b>Total Estimated Environmental Services Fund Expenditures</b>		<b>11,195,336</b>
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Schedule J: Law Enforcement Officers' Special Separation Allowance Fund

<b>Total Estimated Law Enforcement Officers' Special Separation Allowance Fund Expenditures</b>		<b>1,058,496</b>
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Schedule K: City of Fayetteville Finance Corporation

<b>Total Estimated City of Fayetteville Finance Corporation Expenditures</b>		<b>787,550</b>
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# 2015-16 Budget Ordinance (2016-1)

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

Schedule L: Public Works Commission

Electric Fund		
Operating Expenditures	\$	201,421,380
Capital		24,865,400
Interfund Transfers - General Fund		9,487,800
Budgetary Appropriations		8,060,419
<b>Total Estimated Electric Fund Expenditures</b>		<b>243,834,999</b>
Water and Wastewater Fund		
Operating Expenditures		79,523,770
Capital		22,711,000
Budgetary Appropriations		4,831,100
<b>Total Estimated Water and Wastewater Fund Expenditures</b>		<b>107,065,870</b>
<b>Total Estimated Public Works Commission Expenditures</b>		<b>350,900,869</b>
<b>Grand Total</b>	\$	<b>545,229,801</b>

# **2015-16 Budget Ordinance (2016-1)**

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

Section 3. It is estimated that the following revenues and other financing sources will be available through the Budget Ordinance Appropriation and other revenues during the fiscal year beginning July 1, 2015, and ending June 30, 2016, to meet the appropriation listed in Section 4.

Schedule A: Internal Service Fund - Risk Management

<b>Total Estimated Redistribution to Risk Management Fund and Other Revenues and Financing Sources</b>	<b>\$ 19,748,069</b>
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Section 4. The following amounts are hereby appropriated for the operation of the Risk Management Fund and its activities for the fiscal year beginning July 1, 2015, and ending June 30, 2016, according to the following schedule.

Schedule A: Internal Service Fund - Risk Management

<b>Total Estimated Risk Management Fund Expenditures</b>	<b>\$ 19,748,069</b>
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# 2015-16 Budget Ordinance (2016-1)

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

Section 5. It is estimated that the following revenues and other financing sources will be available through the Budget Ordinance Appropriation and other revenues during the fiscal year beginning July 1, 2015, and ending June 30, 2016, to meet the appropriation listed in Section 6.

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

<b>Total Estimated Redistribution to Public Works Commission Fleet Maintenance Fund and Other Revenues and Financing Sources</b>	<b>\$</b>	<b>9,538,900</b>
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Section 6. The following amounts are hereby appropriated for the operation of the Public Works Commission Fleet Maintenance Fund and its activities for the fiscal year beginning July 1, 2015, and ending June 30, 2016, according to the following schedule.

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

<b>Total Estimated Public Works Commission Fleet Maintenance Fund Expenditures</b>	<b>\$</b>	<b>9,538,900</b>
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# 2015-16 Budget Ordinance (2016-1)

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

Section 7. There is hereby levied the following rates of tax on each one hundred dollars (\$100) valuation of taxable property as listed for taxes as of January 1, 2015, for the purpose of raising the revenue from current year property tax as set forth in foregoing estimates of revenue and in order to finance the foregoing appropriations:

General Rate (for the general expenses incident to the proper government of the City):

48.6 Cents

Such a rate of tax is based upon an estimated total valuation of property for the purpose of taxation of \$14,019,690,832, and estimated collection rates of 99.28% for real and personal property and 100% for motor vehicles.

Central Business Tax District Rate

10.0 Cents

Such a rate of tax is based upon an estimated total valuation of property for the purpose of taxation of \$134,389,471, and estimated collection rates 98.67% for real and personal property and 100.0% for motor vehicles.

Lake Valley Drive Municipal Service District Rate

33.6 Cents

Such a rate of tax is based upon an estimated total valuation of property for the purpose of taxation of \$17,578,229, and an estimated collection rate of 100.00% for real and personal property.

Section 8. The following fee is hereby levied in accordance with the Stormwater Management Ordinance, Chapter 23 of the Fayetteville City Code to fund the City's comprehensive stormwater management program:

\$3.75 per month per Equivalent Service Unit

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

\$44.00 per year per Single-Family Household or Residential Unit in a Multi-Family Property of Seven Units or Less

Section 10. The fee schedule attached hereto is adopted effective July 1, 2015.

Section 11. Funds encumbered, funds reserved for donations, and funds assigned for a specific purpose in the City's financial audit report as of June 30, 2015, are hereby reappropriated, subject to availability of departmental funds, to this budget.

# 2015-16 Budget Ordinance (2016-1)

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

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

Section 13. Compensation of each council member and the mayor is increased by 2.0%.

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

Section 15. The Public Works Commission is authorized to expend an amount not to exceed \$130,000 for sponsorship activities. All sponsorships must adhere to the Council's policy and acknowledge contribution by the City of Fayetteville.

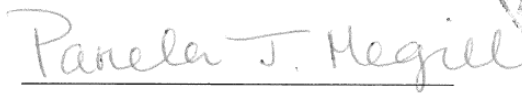
Section 16. Notwithstanding an adopted policy that sets out utility rate reductions and facility impact fee (FIF) waivers for targeted economic development projects, the Public Works Commission is authorized to expend \$10,000 for the Southeastern Partnership, and \$315,000, through the City, for the Economic Development Alliance or a successor organization identified by City Council for economic development purposes. Any additional economic development expenditures require a budget ordinance amendment approved by City Council.

ADOPTED THIS 8th DAY OF JUNE, 2015

CITY OF FAYETTEVILLE

  
\_\_\_\_\_  
Nat Robertson, Mayor

ATTEST:

  
\_\_\_\_\_  
Pamela J. Megill, City Clerk



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

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

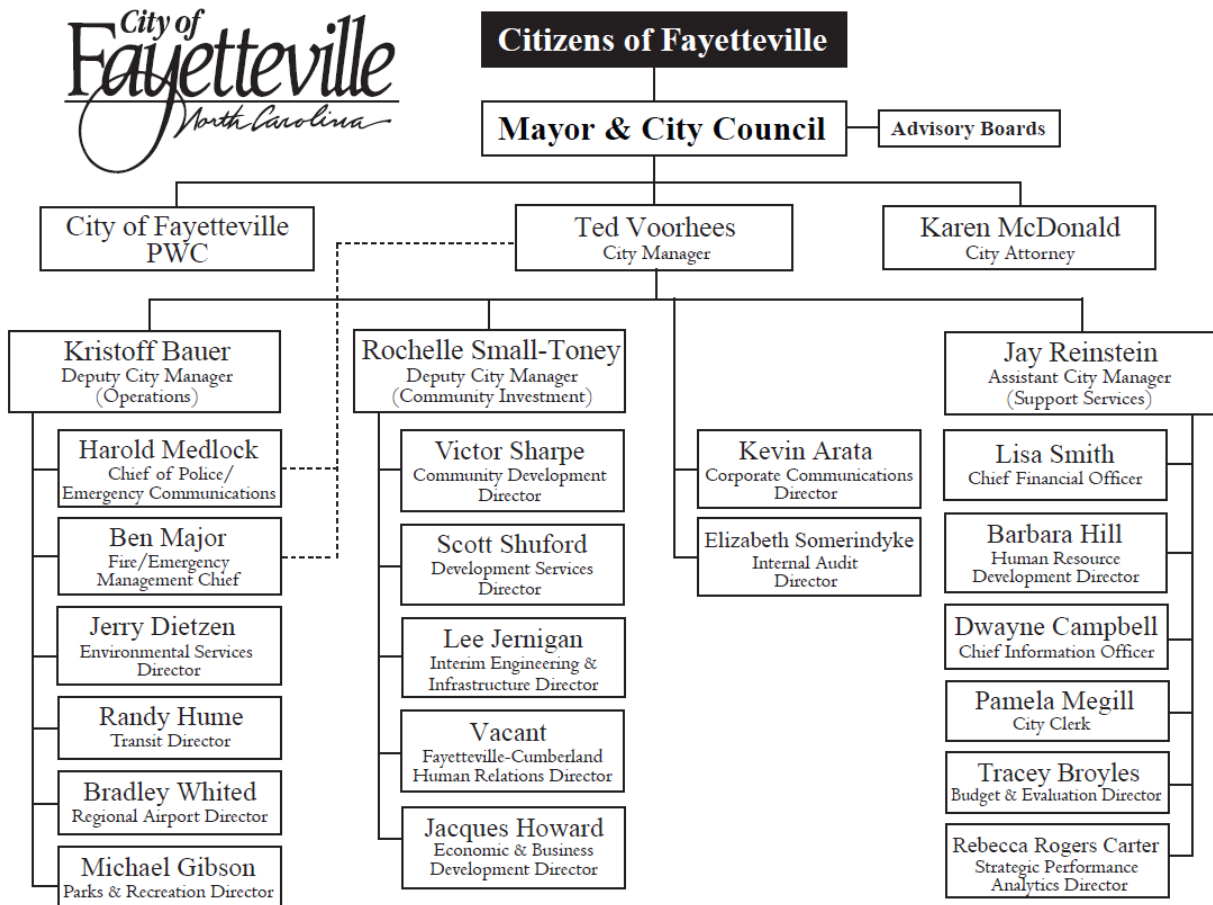
- **Fiscal Information**

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 6/8/2015

# Governmental Structure and Organization

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## Form of Government

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

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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

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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**  
**(910) 433-1992, (910) 433-3401**  
**Fax (910) 433-1948**  
**[mayor@ci.fay.nc.us](mailto: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

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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](mailto: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

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- 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](mailto: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](mailto:Mitch.Colvin@ci.fay.nc.us)**

**Chalmers 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

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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](mailto: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

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- 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](mailto:Bobbyhurst@aol.com)**

**William (Bill) Joseph Leon 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

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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: [wjlcrist@aol.com](mailto:wjlcrist@aol.com)**

**Larry Wright** 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](mailto:Larry.Wright@ci.fay.nc.us)**

**Theodore W. 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

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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](mailto:TMohn@ci.fay.nc.us)**

**James William Arp, Jr.**, 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.

**James William Arp, Jr.**  
**District 9**  
**433 Hay St.**  
**Fayetteville, NC 28301**  
**Phone: (910) 433-1992**  
**E-Mail: [jarp@ci.fay.nc.us](mailto:jarp@ci.fay.nc.us)**

## Boards, Committees and Commissions

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The Fayetteville City Council has established 23 boards and commissions. The volunteers who are appointed to the boards and commissions serve as the link that connects the public to its governing body and serve as 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

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- **Historic Resources Commission**  
The commission is responsible for reviewing and approving all exterior changes to the designated historic districts and landmark properties, as well as conducting public awareness and education programs concerning historic properties and districts.
  - **Fayetteville-Cumberland Human Relations Commission**  
The commission studies problems of discrimination in any or all fields of human relationships and encourages fair treatment and mutual understanding among all racial, ethnic, sex and age groups. The commission promotes programs and seeks solutions to these problems.
  - **Fayetteville-Cumberland Parks & Recreation Advisory Commission**  
The commission advises the City Council on policies and plans to provide adequate parks and recreational facilities for the City of Fayetteville and Cumberland County.
  - **Personnel Review Board**  
The board hears post-termination appeals of regular full-time employees.
  - **Public Arts Commission**  
The commission reviews and comments on public art projects proposed or offered to the City of Fayetteville for placement on City-controlled property.
  - **Public Works Commission**  
The commission provides general supervision and management of the electric, water and sewer utility.
  - **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](mailto:cityclerk@ci.fay.nc.us).
- Applications are available by contacting the city clerk or through the City of Fayetteville's website at [www.cityoffayetteville.org](http://www.cityoffayetteville.org).
- \*Boards to be consolidated October 1, 2015

## Boards, Committees and Commissions

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### Public Works Commission (PWC)

The City is authorized to provide water, sanitary sewer and electric services throughout Cumberland County. The Public Works Commission (PWC) of the City of Fayetteville was organized under provisions of the City Charter of 1905 to manage 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

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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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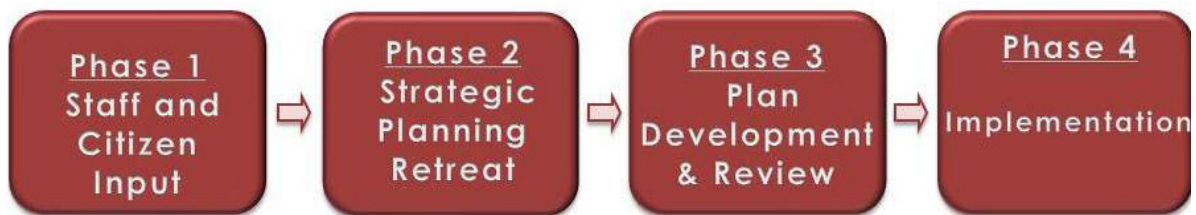
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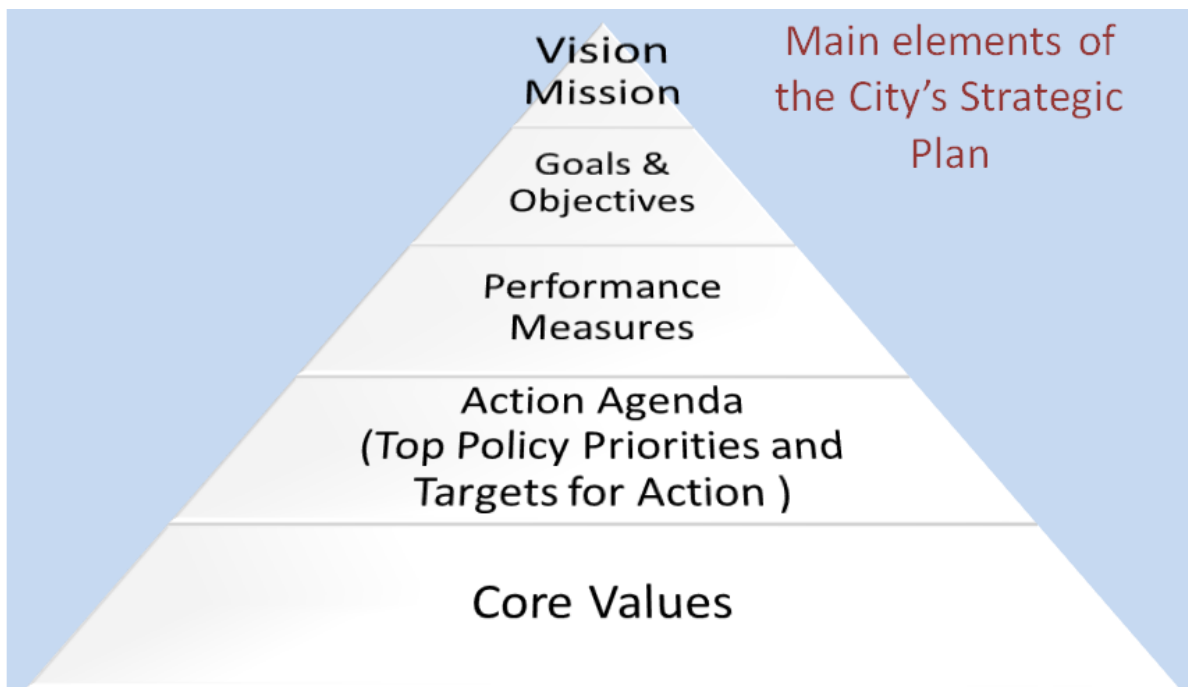
## Strategic Planning Process

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

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

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.

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

### 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

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## 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 2016 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**

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- 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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## Summary of Revenues and Expenditure Appropriations

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### Funds Reported in Annual Budget Ordinance

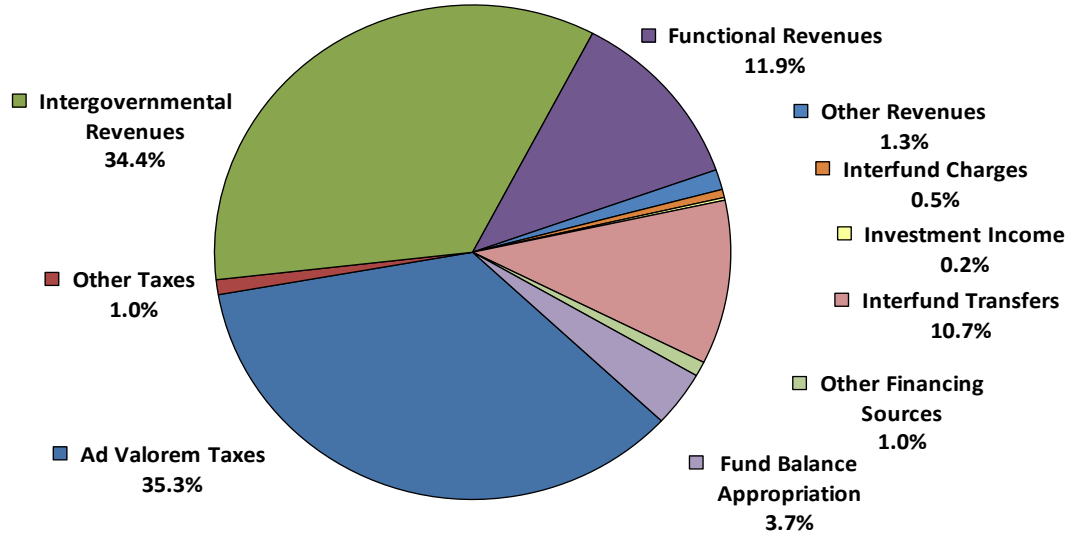
	2013-14 Actual	2014-15 Adopted Budget	2015-16 Recommended Budget	2015-16 Adopted Budget
Ad Valorem Taxes	\$ 65,328,949	\$ 67,798,683	\$ 68,575,262	\$ 68,575,262
Other Taxes	3,489,245	2,885,700	1,888,930	1,888,930
Intergovernmental Revenues	61,087,213	62,435,897	66,957,776	66,952,176
Functional Revenues	20,711,061	22,117,468	23,115,628	23,115,628
Other Revenues	2,807,319	2,455,503	2,553,449	2,553,449
Interfund Charges	811,526	854,752	1,036,896	1,036,896
Investment Income	582,627	341,279	348,318	348,318
Interfund Transfers	23,830,577	23,368,461	20,835,823	20,835,823
Other Financing Sources	486,869	3,199,111	1,878,677	1,878,677
Fund Balance Appropriation	0	3,926,093	7,045,576	7,143,773
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 179,135,386</b>	<b>\$ 189,382,947</b>	<b>\$ 194,236,335</b>	<b>\$ 194,328,932</b>
Personnel Services	\$ 95,047,512	\$ 99,911,885	\$ 104,798,253	\$ 105,015,850
Operating Expenditures	25,448,927	27,254,869	29,733,506	29,908,506
Contract Services	16,272,528	17,420,465	18,839,828	18,839,828
Capital Outlay	3,586,055	5,687,356	5,194,105	5,214,105
Transfers to Other Funds	28,124,390	27,278,132	22,957,449	23,377,449
Debt Service	7,293,759	8,298,126	7,906,828	7,906,828
Other Charges	2,487,648	3,532,114	4,806,366	4,066,366
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 178,260,819</b>	<b>\$ 189,382,947</b>	<b>\$ 194,236,335</b>	<b>\$ 194,328,932</b>

\* 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.

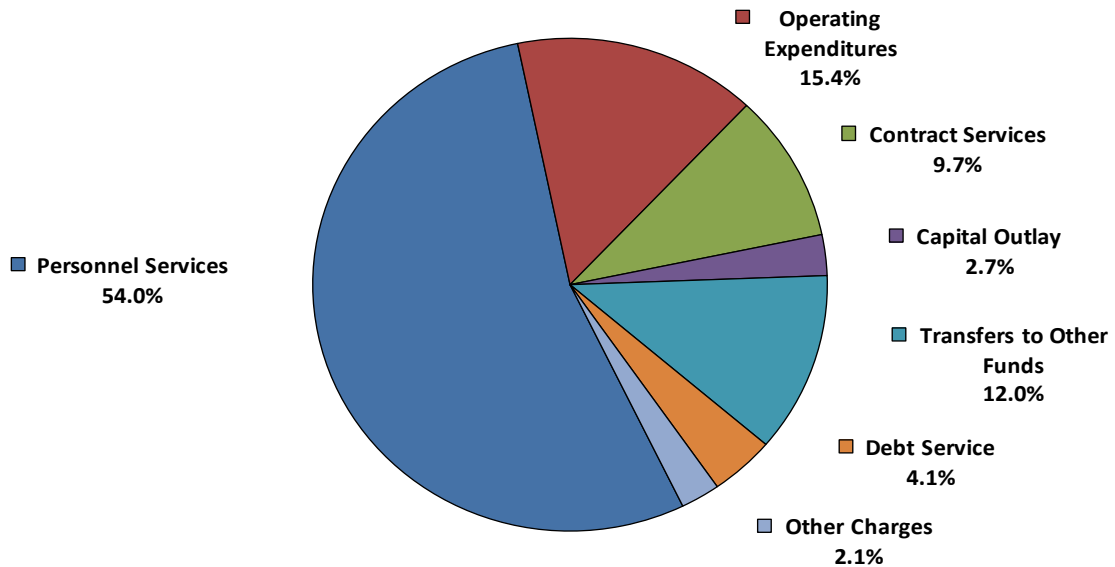
# Summary of Revenues and Expenditure Appropriations

## Funds Reported in Annual Budget Ordinance

### 2015-16 Adopted Budget Revenues and Other Financing Sources



### 2015-16 Adopted 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
<b>General Fund</b>				
Ad Valorem Taxes	\$ 65,113,252	\$ 67,614,275	\$ 68,381,482	\$ 68,381,482
Other Taxes	2,597,813	2,260,200	1,246,820	1,246,820
Intergovernmental Revenues	57,342,017	58,433,238	62,784,579	62,784,579
Functional Revenues	6,009,527	6,513,262	6,526,669	6,526,669
Other Revenues	2,467,379	2,310,468	2,421,404	2,421,404
Investment Income	457,644	270,500	262,000	262,000
Interfund Transfers	14,565,029	13,606,274	9,570,777	9,570,777
Other Financing Sources	0	2,107,111	1,878,677	1,878,677
Fund Balance Appropriation	0	2,539,540	6,884,931	6,977,528
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 148,552,661</b>	<b>\$ 155,654,868</b>	<b>\$ 159,957,339</b>	<b>\$ 160,049,936</b>
<b>Central Business Tax District Fund</b>				
Ad Valorem Taxes	\$ 135,395	\$ 129,965	\$ 134,717	\$ 134,717
Investment Income	283	180	220	220
Interfund Transfers	0	0	39,274	39,274
Fund Balance Appropriation	0	0	0	0
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 135,678</b>	<b>\$ 130,145</b>	<b>\$ 174,211</b>	<b>\$ 174,211</b>
<b>City of Fayetteville Finance Corporation</b>				
Functional Revenues	\$ 806,508	\$ 795,850	\$ 787,550	\$ 787,550
Investment Income	2	0	0	0
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 806,510</b>	<b>\$ 795,850</b>	<b>\$ 787,550</b>	<b>\$ 787,550</b>
<b>Emergency Telephone System Fund</b>				
Intergovernmental Revenues	\$ 805,520	\$ 805,520	\$ 861,710	\$ 856,110
Investment Income	2,969	650	5,687	5,687
Other Financing Sources	486,869	0	0	0
Fund Balance Appropriation	0	85,159	160,645	166,245
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 1,295,358</b>	<b>\$ 891,329</b>	<b>\$ 1,028,042</b>	<b>\$ 1,028,042</b>
<b>Lake Valley Drive MSD Fund</b>				
Ad Valorem Taxes	\$ 80,302	\$ 54,443	\$ 59,063	\$ 59,063
Investment Income	205	0	0	0
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 80,507</b>	<b>\$ 54,443</b>	<b>\$ 59,063</b>	<b>\$ 59,063</b>

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

## 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
<b>Transit Fund</b>				
Other Taxes	\$ 891,432	\$ 625,500	\$ 642,110	\$ 642,110
Intergovernmental Revenues	2,394,974	2,665,004	2,762,172	2,762,172
Functional Revenues	1,243,748	1,241,263	1,466,687	1,466,687
Other Revenues	63,834	11,100	6,500	6,500
Investment Income	9,811	0	0	0
Interfund Transfers	2,435,089	3,514,744	3,358,138	3,358,138
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 7,038,888</b>	<b>\$ 8,057,611</b>	<b>\$ 8,235,607</b>	<b>\$ 8,235,607</b>
<b>LEOSSA Fund</b>				
Interfund Charges	\$ 811,526	\$ 854,752	\$ 1,036,896	\$ 1,036,896
Investment Income	18,977	15,300	21,600	21,600
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 830,503</b>	<b>\$ 870,052</b>	<b>\$ 1,058,496</b>	<b>\$ 1,058,496</b>
<b>Total Revenues and Other Financing Sources</b>				
<b>Funds Reported in Annual Budget Ordinance</b>	<b>\$ 179,135,386</b>	<b>\$ 189,382,947</b>	<b>\$ 194,236,335</b>	<b>\$ 194,328,932</b>

# Summary of Expenditure Appropriations By Fund

	2013-14 Actual	2014-15 Adopted Budget	2015-16 Recommended Budget	2015-16 Adopted Budget
<b>Funds Reported in Annual Budget Ordinance</b>				
<b>General Fund</b>				
Community Investment	\$ 16,794,206	\$ 17,969,827	\$ 20,085,023	\$ 20,060,023
Operations	86,507,790	94,366,018	96,417,292	96,534,889
Support Services & Administration	13,405,228	13,351,633	15,022,520	15,022,520
Other Appropriations	31,886,997	29,967,390	28,432,504	28,432,504
<b>Total General Fund</b>	<b>\$ 148,594,221</b>	<b>\$ 155,654,868</b>	<b>\$ 159,957,339</b>	<b>\$ 160,049,936</b>
<b>Central Business Tax District Fund</b>	<b>\$ 130,661</b>	<b>\$ 130,145</b>	<b>\$ 174,211</b>	<b>\$ 174,211</b>
<b>City of Fayetteville Finance Corporation</b>	<b>\$ 806,510</b>	<b>\$ 795,850</b>	<b>\$ 787,550</b>	<b>\$ 787,550</b>
<b>Emergency Telephone System Fund</b>	<b>\$ 853,199</b>	<b>\$ 891,329</b>	<b>\$ 1,028,042</b>	<b>\$ 1,028,042</b>
<b>Lake Valley Drive MSD Fund</b>	<b>\$ 85,777</b>	<b>\$ 54,443</b>	<b>\$ 59,063</b>	<b>\$ 59,063</b>
<b>Parking Fund</b>	<b>\$ 407,540</b>	<b>\$ 444,515</b>	<b>\$ 350,266</b>	<b>\$ 350,266</b>
<b>Airport Fund</b>	<b>\$ 3,554,191</b>	<b>\$ 4,480,113</b>	<b>\$ 4,541,115</b>	<b>\$ 4,541,115</b>
<b>Environmental Services Fund</b>	<b>\$ 9,404,796</b>	<b>\$ 10,833,161</b>	<b>\$ 11,195,336</b>	<b>\$ 11,195,336</b>
<b>Stormwater Fund</b>	<b>\$ 6,876,244</b>	<b>\$ 7,170,860</b>	<b>\$ 6,849,310</b>	<b>\$ 6,849,310</b>
<b>Transit Fund</b>	<b>\$ 6,969,179</b>	<b>\$ 8,057,611</b>	<b>\$ 8,235,607</b>	<b>\$ 8,235,607</b>
<b>LEOSSA Fund</b>	<b>\$ 578,501</b>	<b>\$ 870,052</b>	<b>\$ 1,058,496</b>	<b>\$ 1,058,496</b>
<b>Total Annual Budget Ordinance</b>	<b>\$ 178,260,819</b>	<b>\$ 189,382,947</b>	<b>\$ 194,236,335</b>	<b>\$ 194,328,932</b>
<b>Funds Reported in Internal Service Fund Financial Plan</b>				
<b>Risk Management Fund</b>	<b>\$ 18,978,066</b>	<b>\$ 18,195,961</b>	<b>\$ 19,748,069</b>	<b>\$ 19,748,069</b>
<b>Total Internal Service Fund Financial Plan</b>	<b>\$ 18,978,066</b>	<b>\$ 18,195,961</b>	<b>\$ 19,748,069</b>	<b>\$ 19,748,069</b>
<b>Subtotal All Funds</b>	<b>\$ 197,238,885</b>	<b>\$ 207,578,908</b>	<b>\$ 213,984,404</b>	<b>\$ 214,077,001</b>
Less: Intrabudget Transfers	(12,001,385)	(10,564,383)	(12,155,144)	(12,155,144)
Less: Interfund Charges	(14,532,170)	(14,908,670)	(16,359,742)	(16,359,742)
<b>Total All Funds</b>	<b>\$ 170,705,330</b>	<b>\$ 182,105,855</b>	<b>\$ 185,469,518</b>	<b>\$ 185,562,115</b>

## Intrabudget Transfers

	2013-14 Actual	2014-15 Original Budget	2015-16 Recommended Budget	2015-16 Adopted Budget
<b>To General Fund</b>				
From Lake Valley Drive MSD Fund	\$ 85,777	\$ 51,599	\$ 55,532	\$ 55,532
From Central Business Tax District Fund	25,000	25,000	27,521	27,521
From Risk Management Fund	2,150,637	0	0	0
<b>Total General Fund</b>	<b>\$ 2,261,414</b>	<b>\$ 76,599</b>	<b>\$ 83,053</b>	<b>\$ 83,053</b>
<b>Central Business Tax District Fund</b>				
From General Fund	\$ 0	\$ 0	\$ 39,274	\$ 39,274
<b>Total Central Business Tax District Fund</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 39,274</b>	<b>\$ 39,274</b>
<b>City of Fayetteville Finance Corporation</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Emergency Telephone System Fund</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Lake Valley Drive MSD Fund</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Parking Fund</b>				
From General Fund	\$ 23,598	\$ 133,771	\$ 91,475	\$ 91,475
<b>Total Parking Fund</b>	<b>\$ 23,598</b>	<b>\$ 133,771</b>	<b>\$ 91,475</b>	<b>\$ 91,475</b>
<b>Airport Fund</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Environmental Services Fund</b>				
From General Fund	\$ 6,806,861	\$ 6,113,672	\$ 7,776,159	\$ 7,776,159
<b>Total Environmental Services Fund</b>	<b>\$ 6,806,861</b>	<b>\$ 6,113,672</b>	<b>\$ 7,776,159</b>	<b>\$ 7,776,159</b>
<b>Stormwater Fund</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Transit Fund</b>				
From General Fund	\$ 2,435,089	\$ 3,514,744	\$ 3,358,138	\$ 3,358,138
<b>Total Transit Fund</b>	<b>\$ 2,435,089</b>	<b>\$ 3,514,744</b>	<b>\$ 3,358,138</b>	<b>\$ 3,358,138</b>
<b>LEOSSA Fund</b>				
Interfund Charges	\$ 811,526	\$ 854,752	\$ 1,036,896	\$ 1,036,896
<b>Total LEOSSA Fund</b>	<b>\$ 811,526</b>	<b>\$ 854,752</b>	<b>\$ 1,036,896</b>	<b>\$ 1,036,896</b>
<b>Risk Management Fund</b>				
Interfund Charges	\$ 13,720,644	\$ 14,053,918	\$ 15,322,846	\$ 15,322,846
From General Fund	474,423	725,597	807,045	807,045
<b>Total Risk Management Fund</b>	<b>\$ 14,195,067</b>	<b>\$ 14,779,515</b>	<b>\$ 16,129,891</b>	<b>\$ 16,129,891</b>
<b>Transfers from General Fund</b>	<b>\$ 9,739,971</b>	<b>\$ 10,487,784</b>	<b>\$ 12,072,091</b>	<b>\$ 12,072,091</b>
<b>Transfers from Other Funds</b>	<b>\$ 2,261,414</b>	<b>\$ 76,599</b>	<b>\$ 83,053</b>	<b>\$ 83,053</b>
<b>Interfund Charges</b>	<b>\$ 14,532,170</b>	<b>\$ 14,908,670</b>	<b>\$ 16,359,742</b>	<b>\$ 16,359,742</b>
<b>Total Intrabudget Transfers</b>	<b>\$ 26,533,555</b>	<b>\$ 25,473,053</b>	<b>\$ 28,514,886</b>	<b>\$ 28,514,886</b>

\* 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
<b>Funds Reported in Annual Budget Ordinance</b>								
General Fund	\$ 91,042,815	\$ 22,194,654	\$ 15,318,257	\$ 3,917,755	\$ 20,900,863	\$ 5,962,591	\$ 713,001	\$ 160,049,936
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	2,159,800	913,214	287,974	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
<b>Total Annual Budget Ordinance</b>	<b>\$ 105,015,850</b>	<b>\$ 29,908,506</b>	<b>\$ 18,839,828</b>	<b>\$ 5,214,105</b>	<b>\$ 23,377,449</b>	<b>\$ 7,906,828</b>	<b>\$ 4,066,366</b>	<b>\$ 194,328,932</b>
<b>Funds Reported in Internal Service Fund Financial Plan</b>								
Risk Management Fund	\$ 440,991	\$ 17,624,902	\$ 382,005	\$ -	\$ 495,000	\$ 0	\$ 805,171	\$ 19,748,069
<b>Total Internal Service Fund Financial Plan</b>	<b>\$ 440,991</b>	<b>\$ 17,624,902</b>	<b>\$ 382,005</b>	<b>\$ -</b>	<b>\$ 495,000</b>	<b>\$ 0</b>	<b>\$ 805,171</b>	<b>\$ 19,748,069</b>
<b>Total All Funds</b>	<b>\$ 105,456,841</b>	<b>\$ 47,533,408</b>	<b>\$ 19,221,833</b>	<b>\$ 5,214,105</b>	<b>\$ 23,872,449</b>	<b>\$ 7,906,828</b>	<b>\$ 4,871,537</b>	<b>\$ 214,077,001</b>



## 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
<b>Funds Reported in Annual Budget Ordinance</b>				
<b>General Fund</b>				
Community Investment	123.5	130.9	133.9	133.9
Operations	1,038.7	1,080.7	1,091.5	1,091.5
Support Services & Administration	92.1	96.1	104.6	104.6
Other Appropriations	0.5	0.3	0.3	0.3
<b>Total General Fund</b>	<b>1,254.8</b>	<b>1,308.0</b>	<b>1,330.3</b>	<b>1,330.3</b>
<b>Airport Fund</b>				
Operations	22.0	22.0	23.0	23.0
	<b>22.0</b>	<b>22.0</b>	<b>23.0</b>	<b>23.0</b>
<b>Environmental Services Fund</b>				
Operations	72.0	73.2	74.2	74.2
	<b>72.0</b>	<b>73.2</b>	<b>74.2</b>	<b>74.2</b>
<b>Stormwater Fund</b>				
Community Investment	38.2	37.8	37.8	37.8
	<b>38.2</b>	<b>37.8</b>	<b>37.8</b>	<b>37.8</b>
<b>Transit Fund</b>				
Operations	96.5	104.5	114.5	114.5
	<b>96.5</b>	<b>104.5</b>	<b>114.5</b>	<b>114.5</b>
<b>Total Annual Budget Ordinance</b>	<b>1,483.5</b>	<b>1,545.5</b>	<b>1,579.8</b>	<b>1,579.8</b>
<b>Funds Reported in Internal Service Fund Financial Plan</b>				
<b>Risk Management Fund</b>				
Support Services & Administration	5.9	5.9	5.9	5.9
	<b>5.9</b>	<b>5.9</b>	<b>5.9</b>	<b>5.9</b>
<b>Total Internal Service Fund Financial Plan</b>	<b>5.9</b>	<b>5.9</b>	<b>5.9</b>	<b>5.9</b>
<b>Multi-Year Special Revenue Funds *</b>				
<b>Federal and State Financial Assistance Fund</b>				
Community Investment	9.3	9.3	9.3	9.3
Operations	4.5	3.0	3.0	3.0
	<b>13.8</b>	<b>12.3</b>	<b>12.3</b>	<b>12.3</b>
<b>Total Multi-Year Special Revenue Funds</b>	<b>13.8</b>	<b>12.3</b>	<b>12.3</b>	<b>12.3</b>
<b>Total All Funds **</b>	<b>1,503.2</b>	<b>1,563.7</b>	<b>1,598.0</b>	<b>1,598.0</b>

\* 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

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## Authorized Regular Positions - Full-Time Equivalents

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

*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.*

## Fund Summaries

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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
<b>Revenues</b>					
<b>Ad Valorem Taxes</b>					
Current Year Taxes	\$ 63,626,990	\$ 66,539,175	\$ 67,333,438	\$ 67,689,122	\$ 67,689,122
Prior Years Taxes	1,132,299	775,000	645,790	425,000	425,000
Penalties & Interest	353,963	300,100	302,290	267,360	267,360
	<b>\$ 65,113,252</b>	<b>\$ 67,614,275</b>	<b>\$ 68,281,518</b>	<b>\$ 68,381,482</b>	<b>\$ 68,381,482</b>
<b>Other Taxes</b>					
Vehicle License Tax	\$ 873,233	\$ 615,000	\$ 677,110	\$ 637,460	\$ 637,460
Privilege License Tax	1,121,164	1,067,500	929,774	8,500	8,500
Vehicle Gross Receipts	603,416	577,700	608,020	600,860	600,860
	<b>\$ 2,597,813</b>	<b>\$ 2,260,200</b>	<b>\$ 2,214,904</b>	<b>\$ 1,246,820</b>	<b>\$ 1,246,820</b>
<b>Intergovernmental Revenues</b>					
Federal	\$ 287,193	\$ 868,189	\$ 625,790	\$ 904,799	\$ 904,799
State					
Sales Taxes	34,581,531	35,417,611	37,484,604	38,958,113	38,958,113
Utility Taxes	11,609,581	11,166,100	12,842,900	12,842,300	12,842,300
Street Aid (Powell Bill)	5,510,524	5,536,578	5,534,879	5,493,066	5,493,066
Other	1,049,127	970,500	1,052,380	1,085,380	1,085,380
Local	4,304,061	4,474,260	4,421,516	3,500,921	3,500,921
	<b>\$ 57,342,017</b>	<b>\$ 58,433,238</b>	<b>\$ 61,962,069</b>	<b>\$ 62,784,579</b>	<b>\$ 62,784,579</b>
<b>Functional Revenues</b>					
Permits and Fees	\$ 2,347,930	\$ 2,698,350	\$ 2,314,250	\$ 2,418,200	\$ 2,418,200
Property Leases	499,458	459,736	418,941	720,775	720,775
Engineering & Infr. Services	425,286	412,400	421,550	431,350	431,350
Development Services	70,646	67,150	75,200	75,200	75,200
Public Safety Services	1,040,550	1,097,597	1,087,876	1,091,127	1,091,127
Parks & Recreation Fees	1,472,405	1,522,229	1,497,141	1,522,080	1,522,080
Other Fees and Services	153,252	255,800	235,273	267,937	267,937
	<b>\$ 6,009,527</b>	<b>\$ 6,513,262</b>	<b>\$ 6,050,231</b>	<b>\$ 6,526,669</b>	<b>\$ 6,526,669</b>
<b>Other Revenues</b>					
Refunds & Sundry	\$ 435,843	\$ 246,319	\$ 259,954	\$ 294,719	\$ 294,719
Indirect Cost Allocation	1,643,419	1,673,149	1,819,868	1,811,185	1,811,185
Special Use Assessments	259,093	168,000	176,900	168,000	168,000
Sale of Assets & Materials	129,024	223,000	154,700	147,500	147,500
	<b>\$ 2,467,379</b>	<b>\$ 2,310,468</b>	<b>\$ 2,411,422</b>	<b>\$ 2,421,404</b>	<b>\$ 2,421,404</b>
<b>Investment Income</b>	<b>\$ 457,644</b>	<b>\$ 270,500</b>	<b>\$ 269,000</b>	<b>\$ 262,000</b>	<b>\$ 262,000</b>
<b>Other Financing Sources</b>					
Interfund Transfers	\$ 14,565,029	\$ 13,606,274	\$ 13,582,776	\$ 9,570,777	\$ 9,570,777
Proceeds from Loans	0	2,107,111	4,257,748	1,878,677	1,878,677
	<b>\$ 14,565,029</b>	<b>\$ 15,713,385</b>	<b>\$ 17,840,524</b>	<b>\$ 11,449,454</b>	<b>\$ 11,449,454</b>
<b>Fund Balance Appropriation</b>	<b>\$ 0</b>	<b>\$ 2,539,540</b>	<b>\$ 0</b>	<b>\$ 6,884,931</b>	<b>\$ 6,977,528</b>
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 148,552,661</b>	<b>\$ 155,654,868</b>	<b>\$ 159,029,668</b>	<b>\$ 159,957,339</b>	<b>\$ 160,049,936</b>

## General Fund Summary

	2013-14 Actual	2014-15 Original Budget	2014-15 Estimate	2015-16 Recommended Budget	2015-16 Adopted Budget
<b><u>Expenditures</u></b>					
Personnel Services	\$ 82,798,142	\$ 86,503,883	\$ 86,012,234	\$ 90,825,218	\$ 91,042,815
Operating Expenditures	18,820,684	19,910,630	20,378,353	22,019,654	22,194,654
Contract Services	13,107,901	13,962,215	14,848,092	15,318,257	15,318,257
Capital Outlay	2,613,026	4,196,471	5,274,293	3,897,755	3,917,755
Transfers to Other Funds	25,164,995	24,177,473	26,655,785	21,220,863	20,900,863
Debt Service	5,548,274	6,329,817	5,607,373	5,962,591	5,962,591
Other Charges	541,199	574,379	1,313,826	713,001	713,001
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 148,594,221</b>	<b>\$ 155,654,868</b>	<b>\$ 160,089,956</b>	<b>\$ 159,957,339</b>	<b>\$ 160,049,936</b>
<b><u>Expenditures By Function</u></b>					
<b>Community Investment</b>					
Community Development	\$ 475,417	\$ 327,298	\$ 468,207	\$ 663,633	\$ 763,633
Development Services	4,442,318	4,309,794	4,403,154	4,764,969	4,764,969
Economic & Business Development	0	748,312	638,885	1,600,362	1,475,362
Engineering & Infrastructure	11,578,312	12,291,378	12,600,635	12,761,863	12,761,863
Human Relations	298,159	293,045	294,761	294,196	294,196
	<b>\$ 16,794,206</b>	<b>\$ 17,969,827</b>	<b>\$ 18,405,642</b>	<b>\$ 20,085,023</b>	<b>\$ 20,060,023</b>
<b>Operations</b>					
Fire & Emergency Management	\$ 24,751,190	\$ 24,425,396	\$ 24,607,997	\$ 26,640,051	\$ 26,641,704
Parks, Recreation & Maintenance	17,611,106	20,121,313	19,896,205	19,590,248	19,706,192
Police	44,145,494	49,819,309	50,665,295	50,186,993	50,186,993
	<b>\$ 86,507,790</b>	<b>\$ 94,366,018</b>	<b>\$ 95,169,497</b>	<b>\$ 96,417,292</b>	<b>\$ 96,534,889</b>
<b>Support Services &amp; Administration</b>					
Budget and Evaluation	\$ 0	\$ 0	\$ 332,746	\$ 437,163	\$ 437,163
Corporate Communications	673,212	671,100	597,780	746,701	746,701
City Manager's Office	1,693,873	1,558,539	2,166,522	2,044,097	2,044,097
City Attorney's Office	1,224,406	1,403,583	1,557,684	1,540,731	1,540,731
Finance	2,330,569	2,749,321	2,190,252	2,307,108	2,307,108
Human Resource Development	1,119,795	1,201,110	1,276,436	1,243,050	1,243,050
Information Technology	5,505,082	5,043,635	5,252,273	5,548,994	5,548,994
Mayor, Council & City Clerk	858,291	724,345	780,471	1,154,676	1,154,676
	<b>\$ 13,405,228</b>	<b>\$ 13,351,633</b>	<b>\$ 14,154,164</b>	<b>\$ 15,022,520</b>	<b>\$ 15,022,520</b>
<b>Other Appropriations</b>	<b>\$ 31,886,997</b>	<b>\$ 29,967,390</b>	<b>\$ 32,360,653</b>	<b>\$ 28,432,504</b>	<b>\$ 28,432,504</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 148,594,221</b>	<b>\$ 155,654,868</b>	<b>\$ 160,089,956</b>	<b>\$ 159,957,339</b>	<b>\$ 160,049,936</b>

# Central Business Tax District Fund Summary

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

## City of Fayetteville Finance Corporation Summary

	2013-14 Actual	2014-15 Original Budget	2014-15 Estimate	2015-16 Recommended Budget	2015-16 Adopted Budget
<b><u>Revenues</u></b>					
<b>Functional Revenues</b>					
Property Leases	\$ 806,508	\$ 795,850	\$ 795,850	\$ 787,550	\$ 787,550
	<b>\$ 806,508</b>	<b>\$ 795,850</b>	<b>\$ 795,850</b>	<b>\$ 787,550</b>	<b>\$ 787,550</b>
Investment Income	\$ 2	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 806,510</b>	<b>\$ 795,850</b>	<b>\$ 795,850</b>	<b>\$ 787,550</b>	<b>\$ 787,550</b>
<b><u>Expenditures</u></b>					
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	783,650
Other Charges	3,260	3,600	3,600	3,900	3,900
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 806,510</b>	<b>\$ 795,850</b>	<b>\$ 795,850</b>	<b>\$ 787,550</b>	<b>\$ 787,550</b>
<b><u>Expenditures By Function</u></b>					
Other Appropriations	\$ 806,510	\$ 795,850	\$ 795,850	\$ 787,550	\$ 787,550
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 806,510</b>	<b>\$ 795,850</b>	<b>\$ 795,850</b>	<b>\$ 787,550</b>	<b>\$ 787,550</b>

# Emergency Telephone System Fund Summary

	2013-14 Actual	2014-15 Original Budget	2014-15 Estimate	2015-16 Recommended Budget	2015-16 Adopted Budget
<b><u>Revenues</u></b>					
<b>Intergovernmental Revenues</b>					
State - E911 Tax	\$ 805,520	\$ 805,520	\$ 1,721,988	\$ 861,710	\$ 856,110
	<b>\$ 805,520</b>	<b>\$ 805,520</b>	<b>\$ 1,721,988</b>	<b>\$ 861,710</b>	<b>\$ 856,110</b>
<b>Investment Income</b>	<b>\$ 2,969</b>	<b>\$ 650</b>	<b>\$ 3,636</b>	<b>\$ 5,687</b>	<b>\$ 5,687</b>
<b>Other Financing Sources</b>					
Interfund Transfers	\$ 0	\$ 0	\$ 27,998	\$ 0	\$ 0
Proceeds from Loans	486,869	0	0	0	0
	<b>\$ 486,869</b>	<b>\$ 0</b>	<b>\$ 27,998</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Fund Balance Appropriation</b>	<b>\$ 0</b>	<b>\$ 85,159</b>	<b>\$ 0</b>	<b>\$ 160,645</b>	<b>\$ 166,245</b>
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 1,295,358</b>	<b>\$ 891,329</b>	<b>\$ 1,753,622</b>	<b>\$ 1,028,042</b>	<b>\$ 1,028,042</b>
<b><u>Expenditures</u></b>					
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Operating Expenditures	489,164	622,680	530,754	756,869	756,869
Contract Services	158,095	161,617	177,232	163,919	163,919
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	97,371
Other Charges	9,944	9,658	10,092	9,883	9,883
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 853,199</b>	<b>\$ 891,329</b>	<b>\$ 1,302,319</b>	<b>\$ 1,028,042</b>	<b>\$ 1,028,042</b>
<b><u>Expenditures By Function</u></b>					
<b>Operations</b>					
Police	\$ 853,199	\$ 891,329	\$ 1,302,319	\$ 1,028,042	\$ 1,028,042
	<b>\$ 853,199</b>	<b>\$ 891,329</b>	<b>\$ 1,302,319</b>	<b>\$ 1,028,042</b>	<b>\$ 1,028,042</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 853,199</b>	<b>\$ 891,329</b>	<b>\$ 1,302,319</b>	<b>\$ 1,028,042</b>	<b>\$ 1,028,042</b>



## Lake Valley Drive MSD Fund Summary

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

# Parking Fund Summary

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

## Airport Fund Summary

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

# Environmental Services Fund Summary

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

## Stormwater Fund Summary

	2013-14 Actual	2014-15 Original Budget	2014-15 Estimate	2015-16 Recommended Budget	2015-16 Adopted Budget
<b><u>Revenues</u></b>					
<b>Functional Revenues</b>					
Stormwater Fees	\$ 5,288,622	\$ 6,204,100	\$ 6,209,400	\$ 6,710,410	\$ 6,710,410
Stormwater Services	1,020	0	0	0	0
Street Sweeping - NCDOT	120,500	120,500	120,500	120,500	120,500
	<b>\$ 5,410,142</b>	<b>\$ 6,324,600</b>	<b>\$ 6,329,900</b>	<b>\$ 6,830,910</b>	<b>\$ 6,830,910</b>
<b>Other Revenues</b>					
Refunds & Sundry	\$ 26,568	\$ 0	\$ 0	\$ 0	\$ 0
Sale of Assets & Materials	7,659	0	0	0	0
	<b>\$ 34,227</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Investment Income</b>	<b>\$ 44,482</b>	<b>\$ 17,200</b>	<b>\$ 20,450</b>	<b>\$ 18,400</b>	<b>\$ 18,400</b>
<b>Fund Balance Appropriation</b>	<b>\$ 0</b>	<b>\$ 829,060</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 5,488,851</b>	<b>\$ 7,170,860</b>	<b>\$ 6,350,350</b>	<b>\$ 6,849,310</b>	<b>\$ 6,849,310</b>
<b><u>Expenditures</u></b>					
Personnel Services	\$ 1,992,720	\$ 2,166,953	\$ 2,013,444	\$ 2,185,740	\$ 2,185,740
Operating Expenditures	793,501	895,609	855,293	843,388	843,388
Contract Services	430,928	459,194	605,317	459,194	459,194
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	2,486,618	2,467,842	2,467,842	1,419,800	2,159,800
Debt Service	921,224	917,415	917,416	913,214	913,214
Other Charges	251,253	263,847	283,944	1,027,974	287,974
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 6,876,244</b>	<b>\$ 7,170,860</b>	<b>\$ 7,143,256</b>	<b>\$ 6,849,310</b>	<b>\$ 6,849,310</b>
<b><u>Expenditures By Function</u></b>					
<b>Community Investment</b>					
Engineering & Infrastructure	\$ 6,876,244	\$ 7,170,860	\$ 7,143,256	\$ 6,849,310	\$ 6,849,310
	<b>\$ 6,876,244</b>	<b>\$ 7,170,860</b>	<b>\$ 7,143,256</b>	<b>\$ 6,849,310</b>	<b>\$ 6,849,310</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 6,876,244</b>	<b>\$ 7,170,860</b>	<b>\$ 7,143,256</b>	<b>\$ 6,849,310</b>	<b>\$ 6,849,310</b>

# Transit Fund Summary

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

## LEOSSA Fund Summary

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

# Risk Management Fund Summary

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



## Fund Balance Projections

	General Fund	Central Business Tax District Fund	City of Fayetteville Finance Corporation	Emergency Telephone System Fund
<b>Available Fund Balance at June 30, 2014</b>	<b>\$ 37,909,688</b>	<b>\$ 36,094</b>	<b>\$ 0</b>	<b>\$ 754,294</b>
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
<b>Projected Available Fund Balance at June 30, 2015</b>	<b>\$ 23,637,565</b>	<b>\$ 51,705</b>	<b>\$ 0</b>	<b>\$ 1,205,597</b>
FY16 Estimated Revenues and Other Sources	153,072,408	174,211	787,550	861,797
FY16 Estimated Expenditures and Other Uses	160,049,936	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	2,120,011	0	0	0
<b>Projected Available Fund Balance at June 30, 2016</b>	<b>\$ 19,931,797</b>	<b>\$ 53,175</b>	<b>\$ 0</b>	<b>\$ 1,039,352</b>

# Fund Balance Projections

	Lake Valley Drive MSD Fund	Parking Fund	Airport Fund	Environmental Services Fund
<b>Available Fund Balance at June 30, 2014</b>	<b>\$ 134</b>	<b>\$ 13,104</b>	<b>\$ 5,958,324</b>	<b>\$ 1,558,017</b>
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
<b>Projected Available Fund Balance at June 30, 2015</b>	<b>\$ 134</b>	<b>\$ 0</b>	<b>\$ 7,374,753</b>	<b>\$ 63,818</b>
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
<b>Projected Available Fund Balance at June 30, 2016</b>	<b>\$ 3,665</b>	<b>\$ 0</b>	<b>\$ 8,292,120</b>	<b>\$ 63,818</b>

## Fund Balance Projections

	Stormwater Fund	Transit Fund	LEOSSA Fund	Risk Management Fund
<b>Available Fund Balance at June 30, 2014</b>	<b>\$ 2,721,241</b>	<b>\$ (220,334)</b>	<b>\$ 2,935,193</b>	<b>\$ 15,268,179</b>
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
<b>Projected Available Fund Balance at June 30, 2015</b>	<b>\$ 1,928,335</b>	<b>\$ 21,086</b>	<b>\$ 3,323,402</b>	<b>\$ 18,582,766</b>
FY16 Estimated Revenues and Other Sources	6,849,310	8,235,607	1,058,496	19,623,391
FY16 Estimated Expenditures and Other Uses	6,838,993	8,235,607	601,500	19,079,398
<b>Projected Available Fund Balance at June 30, 2016</b>	<b>\$ 1,938,652</b>	<b>\$ 21,086</b>	<b>\$ 3,780,398</b>	<b>\$ 19,126,759</b>

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# Community Investment

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# Community Investment

	<b>2013-14 Actual</b>	<b>2014-15 Original Budget</b>	<b>2015-16 Recommended Budget</b>	<b>2015-16 Adopted Budget</b>	<b>% Change vs 2014-15 Original Budget</b>
<b>Expenditures by Department</b>					
Community Development	\$475,417	\$327,298	\$663,633	\$763,633	133.3%
Development Services	4,442,318	4,309,794	4,764,969	4,764,969	10.6%
Economic & Business Development	130,661	878,457	1,774,573	1,649,573	87.8%
Engineering & Infrastructure	18,862,096	19,906,753	19,961,439	19,961,439	0.3%
Human Relations	298,159	293,045	294,196	294,196	0.4%
<b>Total Expenditures</b>	<b>\$24,208,651</b>	<b>\$25,715,347</b>	<b>\$27,458,810</b>	<b>\$27,433,810</b>	<b>6.7%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$9,788,016	\$10,311,794	\$10,775,030	\$10,775,030	4.5%
Operating	2,902,460	3,109,669	3,030,741	3,005,741	-3.3%
Contract Services	1,989,226	2,346,481	3,648,201	3,648,201	55.5%
Capital Outlay	358,348	247,874	385,000	405,000	63.4%
Transfers to Other Funds	7,593,152	7,756,591	6,794,589	7,514,589	-3.1%
Debt Service	1,318,729	1,376,381	1,388,037	1,388,037	0.8%
Other Charges	258,720	566,557	1,437,212	697,212	23.1%
<b>Total Expenditures</b>	<b>\$24,208,651</b>	<b>\$25,715,347</b>	<b>\$27,458,810</b>	<b>\$27,433,810</b>	<b>6.7%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$3,393,857	\$3,684,847	\$4,199,436	\$4,199,436	14.0%
Other General Fund Funding	13,400,349	14,284,980	15,885,587	15,860,587	11.0%
General Fund Subtotal	16,794,206	17,969,827	20,085,023	20,060,023	11.6%
Central Business Tax District	130,661	130,145	174,211	174,211	33.9%
Parking Fund	407,540	444,515	350,266	350,266	-21.2%
Stormwater Fund	6,876,244	7,170,860	6,849,310	6,849,310	-4.5%
<b>Total Funding Sources</b>	<b>\$24,208,651</b>	<b>\$25,715,347</b>	<b>\$27,458,810</b>	<b>\$27,433,810</b>	<b>6.7%</b>

## Community Investment

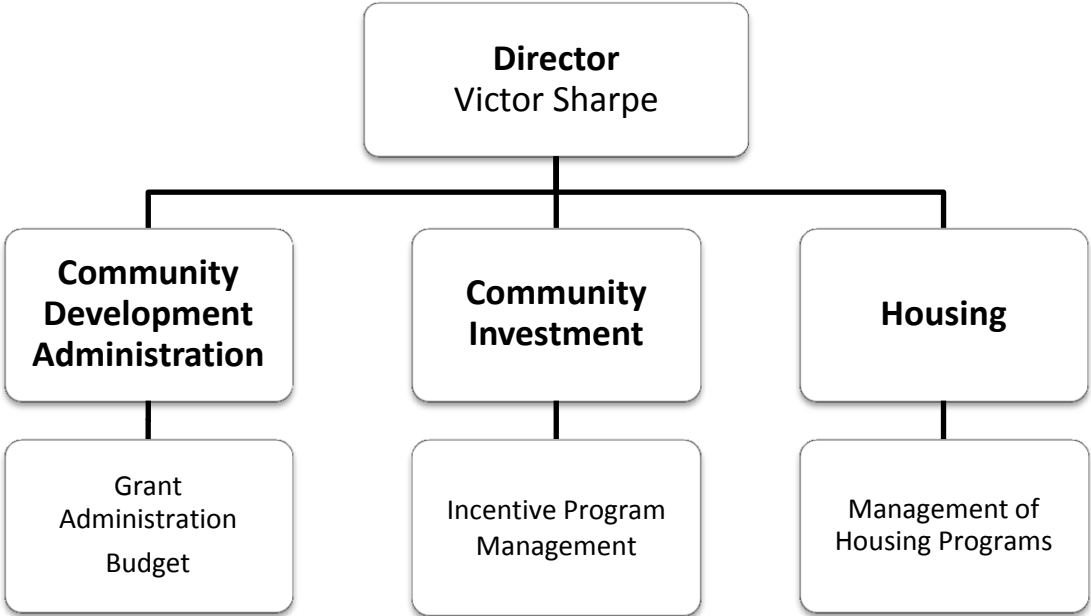
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	<u>2013-14</u> <u>Actual</u>	<u>2014-15</u> <u>Original</u> <u>Budget</u>	<u>2015-16</u> <u>Recommended</u> <u>Budget</u>	<u>2015-16</u> <u>Adopted</u> <u>Budget</u>	% Change vs <u>2014-15</u> <u>Original</u> <u>Budget</u>
<b>Full-Time Equivalent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

*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

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# 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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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 \$536,478 / 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 Target</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

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**Objective:**

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

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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.

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

# Community Development

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	<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>
<b>Expenditures by Program</b>					
Community Development Administration	N/A	\$96,686	\$101,760	\$101,760	5.2%
Community Investment Housing	N/A	143,627	436,478	536,478	273.5%
	N/A	86,985	125,395	125,395	44.2%
<b>Total Expenditures</b>	<b>N/A</b>	<b>\$327,298</b>	<b>\$663,633</b>	<b>\$763,633</b>	<b>133.3%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$225,509	\$211,576	\$186,334	\$186,334	-11.9%
Operating	10,977	11,406	16,190	16,190	41.9%
Contract Services	274,590	15,000	107,000	107,000	613.3%
Capital Outlay	0	0	0	20,000	100.0%
Transfers to Other Funds	0	96,985	318,256	398,256	310.6%
Debt Service	0	0	0	0	0.0%
Other Charges	(35,659)	(7,669)	35,853	35,853	567.5%
<b>Total Expenditures</b>	<b>\$475,417</b>	<b>\$327,298</b>	<b>\$663,633</b>	<b>\$763,633</b>	<b>133.3%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	475,417	327,298	663,633	763,633	133.3%
General Fund Subtotal	475,417	327,298	663,633	763,633	133.3%
<b>Total Funding Sources</b>	<b>\$475,417</b>	<b>\$327,298</b>	<b>\$663,633</b>	<b>\$763,633</b>	<b>133.3%</b>
<b>Full-Time Equivalent Positions By Department</b>					
<b>Total Authorized FTEs</b>	<b>2.7</b>	<b>2.7</b>	<b>2.7</b>	<b>2.7</b>	<b>0.0%</b>

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

# Community Development

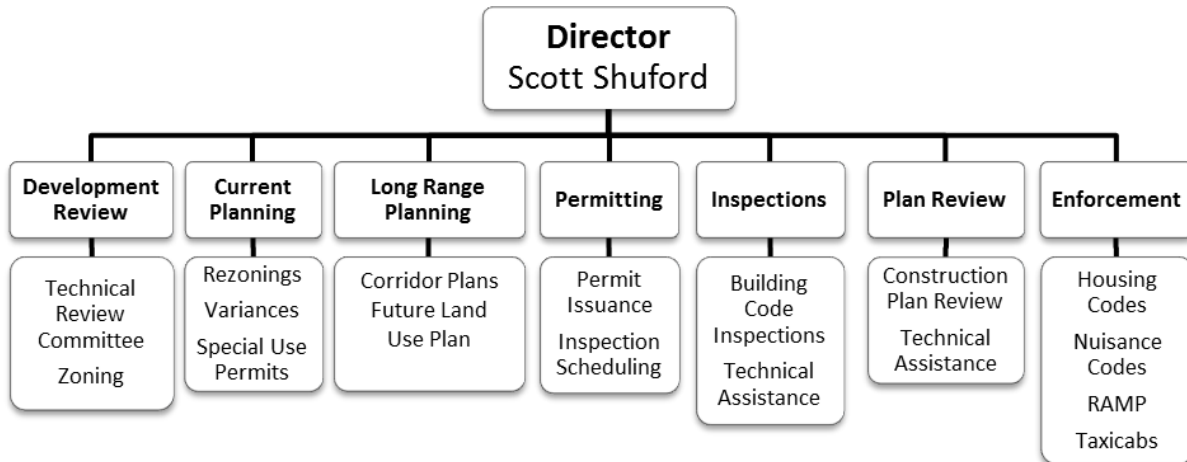
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## BUDGET HIGHLIGHTS

- 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
- Capital Outlay consists of \$20,000 for signage at the Hope VI Business Park
- Transfers to Other Funds includes \$230,000 for the Dr. E.E. Smith House Restoration project, \$100,000 to establish an affordable housing project fund, and \$68,256 for the projected local match for the HOME Investment Partnership federal
- 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

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# 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.

<b>Key Performance Measures:</b>	<b>FY 2014</b>	<b>FY 2015 Estimated</b>	<b>FY 2016 Target</b>
# 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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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

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**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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
% 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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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%

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# 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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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

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**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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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%

<b><i>Program: Enforcement</i></b>	<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

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<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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 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
<b>Expenditures by Program</b>					
Development Review	N/A	\$562,178	\$442,533	\$442,533	-21.3%
Current Planning	N/A	485,709	577,370	577,370	18.9%
Long-Range Planning	N/A	0	231,843	231,843	100.0%
Permitting	N/A	237,816	273,104	273,104	14.8%
Inspections	N/A	1,319,373	1,436,756	1,436,756	8.9%
Plan Review	N/A	252,280	311,767	311,767	23.6%
Enforcement	N/A	1,452,438	1,491,596	1,491,596	2.7%
<b>Total Expenditures</b>	<b>N/A</b>	<b>\$4,309,794</b>	<b>\$4,764,969</b>	<b>\$4,764,969</b>	<b>10.6%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$3,137,851	\$3,274,574	\$3,530,610	\$3,530,610	7.8%
Operating	329,449	319,121	407,892	407,892	27.8%
Contract Services	575,223	677,605	774,572	774,572	14.3%
Capital Outlay	318,034	38,374	0	0	-100.0%
Transfers to Other Funds	80,000	0	50,000	50,000	100.0%
Debt Service	0	0	0	0	0.0%
Other Charges	1,761	120	1,895	1,895	1479.2%
<b>Total Expenditures</b>	<b>\$4,442,318</b>	<b>\$4,309,794</b>	<b>\$4,764,969</b>	<b>\$4,764,969</b>	<b>10.6%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$2,308,397	\$2,643,850	\$2,381,800	\$2,381,800	-9.9%
Other General Fund Funding	2,133,921	1,665,944	2,383,169	2,383,169	43.1%
General Fund Subtotal	4,442,318	4,309,794	4,764,969	4,764,969	10.6%
<b>Total Funding Sources</b>	<b>\$4,442,318</b>	<b>\$4,309,794</b>	<b>\$4,764,969</b>	<b>\$4,764,969</b>	<b>10.6%</b>
<b>Full-Time Equivalent Positions By Department</b>					
<b>Total Authorized FTEs</b>	<b>47.0</b>	<b>51.0</b>	<b>52.0</b>	<b>52.0</b>	<b>2.0%</b>

# Development Services

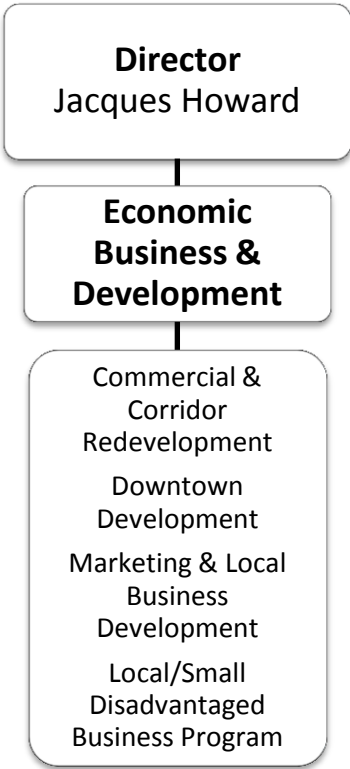
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## BUDGET HIGHLIGHTS

- 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

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# Economic & Business Development

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## DEPARTMENT MISSION

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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.

<b>Program: Economic Development</b>	<i>General Fund \$1,475,362 / 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

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<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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.

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

# Economic & Business Development

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	<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>
<b>Expenditures by Program</b>					
Economic Development	N/A	\$878,457	\$1,774,573	\$1,649,573	87.8%
<b>Total Expenditures</b>	<b>N/A</b>	<b>\$878,457</b>	<b>\$1,774,573</b>	<b>\$1,649,573</b>	<b>87.8%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$0	\$199,689	\$328,813	\$328,813	64.7%
Operating	40,323	95,300	81,676	56,676	-40.5%
Contract Services	27,659	265,079	742,789	742,789	180.2%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	27,000	25,000	266,795	166,795	567.2%
Debt Service	0	0	0	0	0.0%
Other Charges	35,679	293,389	354,500	354,500	20.8%
<b>Total Expenditures</b>	<b>\$130,661</b>	<b>\$878,457</b>	<b>\$1,774,573</b>	<b>\$1,649,573</b>	<b>87.8%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	0	748,312	1,600,362	1,475,362	97.2%
General Fund Subtotal	0	748,312	1,600,362	1,475,362	97.2%
Central Business Tax District	130,661	130,145	174,211	174,211	33.9%
<b>Total Funding Sources</b>	<b>\$130,661</b>	<b>\$878,457</b>	<b>\$1,774,573</b>	<b>\$1,649,573</b>	<b>87.8%</b>
<b>Full-Time Equivalent Positions By Department</b>					
<b>Total Authorized FTEs</b>	<b>0.0</b>	<b>3.0</b>	<b>4.0</b>	<b>4.0</b>	<b>33.3%</b>

# Economic & Business Development

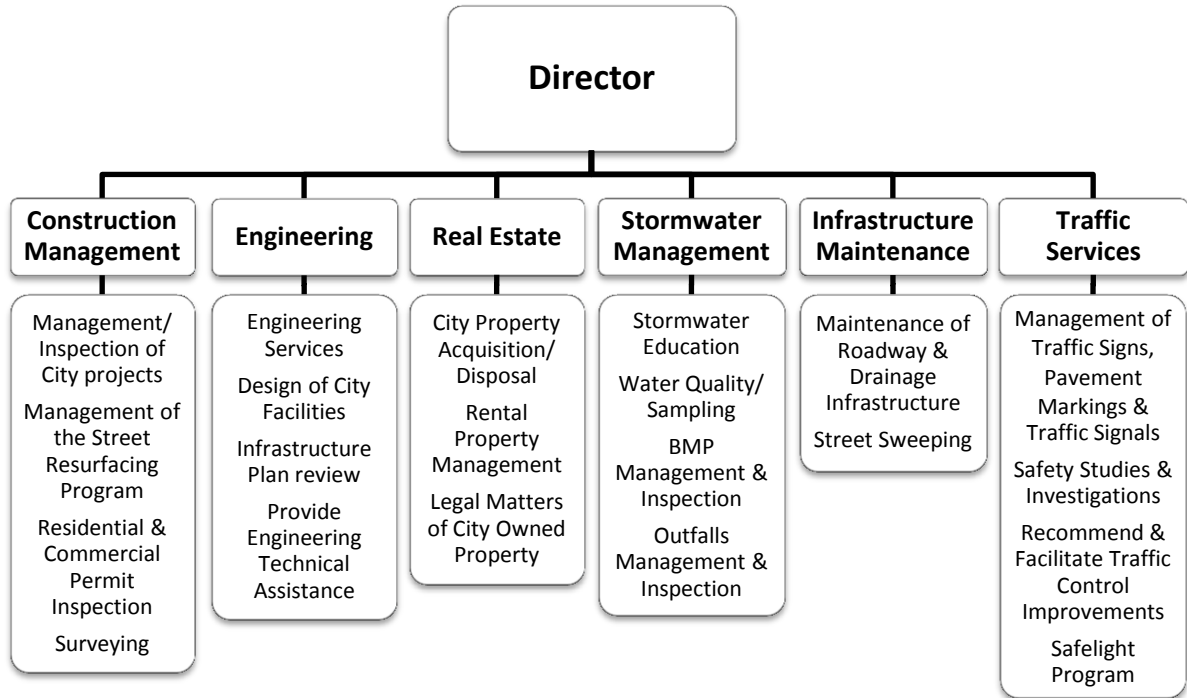
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## BUDGET HIGHLIGHTS

- 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 \$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 economic development services provided through the Economic Development Alliance or a successor organization, 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 to establish a redevelopment project fund, 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

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# 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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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

<b>Key Performance Measures:</b>	<b>FY 2014</b>	<b>FY 2015 Estimated</b>	<b>FY 2016 Target</b>
% 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**

*General Fund \$693,526 / 8.2 FTEs*

### 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.

<b>Key Performance Measures:</b>	<b>FY 2014</b>	<b>FY 2015 Estimated</b>	<b>FY 2016 Target</b>
# 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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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 \$4,694,533 / 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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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

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

<b>Program: Infrastructure Maintenance</b>	<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

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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%

<b>Program: Traffic Services</b>	<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

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- 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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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

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**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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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

	<b>2013-14 Actual</b>	<b>2014-15 Original Budget</b>	<b>2015-16 Recommended Budget</b>	<b>2015-16 Adopted Budget</b>	<b>% Change vs 2014-15 Original Budget</b>
<b>Expenditures by Program</b>					
Construction Management	N/A	\$4,823,243	\$5,720,872	\$5,720,872	18.6%
Engineering	N/A	1,835,376	693,526	693,526	-62.2%
Real Estate	N/A	860,355	910,485	910,485	5.8%
Stormwater Management	N/A	4,991,638	3,954,533	4,694,533	-6.0%
Infrastructure Maintenance	N/A	3,556,442	3,527,638	3,527,638	-0.8%
Traffic Services	N/A	2,657,249	3,212,009	3,212,009	20.9%
Non-Program Expenditures	N/A	1,182,450	1,942,376	1,202,376	1.7%
<b>Total Expenditures</b>	<b>N/A</b>	<b>\$19,906,753</b>	<b>\$19,961,439</b>	<b>\$19,961,439</b>	<b>0.3%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$6,173,374	\$6,379,764	\$6,477,275	\$6,477,275	1.5%
Operating	2,497,321	2,652,658	2,495,900	2,495,900	-5.9%
Contract Services	1,092,475	1,385,597	2,023,265	2,023,265	46.0%
Capital Outlay	40,314	209,500	385,000	385,000	83.8%
Transfers to Other Funds	7,486,152	7,634,606	6,159,538	6,899,538	-9.6%
Debt Service	1,318,729	1,376,381	1,388,037	1,388,037	0.8%
Other Charges	253,731	268,247	1,032,424	292,424	9.0%
<b>Total Expenditures</b>	<b>\$18,862,096</b>	<b>\$19,906,753</b>	<b>\$19,961,439</b>	<b>\$19,961,439</b>	<b>0.3%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$1,072,955	\$1,020,997	\$1,797,636	\$1,797,636	76.1%
Other General Fund Funding	10,505,357	11,270,381	10,964,227	10,964,227	-2.7%
General Fund Subtotal	11,578,312	12,291,378	12,761,863	12,761,863	3.8%
Parking Fund	407,540	444,515	350,266	350,266	-21.2%
Stormwater Fund	6,876,244	7,170,860	6,849,310	6,849,310	-4.5%
<b>Total Funding Sources</b>	<b>\$18,862,096</b>	<b>\$19,906,753</b>	<b>\$19,961,439</b>	<b>\$19,961,439</b>	<b>0.3%</b>

# Engineering & Infrastructure

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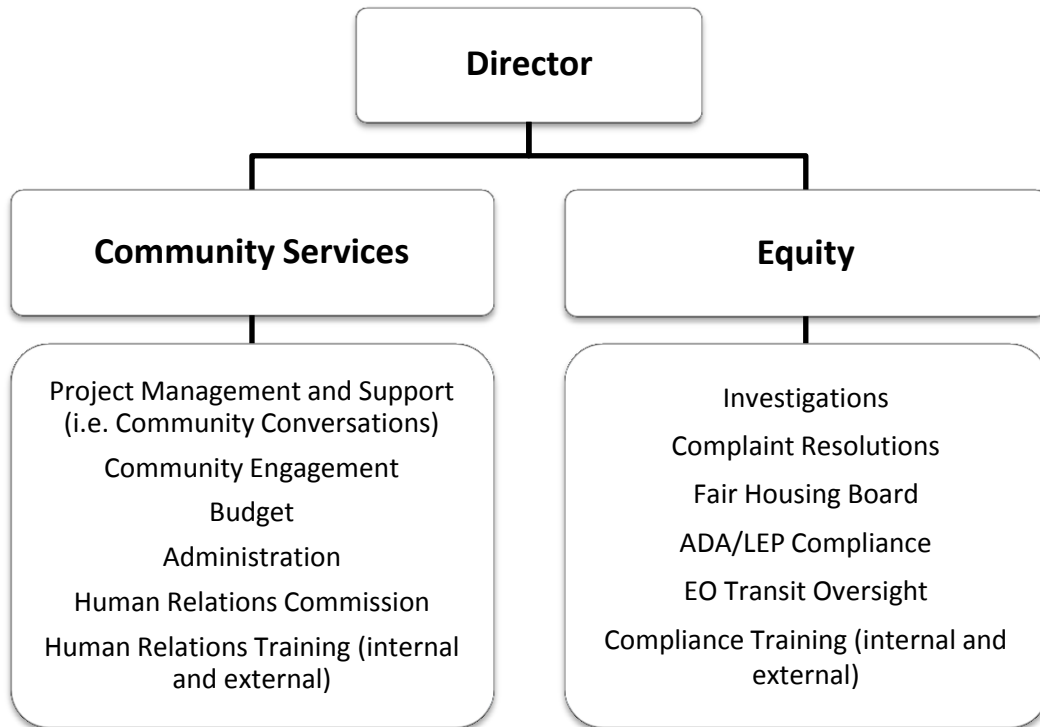
	<u>2013-14 Actual</u>	<u>2014-15 Original Budget</u>	<u>2015-16 Recommended Budget</u>	<u>2015-16 Adopted Budget</u>	<u>% Change vs 2014-15 Original Budget</u>
<b>Full-Time Equivalent Positions By Department</b>					
<b>Total Authorized FTEs</b>	109.0	109.0	110.0	110.0	0.9%

## 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 \$6,767,538 in funding for capital improvement projects and \$132,000 for stormwater equipment purchases. Significant projects included are \$3,850,000 for street resurfacing and \$2,027,800 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 \$10,317 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

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## DEPARTMENT MISSION

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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

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**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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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.

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

<b>Program: Equity</b>	<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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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.

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

# Human Relations

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	<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>
<b>Expenditures by Program</b>					
Community Services	N/A	\$166,046	\$167,876	\$167,876	1.1%
Equity	N/A	126,999	126,320	126,320	-0.5%
<b>Total Expenditures</b>	<b>N/A</b>	<b>\$293,045</b>	<b>\$294,196</b>	<b>\$294,196</b>	<b>0.4%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$251,282	\$246,191	\$251,998	\$251,998	2.4%
Operating	24,390	31,184	29,083	29,083	-6.7%
Contract Services	19,279	3,200	575	575	-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	12,540	0.6%
<b>Total Expenditures</b>	<b>\$298,159</b>	<b>\$293,045</b>	<b>\$294,196</b>	<b>\$294,196</b>	<b>0.4%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$12,505	\$20,000	\$20,000	\$20,000	0.0%
Other General Fund Funding	285,654	273,045	274,196	274,196	0.4%
General Fund Subtotal	298,159	293,045	294,196	294,196	0.4%
<b>Total Funding Sources</b>	<b>\$298,159</b>	<b>\$293,045</b>	<b>\$294,196</b>	<b>\$294,196</b>	<b>0.4%</b>
<b>Full-Time Equivalent Positions By Department</b>					
<b>Total Authorized FTEs</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>0.0%</b>

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### **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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# Operations

	<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>
<b>Expenditures by Department</b>					
Airport	\$3,554,191	\$4,480,113	\$4,541,115	\$4,541,115	1.4%
Environmental Services	9,404,796	10,833,161	11,195,336	11,195,336	3.3%
Fire & Emergency Management	24,751,190	24,425,396	26,640,051	26,641,704	9.1%
Parks, Recreation & Maintenance	17,611,106	20,121,313	19,590,248	19,706,192	-2.1%
Police	44,998,693	50,710,638	51,215,035	51,215,035	1.0%
Transit	6,969,179	8,057,611	8,235,607	8,235,607	2.2%
<b>Total Expenditures</b>	<b>\$107,289,155</b>	<b>\$118,628,232</b>	<b>\$121,417,392</b>	<b>\$121,534,989</b>	<b>2.5%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$77,258,549	\$80,210,584	\$83,411,276	\$83,628,873	4.3%
Operating	18,255,572	19,750,978	22,046,470	22,246,470	12.6%
Contract Services	4,280,887	5,018,238	5,198,060	5,198,060	3.6%
Capital Outlay	2,936,133	5,433,482	4,636,105	4,636,105	-14.7%
Transfers to Other Funds	2,726,331	4,381,358	2,866,426	2,566,426	-41.4%
Debt Service	21,011	258,644	247,373	247,373	-4.4%
Other Charges	1,810,672	3,574,948	3,011,682	3,011,682	-15.8%
<b>Total Expenditures</b>	<b>\$107,289,155</b>	<b>\$118,628,232</b>	<b>\$121,417,392</b>	<b>\$121,534,989</b>	<b>2.5%</b>
<b>Funding Sources</b>					
General Fund					
General Fund	\$7,364,672	\$8,339,234	\$6,896,717	\$6,896,717	-17.3%
Functional Revenues					
Other General Fund Funding	79,143,118	86,026,784	89,520,575	89,638,172	4.2%
General Fund Subtotal	86,507,790	94,366,018	96,417,292	96,534,889	2.3%
Emergency Telephone System Fund	853,199	891,329	1,028,042	1,028,042	15.3%
Transit Fund	6,969,179	8,057,611	8,235,607	8,235,607	2.2%
Airport Fund	3,554,191	4,480,113	4,541,115	4,541,115	1.4%
Environmental Svcs Fund	9,404,796	10,833,161	11,195,336	11,195,336	3.3%
<b>Total Funding Sources</b>	<b>\$107,289,155</b>	<b>\$118,628,232</b>	<b>\$121,417,392</b>	<b>\$121,534,989</b>	<b>2.5%</b>



# Operations

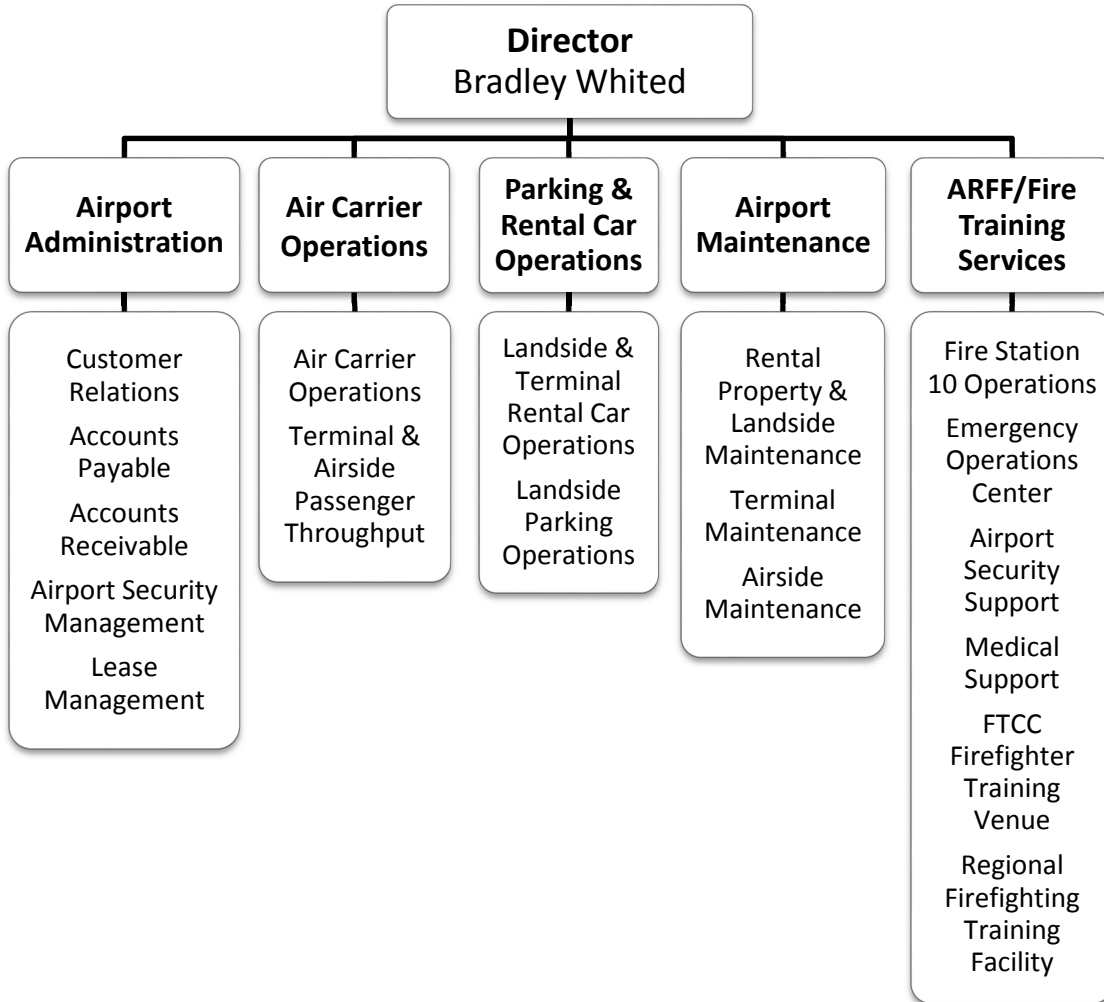
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	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2015-16</b>	<b>%</b>
	<b><u>Actual</u></b>	<b><u>Original</u></b>	<b><u>Recommended</u></b>	<b><u>Adopted</u></b>	<b><u>Change vs</u></b>
		<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u>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

*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

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**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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015</u></b> <b><u>Estimated</u></b>	<b><u>FY 2016</u></b> <b><u>Target</u></b>
# 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.

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

**Program: Airport Maintenance** *Airport Fund \$429,227 / 2.3 FTEs*

**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

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**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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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** *Airport Fund \$624,253 / 6.0 FTEs*

**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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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
<b>Expenditures by Program</b>					
Airport Administration	N/A	\$671,846	\$721,554	\$721,554	7.4%
Air Carrier Operations	N/A	1,472,525	1,462,736	1,462,736	-0.7%
Parking & Rental Car Operation	N/A	226,491	144,810	144,810	-36.1%
Airport Maintenance	N/A	385,281	429,227	429,227	11.4%
Airport Rescue and Fire Fighting/Fire Training	N/A	623,167	624,253	624,253	0.2%
Non-Program Expenditures	N/A	1,100,803	1,158,535	1,158,535	5.2%
<b>Total Expenditures</b>	<b>N/A</b>	<b>\$4,480,113</b>	<b>\$4,541,115</b>	<b>\$4,541,115</b>	<b>1.4%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$1,335,466	\$1,487,425	\$1,513,152	\$1,513,152	1.7%
Operating	1,032,593	1,189,665	1,296,987	1,296,987	9.0%
Contract Services	92,137	137,195	148,067	148,067	7.9%
Capital Outlay	439,550	143,135	28,000	28,000	-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	1,554,909	2.1%
<b>Total Expenditures</b>	<b>\$3,554,191</b>	<b>\$4,480,113</b>	<b>\$4,541,115</b>	<b>\$4,541,115</b>	<b>1.4%</b>
<b>Funding Sources</b>					
Airport Fund	\$3,554,191	\$4,480,113	\$4,541,115	\$4,541,115	1.4%
<b>Total Funding Sources</b>	<b>\$3,554,191</b>	<b>\$4,480,113</b>	<b>\$4,541,115</b>	<b>\$4,541,115</b>	<b>1.4%</b>
<b>Full-Time Equivalent Positions By Department</b>					
<b>Total Authorized FTEs</b>	<b>22.0</b>	<b>22.0</b>	<b>23.0</b>	<b>23.0</b>	<b>4.5%</b>

# Airport

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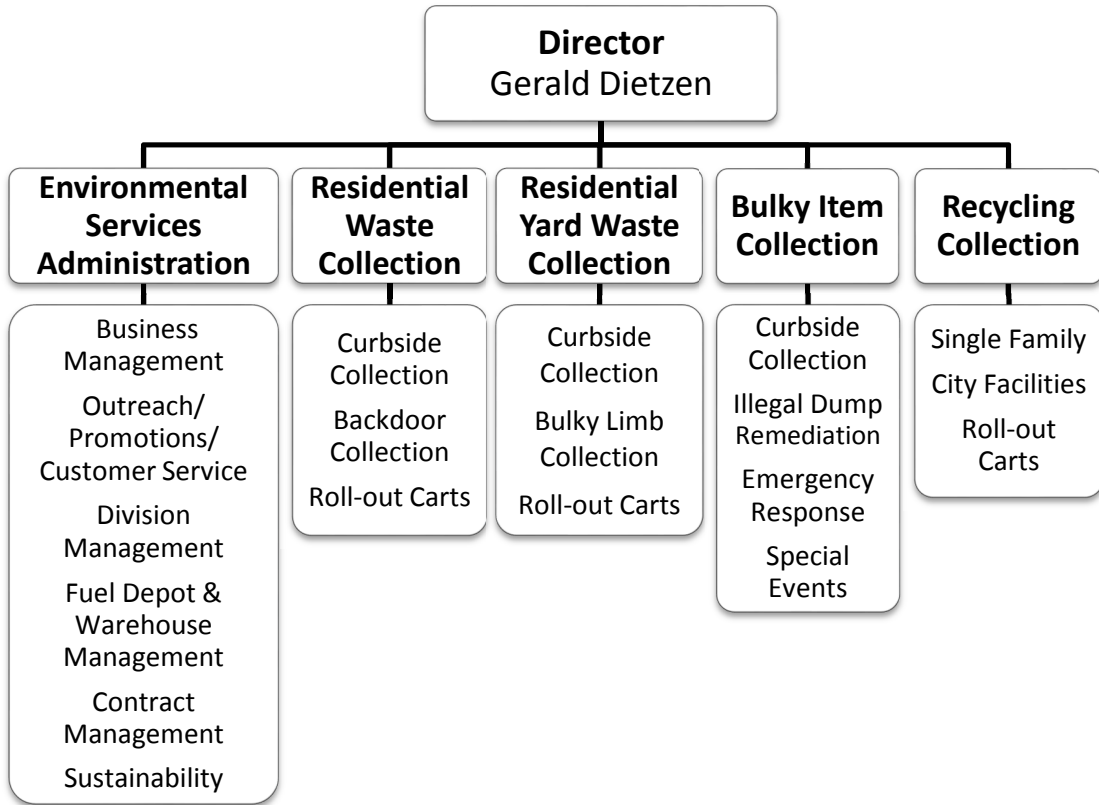
## BUDGET HIGHLIGHTS

- 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

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# Environmental Services

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## DEPARTMENT MISSION

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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

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- 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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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%

<b>Program: Residential Waste Collection</b>	<i>Environmental Services Fund</i> \$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

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- 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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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%

<b>Program: Residential Yard Waste Collection</b>	<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 to all resident requests

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# Environmental Services

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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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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

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**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

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<b>Key Performance Measures:</b>	<b>FY 2014</b>	<b>FY 2015 Estimated</b>	<b>FY 2016 Target</b>
# 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%

<b>Program: Recycling Collection</b>	<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

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**Objective:**

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

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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 2014-15 Original Budget
<b>Expenditures by Program</b>					
Environmental Services Administration	N/A	\$924,993	\$735,234	\$735,234	-20.5%
Residential Waste Collection	N/A	4,051,159	4,121,886	4,121,886	1.7%
Residential Yard Waste Collection	N/A	1,454,420	2,252,126	2,252,126	54.8%
Bulky Item Collection	N/A	1,315,186	848,704	848,704	-35.5%
Recycling Collection	N/A	2,346,892	2,363,042	2,363,042	0.7%
Non-Program Expenditures	N/A	740,511	874,344	874,344	18.1%
<b>Total Expenditures</b>	<b>N/A</b>	<b>\$10,833,161</b>	<b>\$11,195,336</b>	<b>\$11,195,336</b>	<b>3.3%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$3,656,246	\$3,861,585	\$3,937,700	\$3,937,700	2.0%
Operating	2,577,078	2,652,707	3,082,787	3,082,787	16.2%
Contract Services	2,139,599	2,323,988	2,226,864	2,226,864	-4.2%
Capital Outlay	171,906	1,337,000	1,260,000	1,260,000	-5.8%
Transfers to Other Funds	360,000	52,000	0	0	-100.0%
Debt Service	0	142,003	150,002	150,002	5.6%
Other Charges	499,967	463,878	537,983	537,983	16.0%
<b>Total Expenditures</b>	<b>\$9,404,796</b>	<b>\$10,833,161</b>	<b>\$11,195,336</b>	<b>\$11,195,336</b>	<b>3.3%</b>
<b>Funding Sources</b>					
Environmental Services Fund	\$9,404,796	\$10,833,161	\$11,195,336	\$11,195,336	3.3%
<b>Total Funding Sources</b>	<b>\$9,404,796</b>	<b>\$10,833,161</b>	<b>\$11,195,336</b>	<b>\$11,195,336</b>	<b>3.3%</b>
<b>Full-Time Equivalent Positions By Department</b>					
<b>Total Authorized FTEs</b>	<b>72.0</b>	<b>73.2</b>	<b>74.2</b>	<b>74.2</b>	<b>1.4%</b>

# Environmental Services

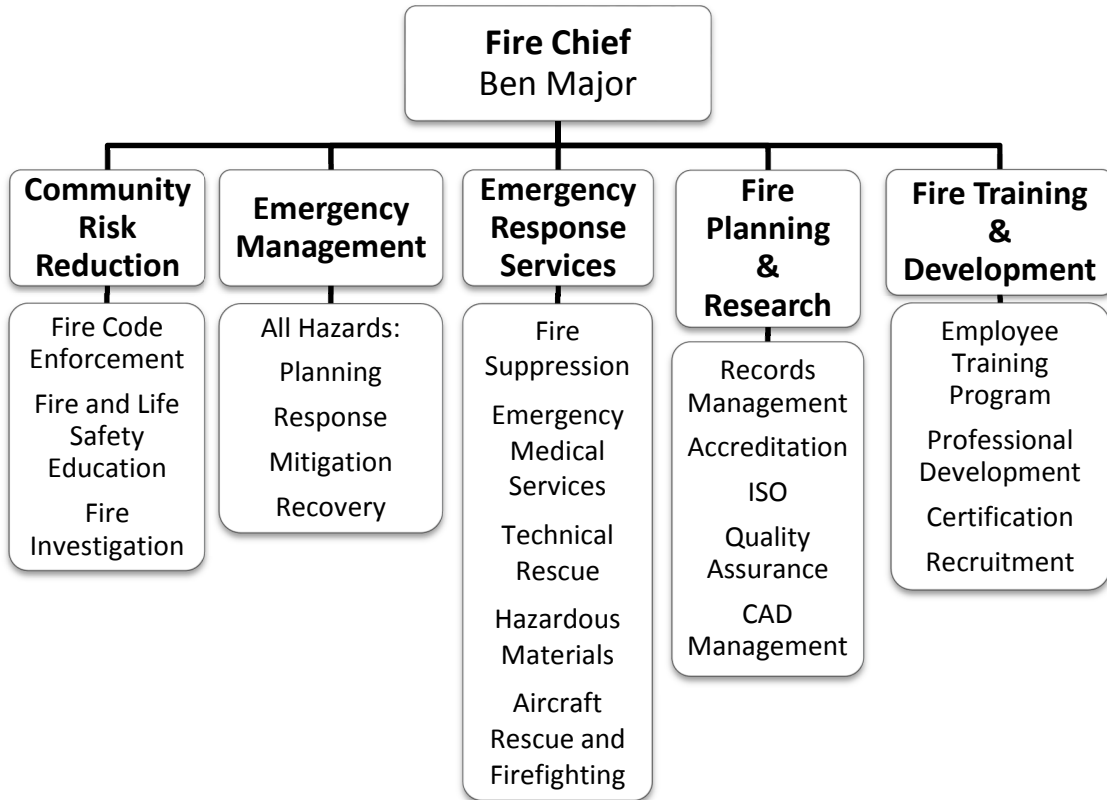
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## BUDGET HIGHLIGHTS

- 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

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# Fire & Emergency Management

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## DEPARTMENT MISSION

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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 \$792,857 / 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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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

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**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.

<b>Key Performance Measures:</b>	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Target</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.

<b>Key Performance Measures:</b>	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Target</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 \$98,674 / 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

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**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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
% 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.

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

<b>Program: Emergency Response Services</b>	<i>General Fund \$24,260,881 / 300.0 FTEs</i>
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**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

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**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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
% 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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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%

<b>Program: Fire Administration, Planning &amp; Research</b>	<i>General Fund</i> \$1,142,339 / 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

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## 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.

<b>Key Performance Measures:</b>	<b>FY 2014</b>	<b>FY 2015 Estimated</b>	<b>FY 2016 Target</b>
% 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%

<b>Program: Fire Training &amp; Development</b>	<i>General Fund \$346,953 / 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

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- 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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
% 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>
<b>Expenditures by Program</b>					
Community Risk Reduction	N/A	\$766,660	\$789,305	\$792,857	3.4%
Emergency Management	N/A	94,491	98,296	98,674	4.4%
Emergency Response Services	N/A	22,256,417	24,269,490	24,260,881	9.0%
Fire Administration, Planning & Research	N/A	1,025,734	1,137,554	1,142,339	11.4%
Fire Training & Development	N/A	282,094	345,406	346,953	23.0%
<b>Total Expenditures</b>	<b>N/A</b>	<b>\$24,425,396</b>	<b>\$26,640,051</b>	<b>\$26,641,704</b>	<b>9.1%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$20,405,838	\$20,618,747	\$21,007,811	\$21,109,464	2.4%
Operating	2,344,011	2,181,890	3,820,191	4,020,191	84.3%
Contract Services	650,775	701,987	742,355	742,355	5.8%
Capital Outlay	1,317,428	709,000	760,032	760,032	7.2%
Transfers to Other Funds	33,626	204,111	300,000	0	-100.0%
Debt Service	0	0	0	0	0.0%
Other Charges	(488)	9,661	9,662	9,662	0.0%
<b>Total Expenditures</b>	<b>\$24,751,190</b>	<b>\$24,425,396</b>	<b>\$26,640,051</b>	<b>\$26,641,704</b>	<b>9.1%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$790,079	\$866,867	\$966,272	\$966,272	11.5%
Other General Fund Funding	23,961,111	23,558,529	25,673,779	25,675,432	9.0%
General Fund Subtotal	24,751,190	24,425,396	26,640,051	26,641,704	9.1%
<b>Total Funding Sources</b>	<b>\$24,751,190</b>	<b>\$24,425,396</b>	<b>\$26,640,051</b>	<b>\$26,641,704</b>	<b>9.1%</b>
<b>Full-Time Equivalent Positions By Department</b>					
<b>Total Authorized FTEs</b>	<b>325.0</b>	<b>325.0</b>	<b>325.0</b>	<b>325.0</b>	<b>0.0%</b>

# Fire & Emergency Management

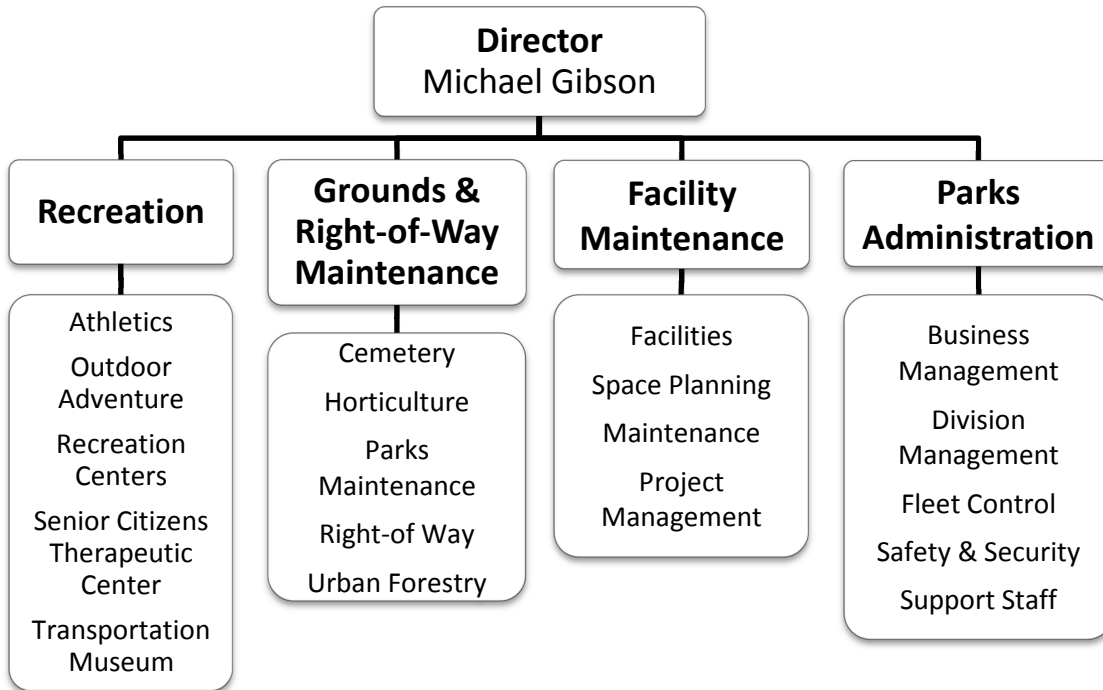
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## BUDGET HIGHLIGHTS

- Personnel includes \$734,709 for employee pay adjustments and bonuses, and a new 1% employer 401K contribution
- Operating costs consist of expenditures to operate 16 stations; \$200,000 for the renovation of temporary station 16; \$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
- 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

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# Parks, Recreation & Maintenance

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## DEPARTMENT MISSION

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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

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**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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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%

<b>Program: Grounds &amp; ROW Maintenance</b>	<i>General Fund \$7,702,717 / 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

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**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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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%

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# Parks, Recreation & Maintenance

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**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.

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

<b>Program: Facility Management</b>	<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.

<b>Key Performance Measures:</b>	<b>FY 2014</b>	<b>FY 2015 Estimated</b>	<b>FY 2016 Target</b>
# 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

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**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.

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

**Program: Parks Administration** *General Fund \$2,638,402 / 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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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</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>
<b>Expenditures by Program</b>					
Recreation	N/A	\$5,111,201	\$5,230,602	\$5,230,602	2.3%
Grounds & ROW Maintenance	N/A	8,558,634	7,611,773	7,702,717	-10.0%
Facility Management	N/A	3,232,985	4,113,503	4,113,503	27.2%
Parks Administration	N/A	2,638,199	2,613,402	2,638,402	0.0%
Non-Program Expenditures	N/A	580,294	20,968	20,968	-96.4%
<b>Total Expenditures</b>	<b>N/A</b>	<b>\$20,121,313</b>	<b>\$19,590,248</b>	<b>\$19,706,192</b>	<b>-2.1%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$9,369,622	\$9,711,229	\$9,844,396	\$9,960,340	2.6%
Operating	4,580,621	4,640,272	4,785,174	4,785,174	3.1%
Contract Services	819,167	1,016,895	1,091,651	1,091,651	7.4%
Capital Outlay	486,343	553,500	1,280,500	1,280,500	131.4%
Transfers to Other Funds	2,293,602	3,303,500	2,262,218	2,262,218	-31.5%
Debt Service	0	0	0	0	0.0%
Other Charges	61,751	895,917	326,309	326,309	-63.6%
<b>Total Expenditures</b>	<b>\$17,611,106</b>	<b>\$20,121,313</b>	<b>\$19,590,248</b>	<b>\$19,706,192</b>	<b>-2.1%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$5,410,099	\$5,652,229	\$4,086,447	\$4,086,447	-27.7%
Other General Fund Funding	12,201,007	14,469,084	15,503,801	15,619,745	8.0%
General Fund Subtotal	17,611,106	20,121,313	19,590,248	19,706,192	-2.1%
<b>Total Funding Sources</b>	<b>\$17,611,106</b>	<b>\$20,121,313</b>	<b>\$19,590,248</b>	<b>\$19,706,192</b>	<b>-2.1%</b>
<b>Full-Time Equivalent Positions By Department</b>					
<b>Total Authorized FTEs</b>	<b>162.0</b>	<b>162.0</b>	<b>162.0</b>	<b>162.0</b>	<b>0.0%</b>

# Parks, Recreation & Maintenance

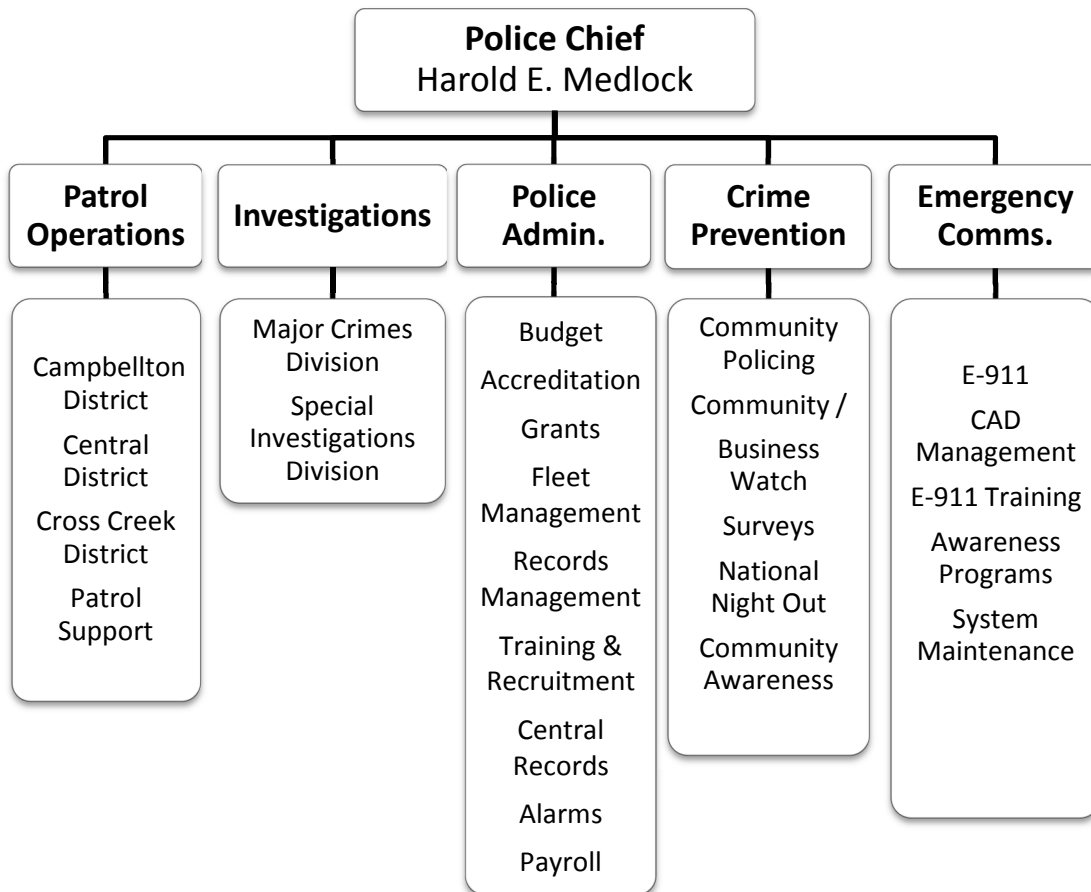
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## BUDGET HIGHLIGHTS

- Personnel includes \$176,309 for employee pay adjustments and a new 1% employer 401K contribution, \$25,000 to fund a pilot program for Police Officers to be present at outdoor athletic facilities during evening hours, and \$90,944 for a pilot program that will fund two additional litter crews
- 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, \$270,000 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

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## DEPARTMENT MISSION

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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

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**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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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.

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

<b>Program: Investigations</b>	<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%.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
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%.

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

# Police

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**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.

<b>Key Performance Measures:</b>	<b>FY 2014</b>	<b>FY 2015 Estimated</b>	<b>FY 2016 Target</b>
% 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%

<b>Program: Crime Prevention</b>	<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

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**Objective:**

To increase level of community awareness through education.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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).

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

<b>Program: Emergency Communications</b>	<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 implemented 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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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

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

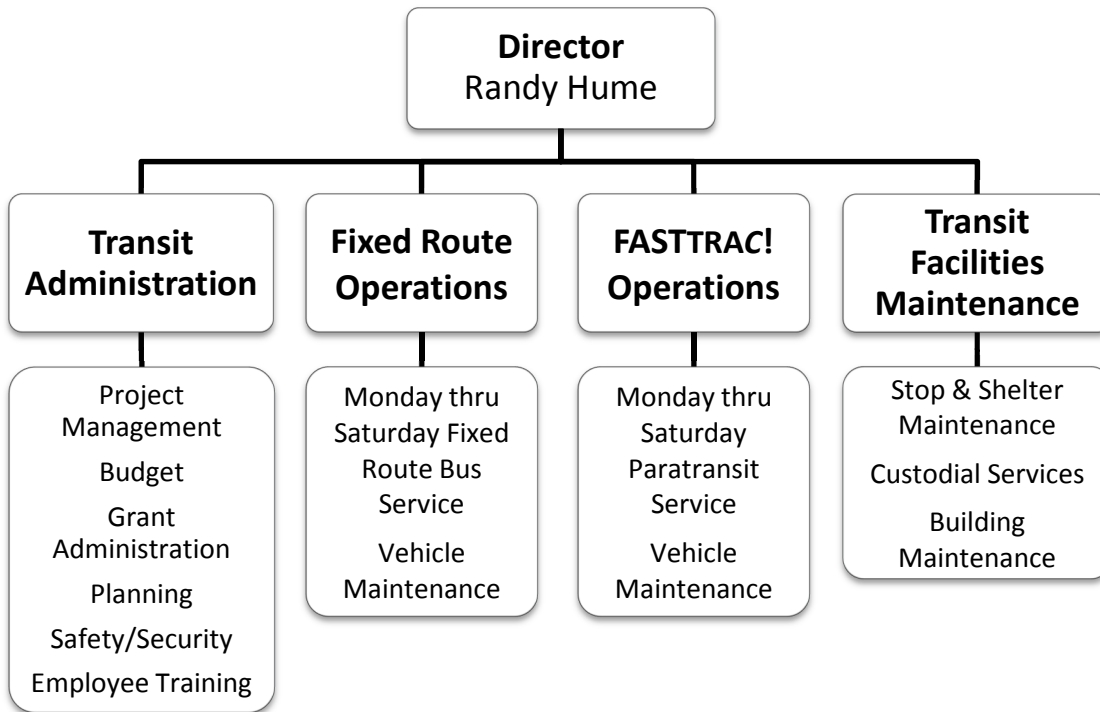
Note: Grant-funded program and personnel expenses for 3.0 FTEs are not reflected in this budget.

## 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

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**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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
% 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

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**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%.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
% 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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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

<b>Program: Fixed Route Operations</b>	<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%.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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%.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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

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<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
% 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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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%.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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

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

**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%.

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

# Transit

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

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



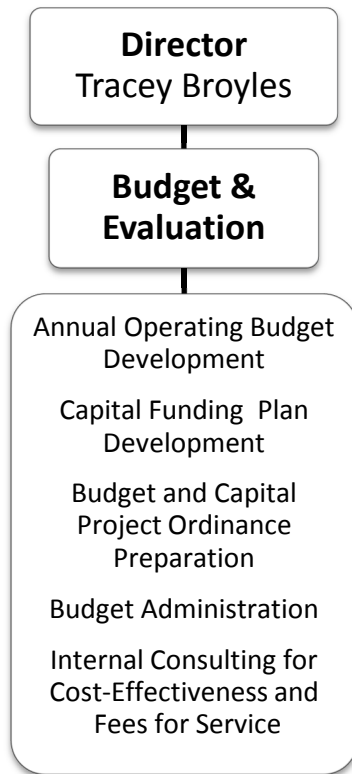
## Support Services & Administration

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

# Budget & Evaluation

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**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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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%	12.8%

## Budget & Evaluation

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% 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

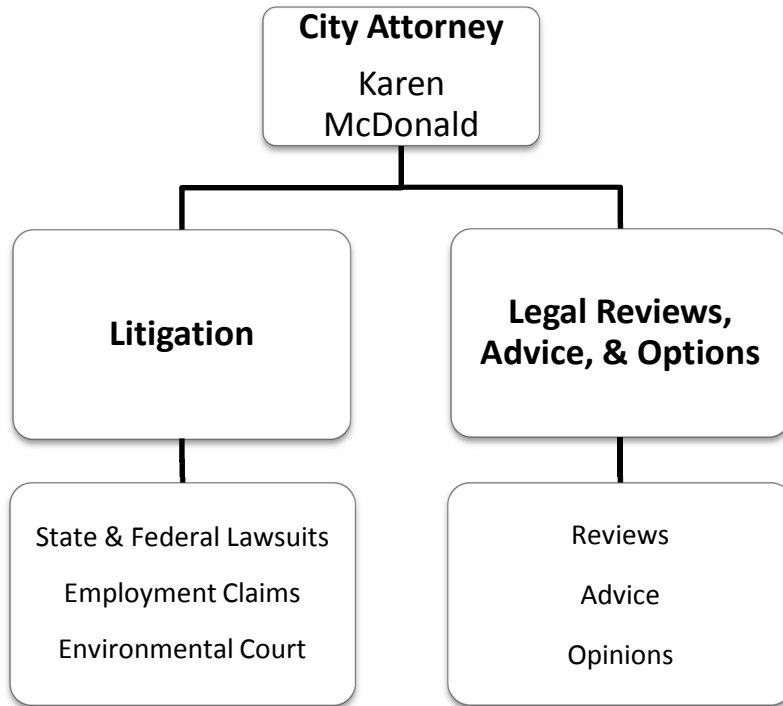
	<u>2013-14 Actual</u>	<u>2014-15 Original Budget</u>	<u>2015-16 Recommended Budget</u>	<u>2015-16 Adopted Budget</u>	% Change vs 2014-15 Original Budget
<b>Expenditures by Program</b>					
Budget and Evaluation	N/A	\$0	\$437,163	\$437,163	100.0%
<b>Total Expenditures</b>	<b>N/A</b>	<b>\$0</b>	<b>\$437,163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

# Budget & Evaluation

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## 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

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## DEPARTMENT MISSION

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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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015</u></b> <b><u>Estimated</u></b>	<b><u>FY 2016</u></b> <b><u>Target</u></b>
# 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

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**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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015</u></b> <b><u>Estimated</u></b>	<b><u>FY 2016</u></b> <b><u>Target</u></b>
% 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

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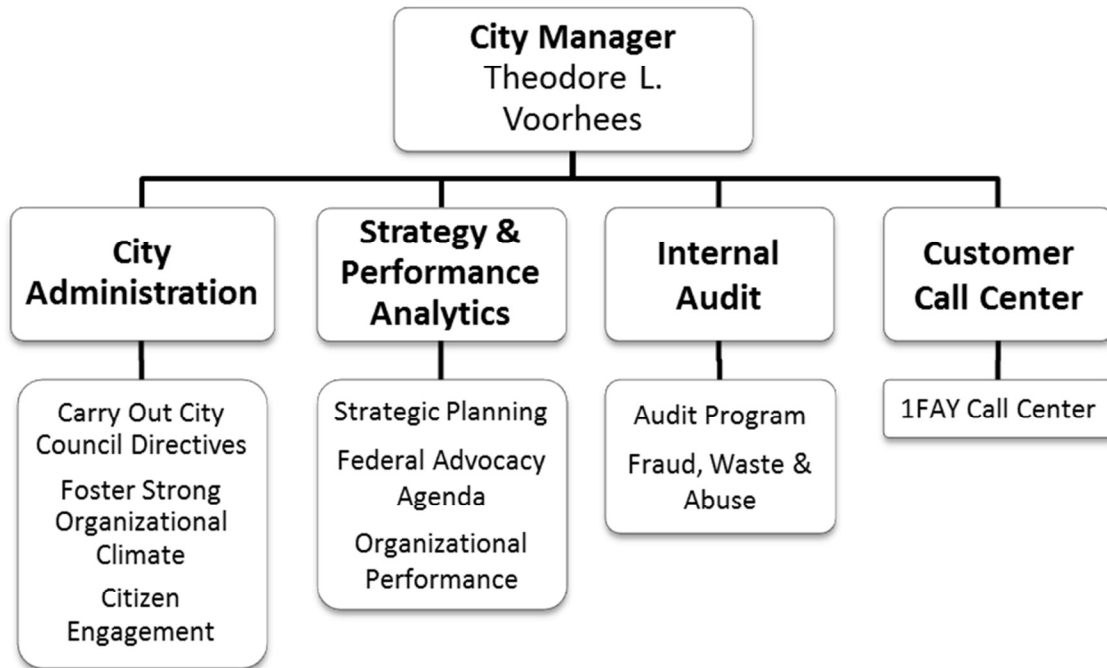
	<u>2013-14 Actual</u>	<u>2014-15 Original Budget</u>	<u>2015-16 Recommended Budget</u>	<u>2015-16 Adopted Budget</u>	<u>% Change vs 2014-15 Original Budget</u>
<b>Expenditures by Program</b>					
Litigation	N/A	\$772,598	\$956,367	\$956,367	23.8%
Legal Reviews, Advice & Opinions	N/A	630,985	584,364	584,364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

### **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

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**DEPARTMENT MISSION**

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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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
% 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

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**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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
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.

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

## City Manager's Office

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**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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
% 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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
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

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## 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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015</u></b> <b><u>Estimated</u></b>	<b><u>FY 2016</u></b> <b><u>Target</u></b>
% 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

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<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015</u></b> <b><u>Estimated</u></b>	<b><u>FY 2016</u></b> <b><u>Target</u></b>
% 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%.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015</u></b> <b><u>Estimated</u></b>	<b><u>FY 2016</u></b> <b><u>Target</u></b>
% 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%.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015</u></b> <b><u>Estimated</u></b>	<b><u>FY 2016</u></b> <b><u>Target</u></b>
% 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%.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015</u></b> <b><u>Estimated</u></b>	<b><u>FY 2016</u></b> <b><u>Target</u></b>
% 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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015</u></b> <b><u>Estimated</u></b>	<b><u>FY 2016</u></b> <b><u>Target</u></b>
% 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

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<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
% 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.

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

<b>Program: Internal Audit</b>	<i>General Fund \$296,376 / 3.1 FTEs</i>
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**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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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.

<b>Key Performance Measures:</b>	<u>FY 2014</u>	<u>FY 2015 Estimated</u>	<u>FY 2016 Target</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

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**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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
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

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

# City Manager's Office

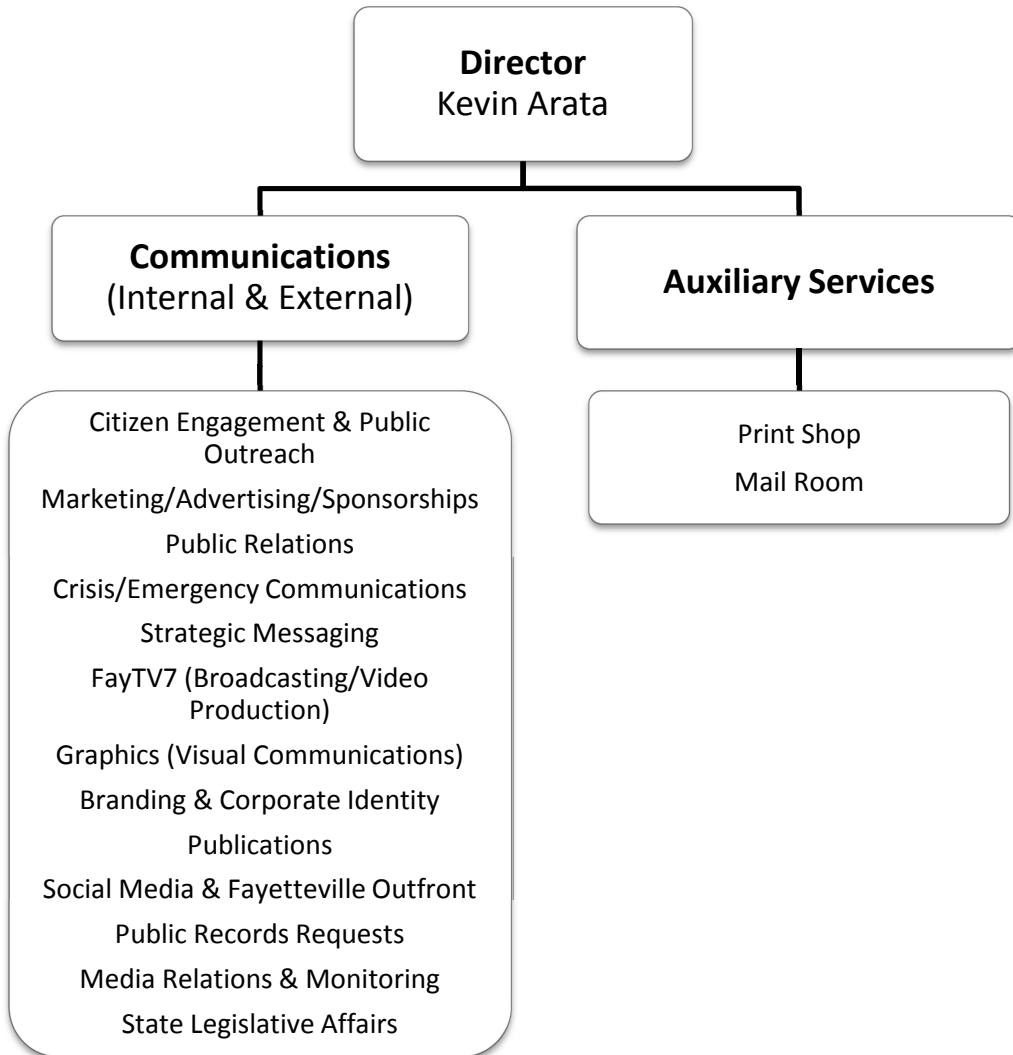
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## BUDGET HIGHLIGHTS

- 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

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# Corporate Communications

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## DEPARTMENT MISSION

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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

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- 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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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

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**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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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**

*General Fund \$164,842 / 2.5 FTEs*

**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

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## 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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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

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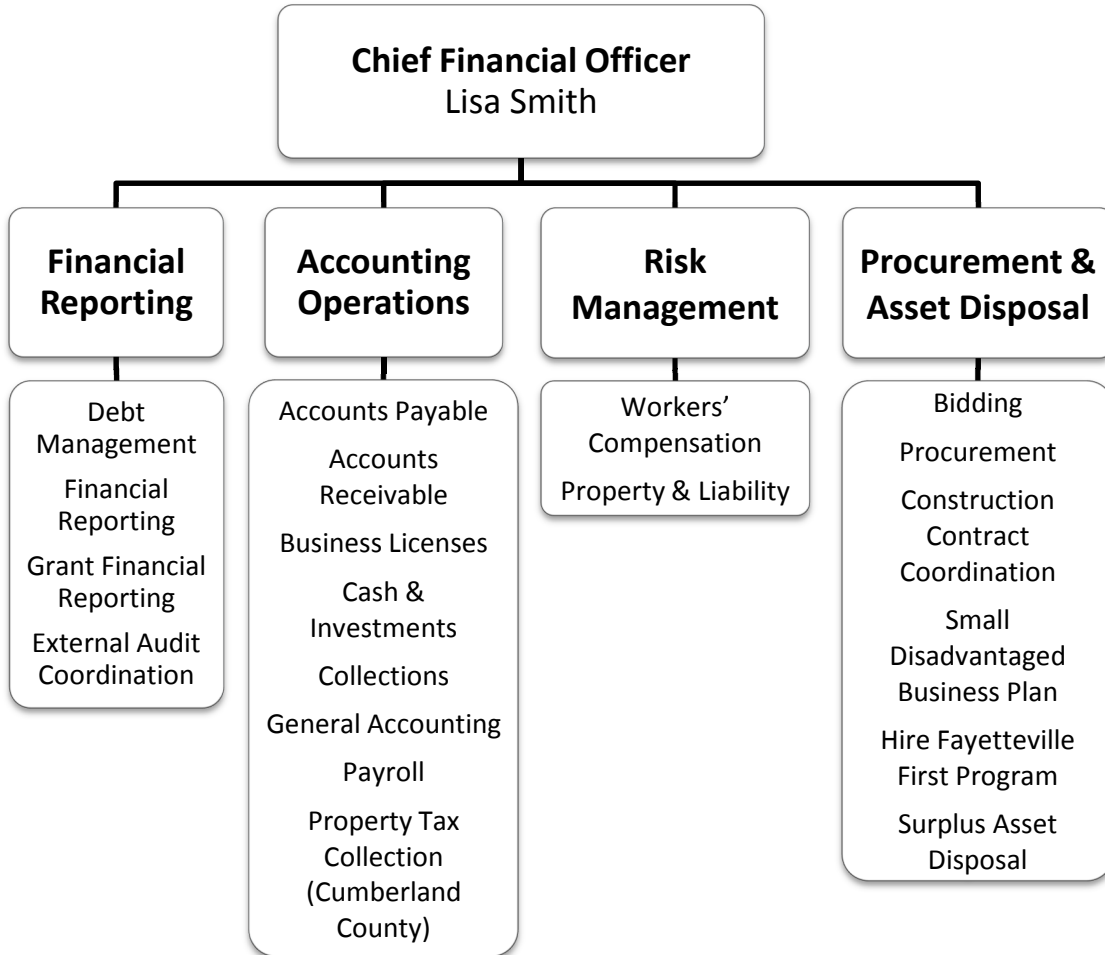
	<u>2013-14 Actual</u>	<u>2014-15 Original Budget</u>	<u>2015-16 Recommended Budget</u>	<u>2015-16 Adopted Budget</u>	<u>% Change vs 2014-15 Original Budget</u>
<b>Expenditures by Program</b>					
Communications	N/A	\$507,779	\$581,859	\$581,859	14.6%
Auxiliary Services	N/A	163,321	164,842	164,842	0.9%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

## **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

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**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** *General Fund \$407,984 / 4.5 FTEs*

**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.

<b>Key Performance Measures:</b>	<b>FY 2014</b>	<b>FY 2015 Estimated</b>	<b>FY 2016 Target</b>
# 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

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**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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
% 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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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

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<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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%

<b>Program: Procurement &amp; Asset Disposal</b>	<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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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.

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

# Finance

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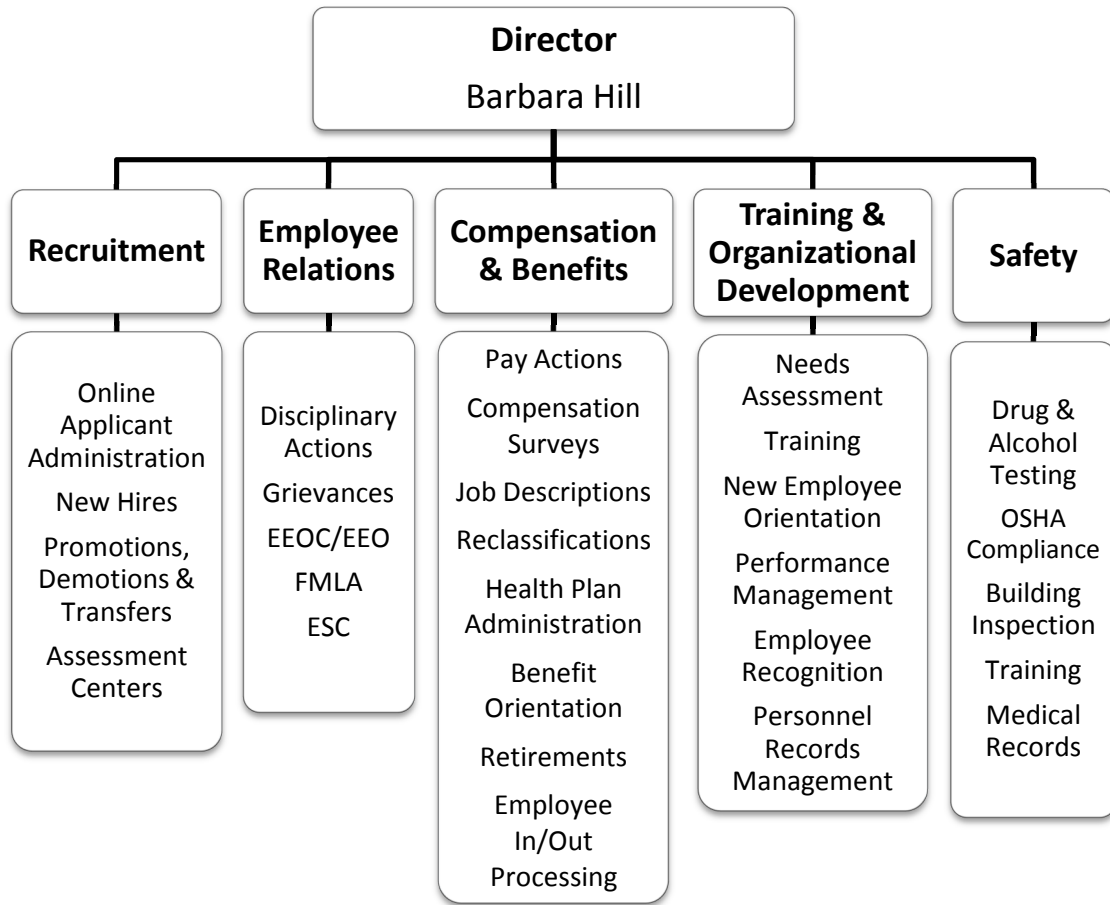
	<u>2013-14 Actual</u>	<u>2014-15 Original Budget</u>	<u>2015-16 Recommended Budget</u>	<u>2015-16 Adopted Budget</u>	<u>% Change vs 2014-15 Original Budget</u>
<b>Expenditures by Program</b>					
Financial Reporting	N/A	\$618,544	\$407,984	\$407,984	-34.0%
Accounting Operations	N/A	1,711,477	1,464,924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

### 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

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# Human Resource Development

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## DEPARTMENT MISSION

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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

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<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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.

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# Human Resource Development

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**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.

<b>Key Performance Measures:</b>	<b>FY 2014</b>	<b>FY 2015 Estimated</b>	<b>FY 2016 Target</b>
# 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

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**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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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.

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# Human Resource Development

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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

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**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

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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

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**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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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

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

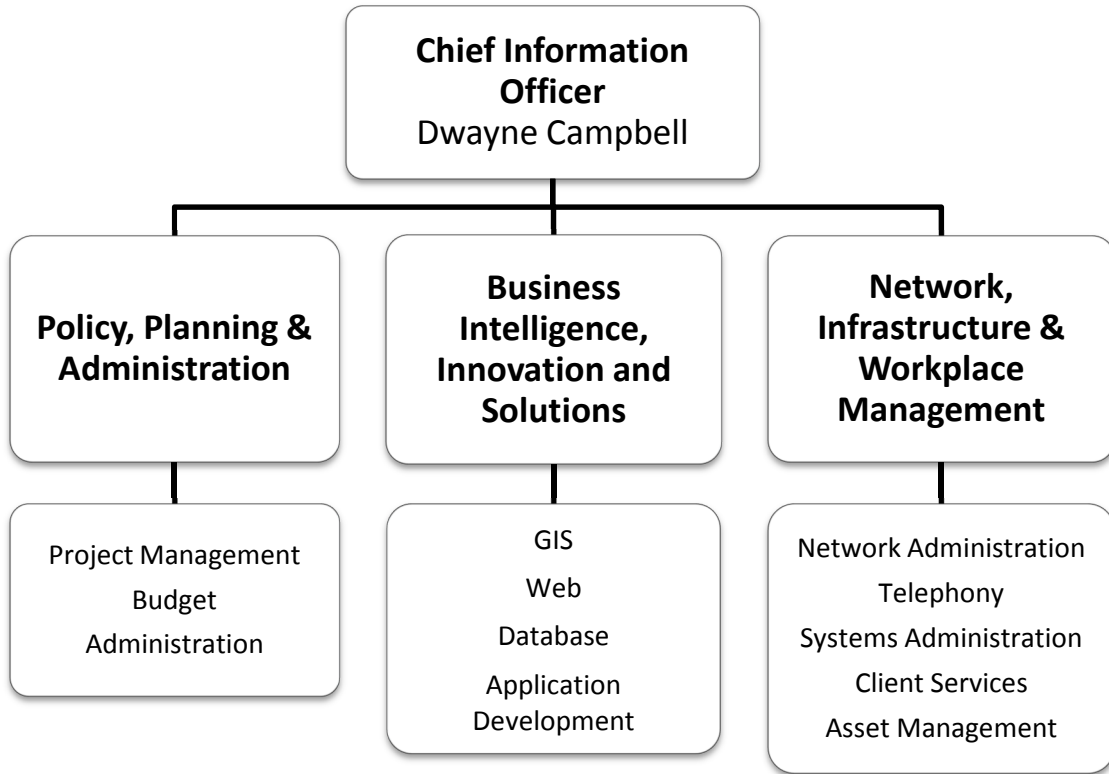
# Human Resource Development

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## 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

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## DEPARTMENT MISSION

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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.

<b>Program: Policy, Planning &amp; Administration</b>	<i>General Fund \$1,916,669 / 7.4 FTEs</i>
-------------------------------------------------------	--------------------------------------------

### **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.

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# Information Technology

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**Objective:**

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

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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%

<b>Program: Business Intelligence, Innovation &amp; Solutions</b>	<i>General Fund \$877,689 / 6.3 FTEs</i>
-------------------------------------------------------------------	------------------------------------------

**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

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**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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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.

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## Information Technology

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<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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

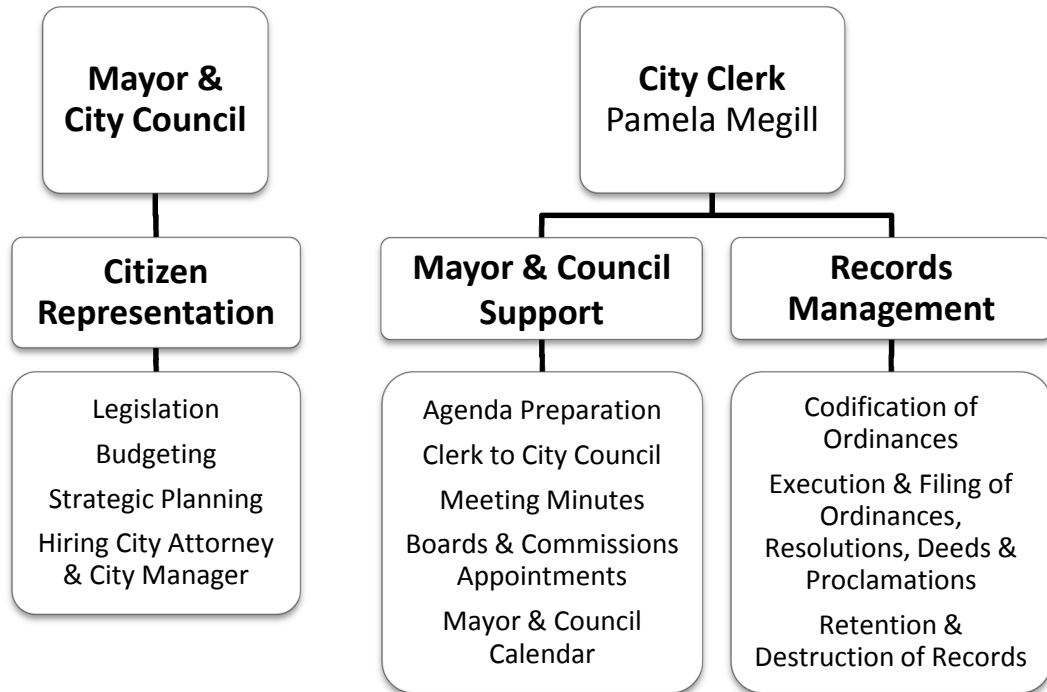
	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2015-16</b>	<b>%</b>
	<b><u>Actual</u></b>	<b><u>Original</u></b>	<b><u>Recommended</u></b>	<b><u>Adopted</u></b>	<b><u>Change vs</u></b>
		<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>2014-15</u></b>
					<b><u>Original</u></b>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

## **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

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## 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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
% 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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# 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.

<b>Key Performance Measures:</b>	<b><u>FY 2014</u></b>	<b><u>FY 2015 Estimated</u></b>	<b><u>FY 2016 Target</u></b>
# of ordinances and resolutions prepared per year	120	100	100
# of out of date records destroyed	N/A	150	600

# Mayor, Council & Clerk

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	<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>
<b>Expenditures by Program</b>					
Citizen Representation	N/A	\$528,690	\$986,099	\$986,099	86.5%
City Council Support	N/A	122,545	130,471	130,471	6.5%
Records Management	N/A	73,110	38,106	38,106	-47.9%
<b>Total Expenditures</b>	<b>N/A</b>	<b>\$724,345</b>	<b>\$1,154,676</b>	<b>\$1,154,676</b>	<b>59.4%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$424,318	\$457,736	\$465,156	\$465,156	1.6%
Operating	174,522	190,904	206,500	206,500	8.2%
Contract Services	254,690	71,700	477,407	477,407	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	5,613	40.1%
<b>Total Expenditures</b>	<b>\$858,291</b>	<b>\$724,345</b>	<b>\$1,154,676</b>	<b>\$1,154,676</b>	<b>59.4%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	858,291	724,345	1,154,676	1,154,676	59.4%
General Fund Subtotal	858,291	724,345	1,154,676	1,154,676	59.4%
<b>Total Funding Sources</b>	<b>\$858,291</b>	<b>\$724,345</b>	<b>\$1,154,676</b>	<b>\$1,154,676</b>	<b>59.4%</b>
<b>Full-Time Equivalent Positions By Department</b>					
<b>Total Authorized FTEs</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>0.0%</b>

### **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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## Other Appropriations

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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.

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## **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
<b>Expenditures by Department</b>					
Other Appropriations	\$33,357,785	\$31,687,735	\$30,337,613	\$30,337,613	-4.3%
<b>Total Expenditures</b>	<b>\$33,357,785</b>	<b>\$31,687,735</b>	<b>\$30,337,613</b>	<b>\$30,337,613</b>	<b>-4.3%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$959,027	\$1,975,468	\$2,156,741	\$2,156,741	9.2%
Operating	2,222,839	1,901,921	1,891,571	1,891,571	-0.5%
Contract Services	7,731,061	6,780,903	7,401,807	7,401,807	9.2%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	15,958,288	14,067,183	12,088,349	12,088,349	-14.1%
Debt Service	5,954,019	6,663,101	6,271,418	6,271,418	-5.9%
Other Charges	532,551	299,159	527,727	527,727	76.4%
<b>Total Expenditures</b>	<b>\$33,357,785</b>	<b>\$31,687,735</b>	<b>\$30,337,613</b>	<b>\$30,337,613</b>	<b>-4.3%</b>
<b>Funding Sources</b>					
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	28,432,504	-5.1%
General Fund Subtotal	31,886,997	29,967,390	28,432,504	28,432,504	-5.1%
Lake Valley Drive MSD Fund	85,777	54,443	59,063	59,063	8.5%
City of Fayetteville Finance Corp	806,510	795,850	787,550	787,550	-1.0%
LEOSSA Fund	578,501	870,052	1,058,496	1,058,496	21.7%
<b>Total Funding Sources</b>	<b>\$33,357,785</b>	<b>\$31,687,735</b>	<b>\$30,337,613</b>	<b>\$30,337,613</b>	<b>-4.3%</b>
<b>Full-Time Equivalent Positions By Department</b>					
<b>Total Authorized FTEs</b>	<b>0.5</b>	<b>0.3</b>	<b>0.3</b>	<b>0.3</b>	<b>0.0%</b>

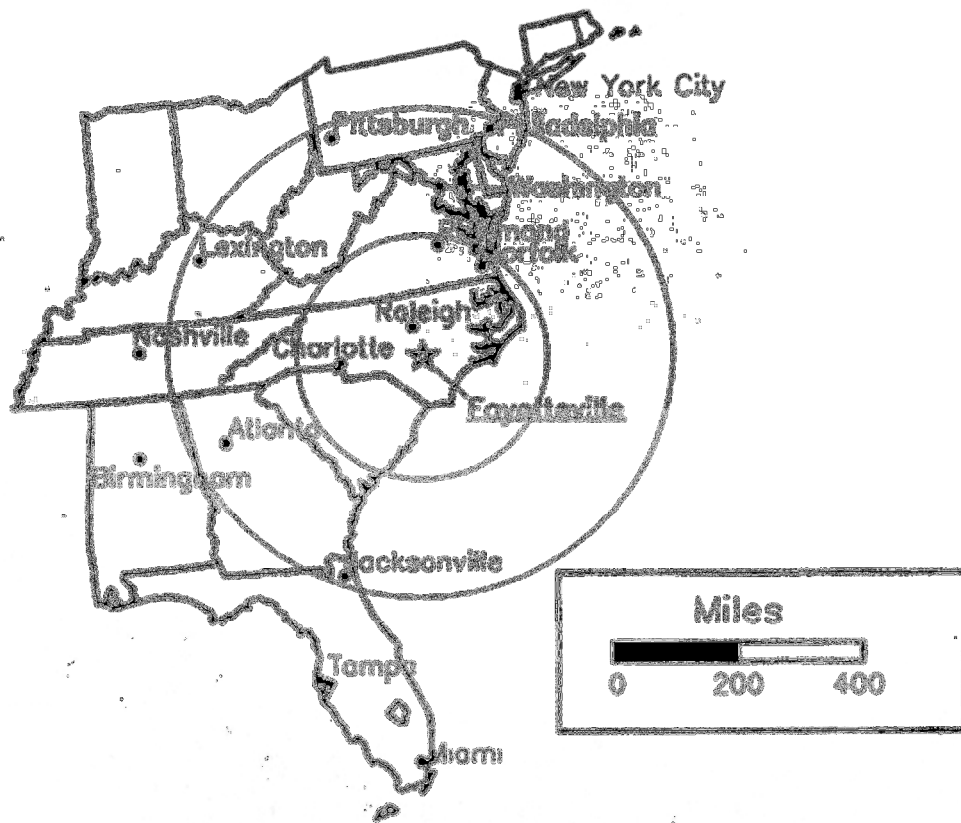
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## Geographic Location

The City is approximately 65 miles south of Raleigh, the State capital. The City of Charlotte, a major commercial center, is about 200 miles to the west. The City is located adjacent to Interstate Highway 95, a major north-south corridor that links the City to Washington D.C., Baltimore and New York to the north, and to Charleston, Orlando and Miami to the south. State highways also link the City to the beaches along the southeast coast of the State and to the mountains in the west.

The City encompasses 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	\$125,800
Occupied Housing Unit*	

\*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 (April 2015)
Fayetteville – 6.8 %
North Carolina – 5.5 %
United States – 5.4 %

## 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%

## **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

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

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

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

## **Budget Implementation and Monitoring**

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

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

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

# Basics of Budgeting

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## Basis of Budgeting

The City budgets revenues and expenditures on a modified accrual basis. Revenues are recognized in the accounting period in which they become measurable and available.

Expenditures are recognized in the accounting period in which the liability is incurred, except for bond principal and interest, which 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**

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

- **General Fund** - The General Fund is the principal fund of the City of Fayetteville. This fund accounts for all financial transactions except those more appropriately recorded in another fund. This fund includes the majority of city services including police, fire, emergency communications, inspections, 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

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- **Capital Project Funds** - Capital Project Funds provide budgetary accountability for financial resources used for the acquisition or construction of major capital facilities, improvements, and equipment other than those financed and accounted for in proprietary funds. Principal resources for these activities include 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

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Proprietary funds are used to account for activities that are similar to those often found in the private sector. Proprietary funds are separated into two categories: enterprise funds and internal service funds.

**Enterprise Funds** are used to account for operations (a) that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred and net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.

- **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**

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

- **LEOSSA Fund** - The Law Enforcement Officers Special Separation Allowance Fund is used to account for funds transferred from the General Fund 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

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## Basis of Accounting

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

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

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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

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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 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 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

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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 \$6,977,528 and includes an appropriation of \$1,151,749 from fund balance retained for the County Parks and Recreation program, and \$2,120,011 for capital funding plan expenditures in excess of dedicated current year revenues. The remaining \$3,705,768 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; \$200,000 for the development of a strategic plan and a 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; \$50,000 to partner with Cumberland County for a homeless management information system

## Revenue Assumptions

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and a study of homelessness solutions; \$90,944 for a litter crew pilot program; \$45,188 for one-time bonuses for the fire pay plan implementation; \$25,000 for a pilot program for police presence at outdoor athletic facilities; and \$77,565 for other one-time service expenditures.

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

The 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 \$856,110 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 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 will 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 increased from \$40 to \$44 per single-family residential unit. Based upon the adopted 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 will 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 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.

## Revenue Assumptions

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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.

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 implemented 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	145,557
Social Security and Pension	23,805	24,536	22,785	21,663	21,663
Insurance and Benefits	33,597	20,668	23,970	19,114	19,114
Temporary Services	0	0	0	0	0
<b>Personnel Services</b>	<b>225,509</b>	<b>211,576</b>	<b>210,174</b>	<b>186,334</b>	<b>186,334</b>
Utilities	288	290	430	460	460
Supplies	2,360	1,000	1,000	6,000	6,000
Small Equipment/ Computers	1,809	500	500	990	990
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	2,520
Travel and Development	1,550	5,600	5,350	5,050	5,050
Memberships and Dues	1,663	1,830	1,830	1,170	1,170
Insurance and Claims	0	0	0	0	0
Other Services	0	0	0	0	0
<b>Operating</b>	<b>10,977</b>	<b>11,406</b>	<b>11,150</b>	<b>16,190</b>	<b>16,190</b>
Accounting, Auditing and Legal	7,441	15,000	12,000	12,000	12,000
Medical Services	0	0	0	0	0
Other Contract Services	267,149	0	70,281	95,000	95,000
<b>Contract Services</b>	<b>274,590</b>	<b>15,000</b>	<b>82,281</b>	<b>107,000</b>	<b>107,000</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	20,000
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20,000</b>
<b>Transfers to Other Funds</b>	<b>0</b>	<b>96,985</b>	<b>169,189</b>	<b>318,256</b>	<b>398,256</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	0	500	1,682	500	500
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	28,125	28,125	35,353	35,353
Inventory	0	0	0	0	0
Cost Redistribution	(35,659)	(36,294)	(34,394)	0	0
<b>Other Charges</b>	<b>(35,659)</b>	<b>(7,669)</b>	<b>(4,587)</b>	<b>35,853</b>	<b>35,853</b>
<b>Total Expenditures</b>	<b>475,417</b>	<b>327,298</b>	<b>468,207</b>	<b>663,633</b>	<b>763,633</b>

## 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	2,724,715
Social Security and Pension	342,730	374,961	357,116	403,626	403,626
Insurance and Benefits	394,450	365,084	359,970	402,269	402,269
Temporary Services	17,713	0	45,373	0	0
<b>Personnel Services</b>	<b>3,137,851</b>	<b>3,274,574</b>	<b>3,244,824</b>	<b>3,530,610</b>	<b>3,530,610</b>
Utilities	0	0	0	0	0
Supplies	14,045	34,290	31,881	38,098	38,098
Small Equipment/ Computers	22,904	9,858	7,358	110,000	110,000
General Maintenance	16,649	29,146	29,795	3,275	3,275
Vehicle Maintenance	20,436	27,176	36,522	38,340	38,340
Vehicle Fuel	13,565	37,034	30,700	29,500	29,500
Communications	108,891	109,103	109,616	116,078	116,078
Travel and Development	123,322	59,835	59,330	59,600	59,600
Memberships and Dues	9,637	12,479	13,079	13,001	13,001
Insurance and Claims	0	0	0	0	0
Other Services	0	200	0	0	0
<b>Operating</b>	<b>329,449</b>	<b>319,121</b>	<b>318,281</b>	<b>407,892</b>	<b>407,892</b>
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	774,572
<b>Contract Services</b>	<b>575,223</b>	<b>677,605</b>	<b>791,995</b>	<b>774,572</b>	<b>774,572</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	318,034	38,374	44,496	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>318,034</b>	<b>38,374</b>	<b>44,496</b>	<b>0</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>80,000</b>	<b>0</b>	<b>0</b>	<b>50,000</b>	<b>50,000</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	41	120	130	120	120
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	1,720	0	3,428	1,775	1,775
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
<b>Other Charges</b>	<b>1,761</b>	<b>120</b>	<b>3,558</b>	<b>1,895</b>	<b>1,895</b>
<b>Total Expenditures</b>	<b>4,442,318</b>	<b>4,309,794</b>	<b>4,403,154</b>	<b>4,764,969</b>	<b>4,764,969</b>

## 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	259,930
Social Security and Pension	0	23,461	10,658	38,467	38,467
Insurance and Benefits	0	17,921	8,194	30,416	30,416
Temporary Services	0	0	0	0	0
<b>Personnel Services</b>	<b>0</b>	<b>199,689</b>	<b>96,250</b>	<b>328,813</b>	<b>328,813</b>
Utilities	0	0	0	0	0
Supplies	26,857	27,600	20,213	11,500	11,500
Small Equipment/ Computers	0	35,500	35,500	6,915	6,915
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	17,761
Travel and Development	0	7,525	6,760	17,500	17,500
Memberships and Dues	0	1,500	1,500	3,000	3,000
Insurance and Claims	0	0	0	0	0
Other Services	0	0	0	0	0
<b>Operating</b>	<b>40,323</b>	<b>95,300</b>	<b>82,708</b>	<b>81,676</b>	<b>56,676</b>
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	742,789
<b>Contract Services</b>	<b>27,659</b>	<b>265,079</b>	<b>266,115</b>	<b>742,789</b>	<b>742,789</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>27,000</b>	<b>25,000</b>	<b>25,000</b>	<b>266,795</b>	<b>166,795</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	20	7,095	180	4,500	4,500
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	250,000	250,000	665,000	665,000
Inventory	0	0	0	0	0
Cost Redistribution	35,659	36,294	34,394	-315,000	-315,000
<b>Other Charges</b>	<b>35,679</b>	<b>293,389</b>	<b>284,574</b>	<b>354,500</b>	<b>354,500</b>
<b>Total Expenditures</b>	<b>130,661</b>	<b>878,457</b>	<b>754,647</b>	<b>1,774,573</b>	<b>1,649,573</b>

# 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	4,880,747
Social Security and Pension	670,372	715,972	675,076	726,406	726,406
Insurance and Benefits	808,511	795,078	795,710	837,642	837,642
Temporary Services	34,785	36,980	34,482	32,480	32,480
<b>Personnel Services</b>	<b>6,173,374</b>	<b>6,379,764</b>	<b>6,210,908</b>	<b>6,477,275</b>	<b>6,477,275</b>
Utilities	331,751	341,430	353,020	366,410	366,410
Supplies	598,610	565,764	538,535	577,628	577,628
Small Equipment/ Computers	8,335	0	636	1,500	1,500
General Maintenance	108,215	177,083	209,735	175,624	175,624
Vehicle Maintenance	801,007	876,270	793,130	837,170	837,170
Vehicle Fuel	315,341	308,700	267,100	258,500	258,500
Communications	107,714	122,730	119,247	113,677	113,677
Travel and Development	47,804	82,090	90,090	79,340	79,340
Memberships and Dues	8,969	12,094	13,049	12,429	12,429
Insurance and Claims	27,286	21,945	25,017	25,922	25,922
Other Services	142,289	144,552	133,722	47,700	47,700
<b>Operating</b>	<b>2,497,321</b>	<b>2,652,658</b>	<b>2,543,281</b>	<b>2,495,900</b>	<b>2,495,900</b>
Accounting, Auditing and Legal	1,300	3,500	3,500	3,500	3,500
Medical Services	640	1,288	1,330	1,288	1,288
Other Contract Services	1,090,535	1,380,809	1,664,593	2,018,477	2,018,477
<b>Contract Services</b>	<b>1,092,475</b>	<b>1,385,597</b>	<b>1,669,423</b>	<b>2,023,265</b>	<b>2,023,265</b>
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	385,000
Infrastructure	0	0	8,385	0	0
<b>Capital Outlay</b>	<b>40,314</b>	<b>209,500</b>	<b>224,671</b>	<b>385,000</b>	<b>385,000</b>
<b>Transfers to Other Funds</b>	<b>7,486,152</b>	<b>7,634,606</b>	<b>7,884,606</b>	<b>6,159,538</b>	<b>6,899,538</b>
<b>Debt Service</b>	<b>1,318,729</b>	<b>1,376,381</b>	<b>1,356,738</b>	<b>1,388,037</b>	<b>1,388,037</b>
Other Charges	3,515	7,360	9,931	758,727	18,727
Indirect Cost Allocation	175,216	185,887	204,984	198,697	198,697
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	75,000
<b>Other Charges</b>	<b>253,731</b>	<b>268,247</b>	<b>289,915</b>	<b>1,032,424</b>	<b>292,424</b>
<b>Total Expenditures</b>	<b>18,862,096</b>	<b>19,906,753</b>	<b>20,179,542</b>	<b>19,961,439</b>	<b>19,961,439</b>



## 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	198,168
Social Security and Pension	28,363	28,770	26,799	29,516	29,516
Insurance and Benefits	25,260	23,206	22,316	24,314	24,314
Temporary Services	0	0	0	0	0
<b>Personnel Services</b>	<b>251,282</b>	<b>246,191</b>	<b>233,667</b>	<b>251,998</b>	<b>251,998</b>
Utilities	0	0	0	0	0
Supplies	11,798	14,800	15,283	15,450	15,450
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	6,113
Travel and Development	3,134	4,950	3,610	4,950	4,950
Memberships and Dues	680	1,070	1,070	1,070	1,070
Insurance and Claims	0	0	0	0	0
Other Services	965	1,500	1,500	1,500	1,500
<b>Operating</b>	<b>24,390</b>	<b>31,184</b>	<b>32,906</b>	<b>29,083</b>	<b>29,083</b>
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	575
<b>Contract Services</b>	<b>19,279</b>	<b>3,200</b>	<b>15,724</b>	<b>575</b>	<b>575</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	2,708	1,400	3,520	2,700	2,700
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	500	11,070	8,944	9,840	9,840
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
<b>Other Charges</b>	<b>3,208</b>	<b>12,470</b>	<b>12,464</b>	<b>12,540</b>	<b>12,540</b>
<b>Total Expenditures</b>	<b>298,159</b>	<b>293,045</b>	<b>294,761</b>	<b>294,196</b>	<b>294,196</b>

# 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	1,103,432
Social Security and Pension	141,891	160,249	147,697	163,734	163,734
Insurance and Benefits	145,477	168,823	162,673	194,092	194,092
Temporary Services	61,075	75,900	51,000	51,894	51,894
<b>Personnel Services</b>	<b>1,335,466</b>	<b>1,487,425</b>	<b>1,409,600</b>	<b>1,513,152</b>	<b>1,513,152</b>
Utilities	405,955	414,027	436,170	455,800	455,800
Supplies	105,114	122,110	115,755	125,070	125,070
Small Equipment/ Computers	14,050	24,200	20,000	18,100	18,100
General Maintenance	238,582	294,630	353,931	370,195	370,195
Vehicle Maintenance	75,048	75,996	91,325	96,360	96,360
Vehicle Fuel	55,492	54,700	42,500	40,900	40,900
Communications	57,161	119,766	109,064	109,324	109,324
Travel and Development	26,054	26,750	26,750	26,750	26,750
Memberships and Dues	1,433	1,945	2,045	2,000	2,000
Insurance and Claims	53,704	55,541	51,087	52,488	52,488
Other Services	0	0	0	0	0
<b>Operating</b>	<b>1,032,593</b>	<b>1,189,665</b>	<b>1,248,627</b>	<b>1,296,987</b>	<b>1,296,987</b>
Accounting, Auditing and Legal	0	0	0	0	0
Medical Services	0	42	42	42	42
Other Contract Services	92,137	137,153	111,282	148,025	148,025
<b>Contract Services</b>	<b>92,137</b>	<b>137,195</b>	<b>111,324</b>	<b>148,067</b>	<b>148,067</b>
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	28,000
Infrastructure	368,352	0	0	0	0
<b>Capital Outlay</b>	<b>439,550</b>	<b>143,135</b>	<b>162,585</b>	<b>28,000</b>	<b>28,000</b>
<b>Transfers to Other Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	444,017	1,297,126	444,210	1,362,901	1,362,901
Indirect Cost Allocation	198,481	210,567	140,218	177,008	177,008
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	11,947	15,000	15,000	15,000	15,000
Cost Redistribution	0	0	0	0	0
<b>Other Charges</b>	<b>654,445</b>	<b>1,522,693</b>	<b>599,428</b>	<b>1,554,909</b>	<b>1,554,909</b>
<b>Total Expenditures</b>	<b>3,554,191</b>	<b>4,480,113</b>	<b>3,531,564</b>	<b>4,541,115</b>	<b>4,541,115</b>

## 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	2,725,229
Social Security and Pension	361,583	387,152	364,461	404,555	404,555
Insurance and Benefits	497,615	553,511	547,832	576,172	576,172
Temporary Services	271,303	283,652	245,000	231,744	231,744
<b>Personnel Services</b>	<b>3,656,246</b>	<b>3,861,585</b>	<b>3,739,978</b>	<b>3,937,700</b>	<b>3,937,700</b>
Utilities	36,573	33,800	29,990	31,120	31,120
Supplies	376,469	476,922	458,697	429,771	429,771
Small Equipment/ Computers	3,089	3,900	9,925	0	0
General Maintenance	8,413	42,058	26,574	61,417	61,417
Vehicle Maintenance	1,303,922	1,193,645	1,628,320	1,708,920	1,708,920
Vehicle Fuel	661,882	651,200	586,300	574,200	574,200
Communications	92,092	134,612	127,400	108,986	108,986
Travel and Development	6,448	15,760	15,510	5,630	5,630
Memberships and Dues	1,078	4,183	4,183	4,783	4,783
Insurance and Claims	87,112	96,627	143,547	157,960	157,960
Other Services	0	0	0	0	0
<b>Operating</b>	<b>2,577,078</b>	<b>2,652,707</b>	<b>3,030,446</b>	<b>3,082,787</b>	<b>3,082,787</b>
Accounting, Auditing and Legal	0	0	0	0	0
Medical Services	1,850	1,806	1,656	1,706	1,706
Other Contract Services	2,137,749	2,322,182	2,341,651	2,225,158	2,225,158
<b>Contract Services</b>	<b>2,139,599</b>	<b>2,323,988</b>	<b>2,343,307</b>	<b>2,226,864</b>	<b>2,226,864</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	171,906	1,337,000	2,290,726	1,260,000	1,260,000
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>171,906</b>	<b>1,337,000</b>	<b>2,290,726</b>	<b>1,260,000</b>	<b>1,260,000</b>
<b>Transfers to Other Funds</b>	<b>360,000</b>	<b>52,000</b>	<b>117,848</b>	<b>0</b>	<b>0</b>
<b>Debt Service</b>	<b>0</b>	<b>142,003</b>	<b>12,500</b>	<b>150,002</b>	<b>150,002</b>
Other Charges	5,046	5,521	5,051	4,910	4,910
Indirect Cost Allocation	494,921	458,357	517,547	533,073	533,073
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
<b>Other Charges</b>	<b>499,967</b>	<b>463,878</b>	<b>522,598</b>	<b>537,983</b>	<b>537,983</b>
<b>Total Expenditures</b>	<b>9,404,796</b>	<b>10,833,161</b>	<b>12,057,403</b>	<b>11,195,336</b>	<b>11,195,336</b>

# 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	16,121,956
Social Security and Pension	2,174,475	2,343,172	2,234,038	2,383,145	2,396,324
Insurance and Benefits	3,022,377	2,469,340	2,594,414	2,588,787	2,591,184
Temporary Services	0	0	0	0	0
<b>Personnel Services</b>	<b>20,405,838</b>	<b>20,618,747</b>	<b>20,474,867</b>	<b>21,007,811</b>	<b>21,109,464</b>
Utilities	194,087	190,570	200,890	208,420	208,420
Supplies	650,300	608,320	664,133	644,155	644,155
Small Equipment/ Computers	48,118	90,937	145,049	1,473,623	1,473,623
General Maintenance	112,205	146,754	156,069	154,120	354,120
Vehicle Maintenance	792,134	643,956	777,922	816,710	816,710
Vehicle Fuel	308,880	286,400	301,300	289,600	289,600
Communications	145,554	86,626	79,256	82,956	82,956
Travel and Development	36,143	68,716	68,336	79,531	79,531
Memberships and Dues	17,240	19,611	20,753	23,176	23,176
Insurance and Claims	39,350	38,000	41,100	42,900	42,900
Other Services	0	2,000	3,335	5,000	5,000
<b>Operating</b>	<b>2,344,011</b>	<b>2,181,890</b>	<b>2,458,143</b>	<b>3,820,191</b>	<b>4,020,191</b>
Accounting, Auditing and Legal	0	0	0	0	0
Medical Services	98,781	114,943	114,943	127,713	127,713
Other Contract Services	551,994	587,044	691,043	614,642	614,642
<b>Contract Services</b>	<b>650,775</b>	<b>701,987</b>	<b>805,986</b>	<b>742,355</b>	<b>742,355</b>
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	10,000
Equipment - Other	39,770	27,500	27,500	72,032	72,032
Equipment - Motor Vehicles	1,277,658	640,000	668,940	678,000	678,000
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>1,317,428</b>	<b>709,000</b>	<b>737,940</b>	<b>760,032</b>	<b>760,032</b>
<b>Transfers to Other Funds</b>	<b>33,626</b>	<b>204,111</b>	<b>124,111</b>	<b>300,000</b>	<b>0</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	310	5,940	5,960	6,170	6,170
Indirect Cost Allocation	74,202	78,721	75,990	78,492	78,492
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	-75,000
<b>Other Charges</b>	<b>-488</b>	<b>9,661</b>	<b>6,950</b>	<b>9,662</b>	<b>9,662</b>
<b>Total Expenditures</b>	<b>24,751,190</b>	<b>24,425,396</b>	<b>24,607,997</b>	<b>26,640,051</b>	<b>26,641,704</b>

## 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	7,119,098
Social Security and Pension	938,925	1,014,715	938,052	1,022,648	1,027,418
Insurance and Benefits	1,221,548	1,175,383	1,160,358	1,247,147	1,247,677
Temporary Services	461,781	462,336	573,640	475,203	566,147
<b>Personnel Services</b>	<b>9,369,622</b>	<b>9,711,229</b>	<b>9,388,876</b>	<b>9,844,396</b>	<b>9,960,340</b>
Utilities	1,132,956	1,213,160	1,227,590	1,266,530	1,266,530
Supplies	868,670	897,745	917,445	977,764	977,764
Small Equipment/ Computers	101,982	31,375	52,608	15,000	15,000
General Maintenance	609,052	599,761	646,188	742,394	742,394
Vehicle Maintenance	969,641	1,106,134	974,636	1,025,050	1,025,050
Vehicle Fuel	335,069	339,400	269,500	259,400	259,400
Communications	294,239	189,775	214,335	213,705	213,705
Travel and Development	27,943	31,592	34,227	47,404	47,404
Memberships and Dues	5,311	6,860	7,194	7,195	7,195
Insurance and Claims	148,838	137,218	126,731	138,764	138,764
Other Services	86,920	87,252	88,859	91,968	91,968
<b>Operating</b>	<b>4,580,621</b>	<b>4,640,272</b>	<b>4,559,313</b>	<b>4,785,174</b>	<b>4,785,174</b>
Accounting, Auditing and Legal	0	0	0	0	0
Medical Services	451	701	910	910	910
Other Contract Services	818,716	1,016,194	1,011,629	1,090,741	1,090,741
<b>Contract Services</b>	<b>819,167</b>	<b>1,016,895</b>	<b>1,012,539</b>	<b>1,091,651</b>	<b>1,091,651</b>
Land	0	0	0	0	0
Buildings	0	0	0	80,000	80,000
Improvements	152,177	0	59,758	360,000	360,000
Equipment - Office	0	0	0	0	0
Equipment - Other	211,946	299,000	298,200	167,500	167,500
Equipment - Motor Vehicles	122,220	254,500	275,300	673,000	673,000
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>486,343</b>	<b>553,500</b>	<b>633,258</b>	<b>1,280,500</b>	<b>1,280,500</b>
<b>Transfers to Other Funds</b>	<b>2,293,602</b>	<b>3,303,500</b>	<b>3,398,500</b>	<b>2,262,218</b>	<b>2,262,218</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	1,751	656,667	664,469	87,059	87,059
Indirect Cost Allocation	60,000	60,000	60,000	60,000	60,000
Non-Profit/Gov't Agencies	0	179,250	179,250	179,250	179,250
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
<b>Other Charges</b>	<b>61,751</b>	<b>895,917</b>	<b>903,719</b>	<b>326,309</b>	<b>326,309</b>
<b>Total Expenditures</b>	<b>17,611,106</b>	<b>20,121,313</b>	<b>19,896,205</b>	<b>19,590,248</b>	<b>19,706,192</b>

# 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	29,803,550
Social Security and Pension	5,869,647	6,238,534	6,274,722	6,600,733	6,600,733
Insurance and Benefits	4,447,874	4,322,249	4,163,914	4,749,220	4,749,220
Temporary Services	208,663	219,188	205,219	219,771	219,771
<b>Personnel Services</b>	<b>37,804,940</b>	<b>39,263,296</b>	<b>39,240,586</b>	<b>41,373,274</b>	<b>41,373,274</b>
Utilities	213,211	220,120	224,150	232,570	232,570
Supplies	902,651	1,235,176	1,289,449	1,134,131	1,134,131
Small Equipment/ Computers	199,981	209,329	332,206	74,057	74,057
General Maintenance	595,280	1,067,327	711,694	1,237,923	1,237,923
Vehicle Maintenance	1,556,462	1,597,481	1,888,140	2,061,060	2,061,060
Vehicle Fuel	1,321,989	1,424,700	1,123,300	1,160,500	1,160,500
Communications	980,492	761,465	891,847	682,952	682,952
Travel and Development	194,144	226,061	249,334	253,795	253,795
Memberships and Dues	9,485	9,075	10,035	10,035	10,035
Insurance and Claims	0	0	0	0	0
Other Services	227,440	588,578	568,504	590,542	590,542
<b>Operating</b>	<b>6,201,135</b>	<b>7,339,312</b>	<b>7,288,659</b>	<b>7,437,565</b>	<b>7,437,565</b>
Accounting, Auditing and Legal	3,549	5,741	454	4,000	4,000
Medical Services	53,919	49,000	51,975	53,263	53,263
Other Contract Services	437,622	677,151	798,793	793,734	793,734
<b>Contract Services</b>	<b>495,090</b>	<b>731,892</b>	<b>851,222</b>	<b>850,997</b>	<b>850,997</b>
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	43,223
Equipment - Motor Vehicles	86,404	2,606,500	3,480,366	1,256,000	1,256,000
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>355,329</b>	<b>2,680,097</b>	<b>4,114,797</b>	<b>1,299,223</b>	<b>1,299,223</b>
<b>Transfers to Other Funds</b>	<b>39,103</b>	<b>317,529</b>	<b>281,615</b>	<b>70,475</b>	<b>70,475</b>
<b>Debt Service</b>	<b>0</b>	<b>97,374</b>	<b>97,372</b>	<b>97,371</b>	<b>97,371</b>
Other Charges	124,816	309,789	129,013	134,196	134,196
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	3,000	3,000	3,000	3,000	3,000
Inventory	0	0	0	0	0
Cost Redistribution	-24,720	-31,651	-38,650	-51,066	-51,066
<b>Other Charges</b>	<b>103,096</b>	<b>281,138</b>	<b>93,363</b>	<b>86,130</b>	<b>86,130</b>
<b>Total Expenditures</b>	<b>44,998,693</b>	<b>50,710,638</b>	<b>51,967,614</b>	<b>51,215,035</b>	<b>51,215,035</b>

# 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	4,188,599
Social Security and Pension	503,751	576,858	547,999	619,673	619,673
Insurance and Benefits	655,019	804,552	693,417	926,671	926,671
Temporary Services	24,755	0	25,256	0	0
<b>Personnel Services</b>	<b>4,686,437</b>	<b>5,268,302</b>	<b>4,990,927</b>	<b>5,734,943</b>	<b>5,734,943</b>
Utilities	41,311	43,500	38,510	49,960	49,960
Supplies	88,582	93,786	93,385	109,752	109,752
Small Equipment/ Computers	9,211	0	5,057	32,235	32,235
General Maintenance	65,783	69,766	88,610	69,100	69,100
Vehicle Maintenance	355,437	466,736	407,700	414,200	414,200
Vehicle Fuel	859,725	919,322	782,500	772,500	772,500
Communications	50,166	58,076	68,197	84,691	84,691
Travel and Development	1,211	7,595	7,567	7,765	7,765
Memberships and Dues	3,696	3,499	3,499	4,099	4,099
Insurance and Claims	450,12	84,852	54,467	79,464	79,464
Other Services	0	0	0	0	0
<b>Operating</b>	<b>1,520,134</b>	<b>1,747,132</b>	<b>1,549,492</b>	<b>1,623,766</b>	<b>1,623,766</b>
Accounting, Auditing and Legal	0	150	0	0	0
Medical Services	3,452	3,500	4,456	4,586	4,586
Other Contract Services	80,667	102,631	161,945	133,540	133,540
<b>Contract Services</b>	<b>84,119</b>	<b>106,281</b>	<b>166,401</b>	<b>138,126</b>	<b>138,126</b>
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	8,350
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>165,577</b>	<b>10,750</b>	<b>53,120</b>	<b>8,350</b>	<b>8,350</b>
<b>Transfers to Other Funds</b>	<b>0</b>	<b>504,218</b>	<b>569,956</b>	<b>233,733</b>	<b>233,733</b>
<b>Debt Service</b>	<b>21,011</b>	<b>19,267</b>	<b>19,267</b>	<b>0</b>	<b>0</b>
Other Charges	10,302	9,300	61,670	108,310	108,310
Indirect Cost Allocation	504,815	535,563	683,580	621,068	621,068
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	-232,689
<b>Other Charges</b>	<b>491,901</b>	<b>401,661</b>	<b>585,250</b>	<b>496,689</b>	<b>496,689</b>
<b>Total Expenditures</b>	<b>6,969,179</b>	<b>8,057,611</b>	<b>7,934,413</b>	<b>8,235,607</b>	<b>8,235,607</b>

## 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	328,382
Social Security and Pension	0	0	34,248	48,940	48,940
Insurance and Benefits	0	0	21,222	41,106	41,106
Temporary Services	0	0	0	0	0
<b>Personnel Services</b>	<b>0</b>	<b>0</b>	<b>292,054</b>	<b>418,428</b>	<b>418,428</b>
Utilities	0	0	0	0	0
Supplies	0	0	2,161	2,230	2,230
Small Equipment/ Computers	0	0	29,219	0	0
General Maintenance	0	0	910	3,330	3,330
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	0	0	3,607	3,690	3,690
Travel and Development	0	0	4,432	9,035	9,035
Memberships and Dues	0	0	100	250	250
Insurance and Claims	0	0	0	0	0
Other Services	0	0	0	0	0
<b>Operating</b>	<b>0</b>	<b>0</b>	<b>40,429</b>	<b>18,535</b>	<b>18,535</b>
Accounting, Auditing and Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	0	0	188	75	75
<b>Contract Services</b>	<b>0</b>	<b>0</b>	<b>188</b>	<b>75</b>	<b>75</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	0	0	75	125	125
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
<b>Other Charges</b>	<b>0</b>	<b>0</b>	<b>75</b>	<b>125</b>	<b>125</b>
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>332,746</b>	<b>437,163</b>	<b>437,163</b>



## 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	728,126
Social Security and Pension	75,398	100,524	98,500	113,524	113,524
Insurance and Benefits	52,409	71,447	72,960	76,561	76,561
Temporary Services	0	0	0	0	0
<b>Personnel Services</b>	<b>698,981</b>	<b>873,335</b>	<b>826,667</b>	<b>918,211</b>	<b>918,211</b>
Utilities	0	0	0	0	0
Supplies	21,080	29,252	29,252	28,100	28,100
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	4,981
Travel and Development	8,954	11,509	11,509	11,209	11,209
Memberships and Dues	3,519	4,515	4,515	4,707	4,707
Insurance and Claims	0	0	0	0	0
Other Services	0	0	0	0	0
<b>Operating</b>	<b>36,435</b>	<b>56,788</b>	<b>57,557</b>	<b>48,997</b>	<b>48,997</b>
Accounting, Auditing and Legal	501,785	1,303,000	700,000	600,000	600,000
Medical Services	0	0	0	0	0
Other Contract Services	127	100	100	100	100
<b>Contract Services</b>	<b>501,912</b>	<b>1,303,100</b>	<b>700,100</b>	<b>600,100</b>	<b>600,100</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	578	360	360	423	423
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	-27,000
<b>Other Charges</b>	<b>-12,922</b>	<b>-829,640</b>	<b>-26,640</b>	<b>-26,577</b>	<b>-26,577</b>
<b>Total Expenditures</b>	<b>1,224,406</b>	<b>1,403,583</b>	<b>1,557,684</b>	<b>1,540,731</b>	<b>1,540,731</b>

# 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	1,383,957
Social Security and Pension	145,758	133,869	177,028	201,974	201,974
Insurance and Benefits	120,708	98,519	121,733	150,482	150,482
Temporary Services	25,831	0	57,729	0	0
<b>Personnel Services</b>	<b>1,387,322</b>	<b>1,218,126</b>	<b>1,581,478</b>	<b>1,736,413</b>	<b>1,736,413</b>
Utilities	0	0	0	0	0
Supplies	17,358	12,600	17,624	15,589	15,589
Small Equipment/ Computers	1,892	6,800	37,042	63,935	63,935
General Maintenance	1,750	2,334	3,599	17,692	17,692
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	13,555	15,804	22,030	28,230	28,230
Travel and Development	34,948	39,927	45,502	52,026	52,026
Memberships and Dues	17,021	20,917	21,802	16,789	16,789
Insurance and Claims	0	0	0	0	0
Other Services	0	0	0	0	0
<b>Operating</b>	<b>86,524</b>	<b>98,382</b>	<b>147,599</b>	<b>194,261</b>	<b>194,261</b>
Accounting, Auditing and Legal	0	0	158,000	10,000	10,000
Medical Services	0	0	0	0	0
Other Contract Services	218,826	238,491	275,996	99,443	99,443
<b>Contract Services</b>	<b>218,826</b>	<b>238,491</b>	<b>433,996</b>	<b>109,443</b>	<b>109,443</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	1,201	3,540	3,449	3,980	3,980
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
<b>Other Charges</b>	<b>1,201</b>	<b>3,540</b>	<b>3,449</b>	<b>3,980</b>	<b>3,980</b>
<b>Total Expenditures</b>	<b>1,693,873</b>	<b>1,558,539</b>	<b>2,166,522</b>	<b>2,044,097</b>	<b>2,044,097</b>

## 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	518,832
Social Security and Pension	59,223	68,250	61,280	75,279	75,279
Insurance and Benefits	50,176	63,677	51,901	70,914	70,914
Temporary Services	46,605	0	5,108	0	0
<b>Personnel Services</b>	<b>570,884</b>	<b>599,355</b>	<b>546,325</b>	<b>665,025</b>	<b>665,025</b>
Utilities	0	0	0	0	0
Supplies	20,628	17,307	14,549	13,600	13,600
Small Equipment/ Computers	12,236	20,121	22,347	3,240	3,240
General Maintenance	4,134	10,500	3,905	5,500	5,500
Vehicle Maintenance	1,130	2,523	1,130	1,190	1,190
Vehicle Fuel	280	300	400	400	400
Communications	72,432	80,999	84,198	81,598	81,598
Travel and Development	11,000	14,768	9,662	11,300	11,300
Memberships and Dues	2,213	4,097	4,097	3,888	3,888
Insurance and Claims	0	0	0	0	0
Other Services	22,260	22,260	22,260	22,260	22,260
<b>Operating</b>	<b>146,313</b>	<b>172,875</b>	<b>162,548</b>	<b>142,976</b>	<b>142,976</b>
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	67,900
<b>Contract Services</b>	<b>58,481</b>	<b>18,470</b>	<b>18,044</b>	<b>67,900</b>	<b>67,900</b>
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
<b>Capital Outlay</b>	<b>5,690</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	596	300	363	300	300
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	124,500
Cost Redistribution	-231,012	-238,000	-253,500	-254,000	-254,000
<b>Other Charges</b>	<b>-108,156</b>	<b>-119,600</b>	<b>-129,137</b>	<b>-129,200</b>	<b>-129,200</b>
<b>Total Expenditures</b>	<b>673,212</b>	<b>671,100</b>	<b>597,780</b>	<b>746,701</b>	<b>746,701</b>

# 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	1,021,522
Social Security and Pension	151,147	174,272	132,785	149,727	149,727
Insurance and Benefits	166,963	170,379	121,667	154,575	154,575
Temporary Services	30,751	0	41,308	0	0
<b>Personnel Services</b>	<b>1,419,163</b>	<b>1,532,619</b>	<b>1,235,162</b>	<b>1,325,824</b>	<b>1,325,824</b>
Utilities	0	0	0	0	0
Supplies	14,459	21,180	15,473	16,005	16,005
Small Equipment/ Computers	4,191	2,000	18,226	900	900
General Maintenance	14,406	20,035	15,553	16,600	16,600
Vehicle Maintenance	84,151	96,486	113,620	107,000	107,000
Vehicle Fuel	0	0	0	0	0
Communications	37,592	36,989	33,875	33,900	33,900
Travel and Development	9,503	22,035	16,885	19,675	19,675
Memberships and Dues	2,457	2,360	2,385	3,785	3,785
Insurance and Claims	3,240,241	3,186,872	2,985,077	3,296,250	3,296,250
Other Services	0	0	0	0	0
<b>Operating</b>	<b>3,407,000</b>	<b>3,387,957</b>	<b>3,201,094</b>	<b>3,494,115</b>	<b>3,494,115</b>
Accounting, Auditing and Legal	60,571	66,150	122,625	69,500	69,500
Medical Services	15,952	16,500	22,800	24,000	24,000
Other Contract Services	972,296	1,243,668	928,810	1,021,575	1,021,575
<b>Contract Services</b>	<b>1,048,819</b>	<b>1,326,318</b>	<b>1,074,235</b>	<b>1,115,075</b>	<b>1,115,075</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	124	345	325	285	285
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
<b>Other Charges</b>	<b>124</b>	<b>345</b>	<b>325</b>	<b>285</b>	<b>285</b>
<b>Total Expenditures</b>	<b>5,875,106</b>	<b>6,247,239</b>	<b>5,510,816</b>	<b>5,935,299</b>	<b>5,935,299</b>

## 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	1,024,122
Social Security and Pension	121,001	147,235	134,422	152,248	152,248
Insurance and Benefits	146,910	153,064	141,124	160,016	160,016
Temporary Services	7,522	0	0	0	0
<b>Personnel Services</b>	<b>1,122,113</b>	<b>1,301,644</b>	<b>1,218,658</b>	<b>1,336,386</b>	<b>1,336,386</b>
Utilities	0	0	0	0	0
Supplies	59,581	65,032	69,939	54,601	54,601
Small Equipment/ Computers	27,760	3,007	18,297	0	0
General Maintenance	14,431	14,132	130,488	16,569	16,569
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	22,600	24,155	26,667	29,112	29,112
Travel and Development	92,013	107,999	78,080	105,741	105,741
Memberships and Dues	5,315	4,896	4,896	5,865	5,865
Insurance and Claims	11,316,049	13,130,074	13,004,154	14,149,664	14,149,664
Other Services	340	380	340	380	380
<b>Operating</b>	<b>11,538,089</b>	<b>13,349,675</b>	<b>13,332,861</b>	<b>14,361,932</b>	<b>14,361,932</b>
Accounting, Auditing and Legal	0	0	0	0	0
Medical Services	18,431	62,876	44,715	52,166	52,166
Other Contract Services	141,046	265,819	207,492	272,773	272,773
<b>Contract Services</b>	<b>159,477</b>	<b>328,695</b>	<b>252,207</b>	<b>324,939</b>	<b>324,939</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	0	0	0	0	0
<b>Transfers to Other Funds</b>	<b>3,730,637</b>	<b>700,000</b>	<b>500,000</b>	<b>495,000</b>	<b>495,000</b>
	0	0	0	0	0
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	3,008	219,139	188,712	844,671	844,671
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
<b>Other Charges</b>	<b>3,008</b>	<b>219,139</b>	<b>188,712</b>	<b>844,671</b>	<b>844,671</b>
<b>Total Expenditures</b>	<b>16,553,324</b>	<b>15,899,153</b>	<b>15,492,438</b>	<b>17,362,928</b>	<b>17,362,928</b>

# 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	1,586,534
Social Security and Pension	188,264	209,776	200,369	232,625	232,625
Insurance and Benefits	174,985	191,789	182,886	211,595	211,595
Temporary Services	62,485	31,200	31,200	0	0
<b>Personnel Services</b>	<b>1,742,457</b>	<b>1,867,327</b>	<b>1,824,827</b>	<b>2,030,754</b>	<b>2,030,754</b>
Utilities	0	0	0	0	0
Supplies	20,249	32,195	23,812	26,440	26,440
Small Equipment/ Computers	89,702	79,490	91,659	84,522	84,522
General Maintenance	1,026,870	1,264,816	1,300,556	1,416,631	1,416,631
Vehicle Maintenance	1,217	3,724	4,740	4,970	4,970
Vehicle Fuel	400	500	600	600	600
Communications	111,494	140,732	185,380	194,700	194,700
Travel and Development	95,860	141,500	127,940	150,500	150,500
Memberships and Dues	27,772	37,240	43,040	42,417	42,417
Insurance and Claims	0	0	0	0	0
Other Services	6,120	19,427	6,120	1,530	1,530
<b>Operating</b>	<b>1,379,684</b>	<b>1,719,624</b>	<b>1,783,847</b>	<b>1,922,310</b>	<b>1,922,310</b>
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	278,826
<b>Contract Services</b>	<b>250,237</b>	<b>372,084</b>	<b>953,980</b>	<b>278,826</b>	<b>278,826</b>
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	173,000
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>285,884</b>	<b>6,000</b>	<b>6,000</b>	<b>173,000</b>	<b>173,000</b>
<b>Transfers to Other Funds</b>	<b>1,846,619</b>	<b>1,073,000</b>	<b>678,000</b>	<b>1,208,085</b>	<b>1,208,085</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	201	5,600	5,619	6,019	6,019
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	-70,000
<b>Other Charges</b>	<b>201</b>	<b>5,600</b>	<b>5,619</b>	<b>-63,981</b>	<b>-63,981</b>
<b>Total Expenditures</b>	<b>5,505,082</b>	<b>5,043,635</b>	<b>5,252,273</b>	<b>5,548,994</b>	<b>5,548,994</b>

## 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	334,507
Social Security and Pension	36,400	35,562	33,238	36,129	36,129
Insurance and Benefits	48,577	90,532	56,986	94,520	94,520
Temporary Services	0	0	14,478	0	0
<b>Personnel Services</b>	<b>424,318</b>	<b>457,736</b>	<b>422,568</b>	<b>465,156</b>	<b>465,156</b>
Utilities	0	0	0	0	0
Supplies	19,713	15,397	11,575	21,200	21,200
Small Equipment/ Computers	6,277	1,000	8,601	5,700	5,700
General Maintenance	7,250	6,500	7,000	7,000	7,000
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	6,308	8,188	8,425	8,755	8,755
Travel and Development	30,296	46,355	63,139	48,750	48,750
Memberships and Dues	104,678	113,464	96,806	115,095	115,095
Insurance and Claims	0	0	0	0	0
Other Services	0	0	0	0	0
<b>Operating</b>	<b>174,522</b>	<b>190,904</b>	<b>195,546</b>	<b>206,500</b>	<b>206,500</b>
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	477,407
<b>Contract Services</b>	<b>254,690</b>	<b>71,700</b>	<b>158,127</b>	<b>477,407</b>	<b>477,407</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	4,761	4,005	4,230	5,613	5,613
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
<b>Other Charges</b>	<b>4,761</b>	<b>4,005</b>	<b>4,230</b>	<b>5,613</b>	<b>5,613</b>
<b>Total Expenditures</b>	<b>858,291</b>	<b>724,345</b>	<b>780,471</b>	<b>1,154,676</b>	<b>1,154,676</b>

## 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	568,307
Social Security and Pension	39,683	45,700	41,278	194,109	194,109
Insurance and Benefits	365,263	1,341,085	1,355,369	1,394,325	1,394,325
Temporary Services	0	0	0	0	0
<b>Personnel Services</b>	<b>959,027</b>	<b>1,975,468</b>	<b>1,949,392</b>	<b>2,156,741</b>	<b>2,156,741</b>
Utilities	24,823	24,470	23,130	24,340	24,340
Supplies	1,089	2,200	1,954	1,500	1,500
Small Equipment/ Computers	0	0	0	0	0
General Maintenance	4,521	11,215	8,670	9,000	9,000
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	1,917	1,708	1,700	1,750	1,750
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	1,067,431
Other Services	806,508	795,850	795,850	787,550	787,550
<b>Operating</b>	<b>2,222,839</b>	<b>1,901,921</b>	<b>1,947,302</b>	<b>1,891,571</b>	<b>1,891,571</b>
Accounting, Auditing and Legal	26,831	52,500	52,500	52,500	52,500
Medical Services	0	0	0	0	0
Other Contract Services	7,704,230	6,728,403	7,074,556	7,349,307	7,349,307
<b>Contract Services</b>	<b>7,731,061</b>	<b>6,780,903</b>	<b>7,127,056</b>	<b>7,401,807</b>	<b>7,401,807</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>15,958,288</b>	<b>14,067,183</b>	<b>16,615,707</b>	<b>12,088,349</b>	<b>12,088,349</b>
<b>Debt Service</b>	<b>5,954,019</b>	<b>6,663,101</b>	<b>5,960,301</b>	<b>6,271,418</b>	<b>6,271,418</b>
Other Charges	255,035	353,259	239,163	582,727	582,727
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	1,279,850
Cost Redistribution	-1,716,328	-1,606,420	-1,388,180	-1,334,850	-1,334,850
<b>Other Charges</b>	<b>532,551</b>	<b>299,159</b>	<b>184,163</b>	<b>527,727</b>	<b>527,727</b>
<b>Total Expenditures</b>	<b>33,357,785</b>	<b>31,687,735</b>	<b>33,783,921</b>	<b>30,337,613</b>	<b>30,337,613</b>



# Capital Outlay By Fund

Fund	Type of Capital	Department	Description	Price	Recommended		Adopted		Replacement
					Qty	Total	Qty	Total	
<b>General Fund</b>									
<b>Buildings</b>									
	PRM		Fire Station 6 Concrete Bay Floor Replacement	\$80,000		\$80,000		\$80,000	Yes
<b>Total Buildings</b>						<b>\$80,000</b>		<b>\$80,000</b>	
<b>Improvements</b>									
	CD		Signage for Hope VI Business Park	\$20,000		\$0		\$20,000	No
	PRM		Cemetery Restoration	\$45,000		\$45,000		\$45,000	Yes
	PRM		Concrete Pad Around Splash Pad and Shelter	\$8,000		\$8,000		\$8,000	No
	PRM		Festival Park Pedestrian Bridge	\$90,000	1	\$90,000		\$90,000	No
	PRM		Gateway Improvements	\$100,000		\$100,000		\$100,000	No
	PRM		Lighting Control Links - Westover Football Fields & Lamon Softball Fields	\$15,500	2	\$31,000		\$31,000	No
	PRM		Court Resurfacing - 2 Basketball Courts at Mable Smith & 10 Tennis Courts at Lake Rim and Mazarick	\$86,000		\$86,000		\$86,000	Yes
<b>Total Improvements</b>						<b>\$360,000</b>		<b>\$380,000</b>	
<b>Office Equipment</b>									
	Fire		FayWorx Access	\$10,000		\$10,000		\$10,000	No
	IT		AS400	\$5,000	1	\$5,000		\$5,000	No
	IT		FayWorx Implementation	\$158,000		\$158,000		\$158,000	No
	IT		Visual Studio 2015	\$10,000	1	\$10,000		\$10,000	No
<b>Total Office Equipment</b>						<b>\$183,000</b>		<b>\$183,000</b>	
<b>Other Equipment</b>									
<b>Replacements</b>									
	Fire		Air Monitor	\$14,995	2	\$29,990		\$29,990	Yes
	Fire		Thermal Imaging Camera	\$10,750	1	\$10,750		\$10,750	Yes
	Police		Rescue Phone	\$6,495	1	\$6,495		\$6,495	Yes
	PRM		Cab/Tractor	\$39,000	1	\$39,000		\$39,000	Yes
	PRM		Cab/Tractor/Mower	\$75,000	1	\$75,000		\$75,000	Yes
	PRM-District		Zero Turn Mower	\$13,500	1	\$13,500		\$13,500	Yes
<b>Total Replacements</b>						<b>\$174,735</b>		<b>\$174,735</b>	
<b>Additions</b>									
	Fire		Portable Rescue Cutter/Spreader Package	\$10,820	2	\$21,640		\$21,640	No
	Fire		Rescue Equipment Pump	\$9,652	1	\$9,652		\$9,652	No
	Police		Forensic Video Examination System	\$28,109	1	\$28,109		\$28,109	No
	Police		Incinerator Destructor	\$8,619	1	\$8,619		\$8,619	No
	PRM		36" Walk Behind Mower	\$5,000	2	\$10,000		\$10,000	No
	PRM-District		Turf Vacuum	\$30,000	1	\$30,000		\$30,000	No
<b>Total Additions</b>						<b>\$108,020</b>		<b>\$108,020</b>	
<b>Total Other Equipment</b>						<b>\$282,755</b>		<b>\$282,755</b>	
<b>Vehicles</b>									
<b>Replacements</b>									
	E&I		Asphalt Truck	\$192,000	1	\$192,000		\$192,000	Yes
	E&I		Bucket Truck	\$108,000	1	\$108,000		\$108,000	Yes
	E&I		Extended Cab Pickup Truck	\$27,000	1	\$27,000		\$27,000	Yes
	E&I		Extended Cab Truck with Utility Body	\$33,000	1	\$33,000		\$33,000	Yes
	Fire		Diesel Crew Cab Pickup, Heavy Tow	\$49,000	2	\$98,000		\$98,000	Yes
	Fire		Fire Pumper	\$580,000	1	\$580,000		\$580,000	Yes
	Police		Full-sized Marked K9 SUV	\$47,500	1	\$47,500		\$47,500	Yes
	Police		Marked Sedan	\$34,500	9	\$310,500		\$310,500	Yes
	Police		Marked Sedan with Camera	\$40,500	3	\$121,500		\$121,500	Yes
	Police		Marked SUV	\$36,500	5	\$182,500		\$182,500	Yes
	Police		Unmarked Sedan	\$33,000	1	\$33,000		\$33,000	Yes
	Police		Unmarked Sedan with Camera	\$39,000	3	\$117,000		\$117,000	Yes
	PRM		45 Passenger Bus	\$155,000	1	\$155,000		\$155,000	Yes
	PRM		4x4 SUV	\$25,000	2	\$50,000		\$50,000	Yes
	PRM		Crew Cab Truck with Flatbed Dump	\$37,000	1	\$37,000		\$37,000	Yes
	PRM		Pickup Truck	\$21,000	1	\$21,000		\$21,000	Yes
	PRM		SUV	\$23,000	1	\$23,000		\$23,000	Yes
	PRM		Tandem Axle Dump Truck	\$106,500	2	\$213,000		\$213,000	Yes
	PRM		24 Ton Truck with Flatbed Dump	\$93,000	1	\$93,000		\$93,000	Yes
	PRM		20 Ton Truck with Flatbed Dump	\$81,000	1	\$81,000		\$81,000	Yes
<b>Total Replacements</b>						<b>\$2,523,000</b>		<b>\$2,523,000</b>	

# Capital Outlay By Fund

Fund	Type of Capital	Department	Description	Price	Recommended		Adopted		Replace-ment
					Qty	Total	Qty	Total	
<b>Additions</b>									
	E&I		Pickup Truck	\$25,000	1	\$25,000		\$25,000	No
	Police		Small Unmarked Sedan	\$27,000	3	\$81,000		\$81,000	No
	Police		Unmarked Sedan	\$33,000	11	\$363,000		\$363,000	No
<b>Total Additions</b>								<b>\$469,000</b>	
<b>Total Vehicles</b>								<b>\$2,992,000</b>	
<b>Transfers</b>									
	CD		Transfer to Econ/Phys Development - Dr. E. E. Smith House Restoration	\$250,000		\$250,000		\$230,000	No
	CD		Transfer to Econ/Phys Development - Affordable Housing Project Fund	\$100,000		\$0		\$100,000	No
	DS		Transfer to General Gov't Fund - Plans Review Software	\$50,000		\$50,000		\$50,000	No
	E&I		Transfer to Transportation Fund - Bridge Replacements	\$500,000		\$500,000		\$500,000	Yes
	E&I		Transfer to Transportation Fund - Downtown Streetscape	\$75,000		\$75,000		\$75,000	No
	E&I		Transfer to Transportation Fund - Intersection Improvements	\$25,000		\$25,000		\$25,000	No
	E&I		Transfer to Transportation Fund - Multi Use Lane Markings	\$25,000		\$25,000		\$25,000	No
	E&I		Transfer to Transportation Fund - Sidewalks	\$112,000		\$112,000		\$112,000	No
	E&I		Transfer to Transportation Fund - Thoroughfare Streetlights	\$125,000		\$125,000		\$125,000	No
	E&I		Transfer to General Gov't Fund - Parking Lot Resurfacing	\$27,738		\$27,738		\$27,738	Yes
	E&I		Transfer to Transportation Fund - Street Resurfacing	\$3,850,000		\$3,850,000		\$3,850,000	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		\$100,000	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		\$21,350	No
	IT		Transfer to General Gov't Fund - Disaster Recovery	\$100,000		\$100,000		\$100,000	No
	IT		Transfer to General Gov't Fund - Enterprise Wide GIS	\$142,205		\$142,205		\$142,205	No
	IT		Transfer to Public Safety Fund - Public Safety Security Compliance	\$142,000		\$142,000		\$142,000	No
	IT		Transfer to General Gov't Fund - Internet Phone/VOIP	\$183,000		\$183,000		\$183,000	Yes
	IT		Transfer to General Gov't Fund - City External Website	\$30,000		\$30,000		\$30,000	Yes
	IT		Transfer to General Gov't Fund - Computer Replacements	\$429,530		\$429,530		\$429,530	Yes
	IT		Transfer to General Gov't Fund - JDE/Laserfiche Integration	\$15,000		\$15,000		\$15,000	No
	IT		Transfer to General Gov't Fund - Microsoft Email Exchange	\$65,000		\$65,000		\$65,000	Yes
	IT		Transfer to General Gov't Fund - Wireless Network Expansion	\$80,000		\$80,000		\$80,000	No
	PRM		Transfer to General Gov't Fund - ADA Compliance	\$100,000		\$100,000		\$100,000	Yes
	PRM		Transfer to General Gov't Fund - Building Maintenance (HVAC, Roofs, Other)	\$390,000		\$390,000		\$390,000	Yes
	PRM		Transfer to General Gov't Fund - City Hall Renovations	\$1,622,218		\$1,622,218		\$1,622,218	Yes
	PRM		Transfer to Rec/Cult Fund - Playground Improvements	\$150,000		\$150,000		\$150,000	Yes
<b>Total Transfers</b>								<b>\$8,690,041</b>	
<b>Total General Fund</b>								<b>\$12,607,796</b>	

# Capital Outlay by Fund

Fund	Type of Capital	Department	Description	Price	Recommended		Adopted		Replacement
					Qty	Total	Qty	Total	
<b>Airport</b>									
	Vehicles Additions								
			Mid-Size SUV	\$28,000	1	\$28,000		\$28,000	No
	<b>Total Vehicles</b>					<b>\$28,000</b>		<b>\$28,000</b>	
	<b>Total Airport</b>						<b>\$28,000</b>	<b>\$28,000</b>	
<b>Environmental Services Fund</b>									
	Vehicles Replacements								
			Limb Truck	\$185,000	1	\$185,000		\$185,000	Yes
			Rear Loader Yard Waste Truck	\$175,000	3	\$525,000		\$525,000	Yes
			Side Loader Solid Waste Truck	\$275,000	2	\$550,000		\$550,000	Yes
	<b>Total Vehicles</b>					<b>\$1,260,000</b>		<b>\$1,260,000</b>	
	<b>Total Environmental Services Fund</b>						<b>\$1,260,000</b>	<b>\$1,260,000</b>	
<b>Stormwater Fund</b>									
	Transfers								
			Transfer to Water, Sewer & Stormwater - Drainage Improvements	\$1,287,800		\$1,287,800		\$2,027,800	No
			Transfer to Water, Sewer & Stormwater - Dump Truck	\$132,000	1	\$132,000		\$132,000	Yes
	<b>Total Transfers</b>					<b>\$1,419,800</b>		<b>\$2,159,800</b>	
	<b>Total Stormwater Fund</b>						<b>\$1,419,800</b>	<b>\$2,159,800</b>	
<b>Transit Fund</b>									
	Vehicles Replacements								
			Vehicle Taxes & Tags	\$1,588	4	\$6,350		\$6,350	Yes
			Vehicle Taxes & Tags	\$1,000	2	\$2,000		\$2,000	Yes
	<b>Total Vehicles</b>					<b>\$8,350</b>		<b>\$8,350</b>	
	<b>Total Transit Fund</b>						<b>\$8,350</b>	<b>\$8,350</b>	
<b>Risk Management Fund</b>									
	Transfers								
			Transfer to Econ/Phys Development - Interfund Loan Murchison Rd Redevelopment	\$495,000		\$495,000		\$495,000	No
	<b>Total Transfers</b>					<b>\$495,000</b>		<b>\$495,000</b>	
	<b>Total Risk Management Fund</b>						<b>\$495,000</b>	<b>\$495,000</b>	

# Capital Outlay By Portfolio By Department

Department	Type of Capital	Description	Price	Qty	Recommended Total	Adopted Total	Replacement
<b>Community Investment</b>							
<b>Community Development</b>							
	Improvements						
		Signage for Hope VI Business Park	\$20,000		\$0	\$20,000	No
	Total Improvements				\$0	\$20,000	
	Transfers						
		Transfer to Econ/Phys Development - Affordable Housing Project Fund	\$100,000		\$0	\$100,000	No
		Transfer to Econ/Phys Development - Dr. E.E. Smith House Restoration	\$250,000		\$250,000	\$230,000	No
	Total Transfers				\$250,000	\$330,000	
	<b>Total Community Development</b>				<b>\$250,000</b>	<b>\$350,000</b>	
<b>Development Services</b>							
	Transfers						
		Transfer to General Gov't Fund - Plans Review Software	\$50,000		\$50,000	\$50,000	No
	Total Transfers				\$50,000	\$50,000	
	<b>Total Development Services</b>				<b>\$50,000</b>	<b>\$50,000</b>	
<b>Economic &amp; Business Development</b>							
	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	\$100,000	No
	Total Transfers				\$200,000	\$100,000	
	<b>Total Economic &amp; Business Development</b>				<b>\$200,000</b>	<b>\$100,000</b>	
<b>Engineering &amp; Infrastructure</b>							
	Vehicles						
		Asphalt Truck	\$192,000	1	\$192,000	\$192,000	Yes
		Bucket Truck	\$108,000	1	\$108,000	\$108,000	Yes
		Extended Cab Pickup Truck	\$27,000	1	\$27,000	\$27,000	Yes
		Extended Cab Truck with Utility Body	\$33,000	1	\$33,000	\$33,000	Yes
		Pickup Truck	\$25,000	1	\$25,000	\$25,000	No
	Total Vehicles				\$385,000	\$385,000	
	Transfers						
		Transfer to General Gov't Fund - Parking Lot Resurfacing	\$27,738		\$27,738	\$27,738	Yes
		Transfer to Transportation Fund - Bridge Replacements	\$500,000		\$500,000	\$500,000	Yes
		Transfer to Transportation Fund - Downtown Streetscape	\$75,000		\$75,000	\$75,000	No
		Transfer to Transportation Fund - Intersection Improvements	\$25,000		\$25,000	\$25,000	No
		Transfer to Transportation Fund - Multi Use Lane Markings	\$25,000		\$25,000	\$25,000	No
		Transfer to Transportation Fund - Sidewalks	\$112,000		\$112,000	\$112,000	No
		Transfer to Transportation Fund - Street Resurfacing	\$3,850,000		\$3,850,000	\$3,850,000	Yes
		Transfer to Transportation Fund - Thoroughfare Streetlights	\$125,000		\$125,000	\$125,000	No
		Transfer to Water, Sewer & Stormwater - Drainage Improvements	\$1,287,800		\$1,287,800	\$2,027,800	No
		Transfer to Water, Sewer & Stormwater - Dump Truck	\$132,000	1	\$132,000	\$132,000	Yes
	Total Transfers				\$6,159,538	\$6,899,538	
	<b>Total Engineering &amp; Infrastructure</b>				<b>\$6,544,538</b>	<b>\$7,284,538</b>	
	<b>Total Community Investment</b>				<b>\$7,044,538</b>	<b>\$7,784,538</b>	

## Capital Outlay By Portfolio By Department

Department	Type of Capital	Description	Price	Recommended		Adopted		Replacement
				Qty	Total	Qty	Total	
<b>Operations</b>								
<b>Airport</b>								
	Vehicles							
		Mid-Size SUV	\$28,000	1	\$28,000		\$28,000	No
	Total Vehicles				\$28,000		\$28,000	
	<b>Total Airport</b>				<b>\$28,000</b>		<b>\$28,000</b>	
<b>Environmental Services</b>								
	Vehicles							
		Limb Truck	\$185,000	1	\$185,000		\$185,000	Yes
		Rear Loader Yard Waste Truck	\$175,000	3	\$525,000		\$525,000	Yes
		Side Loader Solid Waste Truck	\$275,000	2	\$550,000		\$550,000	Yes
	Total Vehicles				\$1,260,000		\$1,260,000	
	<b>Total Environmental Services</b>				<b>\$1,260,000</b>		<b>\$1,260,000</b>	
<b>Fire</b>								
	Equipment - Office							
		FayWorx Access	\$10,000		\$10,000		\$10,000	No
	Total Equipment - Office				\$10,000		\$10,000	
	Equipment - Other							
		Air Monitor	\$14,995	2	\$29,990		\$29,990	Yes
		Portable Rescue Cutter/Spreader Package	\$10,820	2	\$21,640		\$21,640	No
		Rescue Equipment Pump	\$9,652	1	\$9,652		\$9,652	No
		Thermal Imaging Camera	\$10,750	1	\$10,750		\$10,750	Yes
	Total Equipment - Other				\$72,032		\$72,032	
	Vehicles							
		Diesel Crew Cab Pickup, Heavy Tow	\$49,000	2	\$98,000		\$98,000	Yes
		Fire Pumper	\$580,000	1	\$580,000		\$580,000	Yes
	Total Vehicles				\$678,000		\$678,000	
	Transfers							
		Transfer to Public Safety Fund - Station 4 Land Acquisition	\$300,000		\$300,000		\$0	Yes
	Total Transfers				\$300,000		\$0	
	<b>Total Fire</b>				<b>\$1,060,032</b>		<b>\$760,032</b>	
<b>Police</b>								
	Equipment - Other							
		Forensic Video Examination System	\$28,109	1	\$28,109		\$28,109	No
		Incinerator Destructor	\$8,619	1	\$8,619		\$8,619	No
		Rescue Phone	\$6,495	1	\$6,495		\$6,495	Yes
	Total Equipment - Other				\$43,223		\$43,223	
	Vehicles							
		Full-sized Marked K9 SUV	\$47,500	1	\$47,500		\$47,500	Yes
		Marked Sedan	\$34,500	9	\$310,500		\$310,500	Yes
		Marked Sedan with Camera	\$40,500	3	\$121,500		\$121,500	Yes
		Marked SUV	\$36,500	5	\$182,500		\$182,500	Yes
		Small Unmarked Sedan	\$27,000	3	\$81,000		\$81,000	No
		Unmarked Sedan	\$33,000	11	\$363,000		\$363,000	No
		Unmarked Sedan	\$33,000	1	\$33,000		\$33,000	Yes
		Unmarked Sedan with Camera	\$39,000	3	\$117,000		\$117,000	Yes
	Total Vehicles				\$1,256,000		\$1,256,000	
	<b>Total Police</b>				<b>\$1,299,223</b>		<b>\$1,299,223</b>	

# Capital Outlay By Portfolio By Department

Department	Type of Capital	Description	Price	Qty	Recommended Total	Adopted Total	Replacement
<b>Parks, Recreation &amp; Maintenance</b>							
	Buildings						
		Fire Station 6 Concrete Bay Floor Replacement	\$80,000		\$80,000	\$80,000	Yes
	Total Buildings				\$80,000	\$80,000	
	Improvements						
		Cemetery Restoration	\$45,000		\$45,000	\$45,000	Yes
		Concrete Pad Around Splash Pad and Shelter	\$8,000		\$8,000	\$8,000	No
		Festival Park Pedestrian Bridge	\$90,000	1	\$90,000	\$90,000	No
		Gateway Improvements	\$100,000		\$100,000	\$100,000	No
		Lighting Control Links - Westover Football Fields & Lamon Softball Fields	\$15,500	2	\$31,000	\$31,000	Yes
		Court Resurfacing - 2 Basketball Courts at Mable Smith & 10 Tennis Courts at Lake Rim and Mazarick	\$86,000		\$86,000	\$86,000	Yes
	Total Improvements				\$360,000	\$360,000	
	Equipment - Other						
		36" Walk Behind Mower	\$5,000	2	\$10,000	\$10,000	No
		Cab/Tractor	\$39,000	1	\$39,000	\$39,000	Yes
		Cab/Tractor/Mower	\$75,000	1	\$75,000	\$75,000	Yes
	Total Equipment - Other				\$124,000	\$124,000	
	Vehicles						
		45 Passenger Bus	\$155,000	1	\$155,000	\$155,000	Yes
		4x4 SUV	\$25,000	2	\$50,000	\$50,000	Yes
		Crew Cab Truck with Flatbed Dump	\$37,000	1	\$37,000	\$37,000	Yes
		Pickup Truck	\$21,000	1	\$21,000	\$21,000	Yes
		SUV	\$23,000	1	\$23,000	\$23,000	Yes
		Tandem Axle Dump Truck	\$106,500	2	\$213,000	\$213,000	Yes
		24 Ton Truck with Flatbed Dump	\$93,000	1	\$93,000	\$93,000	Yes
		20 Ton Truck with Flatbed Dump	\$81,000	1	\$81,000	\$81,000	Yes
	Total Vehicles				\$673,000	\$673,000	
	Transfers						
		Transfer to General Gov't Fund - ADA Compliance	\$100,000		\$100,000	\$100,000	Yes
		Transfer to General Gov't Fund - Building Maintenance (HVAC, Roofs, Other)	\$390,000		\$390,000	\$390,000	Yes
		Transfer to General Gov't Fund - City Hall Renovations	\$1,622,218		\$1,622,218	\$1,622,218	Yes
		Transfer to Rec/Cult Fund - Playground Improvements	\$150,000		\$150,000	\$150,000	Yes
	Total Transfers				\$2,262,218	\$2,262,218	
	<b>Total Parks, Recreation &amp; Maintenance</b>				<b>\$3,499,218</b>	<b>\$3,499,218</b>	
<b>Parks, Recreation &amp; Maintenance - District</b>							
	Equipment - Other						
		Turf Vacuum	\$30,000	1	\$30,000	\$30,000	No
		Zero Turn Mower	\$13,500	1	\$13,500	\$13,500	Yes
	Total Equipment - Other				\$43,500	\$43,500	
	<b>Total Parks, Recreation &amp; Maintenance - District</b>				<b>\$43,500</b>	<b>\$43,500</b>	
<b>Transit</b>							
	Vehicles						
		Vehicle Taxes & Tags	\$1,588	4	\$6,350	\$6,350	Yes
		Vehicle Taxes & Tags	\$1,000	2	\$2,000	\$2,000	Yes
	Total Vehicles				\$8,350	\$8,350	
	<b>Total Transit</b>				<b>\$8,350</b>	<b>\$8,350</b>	
	<b>Total Operations</b>				<b>\$7,198,323</b>	<b>\$6,898,323</b>	

## Capital Outlay By Portfolio By Department

Department	Type of Capital	Description	Price	Qty	Recommended Total	Qty	Adopted Total	Replacement
<b>Support Services and Administration</b>								
<b>Information Technology</b>								
	Equipment - Office							
		AS400	\$5,000	1	\$5,000		\$5,000	No
		FayWorx Implementation	\$158,000		\$158,000		\$158,000	No
		Visual Studio 2015	\$10,000	1	\$10,000		\$10,000	No
	Total Equipment - Office				<u>\$173,000</u>		<u>\$173,000</u>	
	Transfer							
		Transfer to General Gov't Fund - Internet Phone/VOIP	\$183,000		\$183,000		\$183,000	Yes
		Transfer to General Gov't Fund - City External Website	\$30,000		\$30,000		\$30,000	Yes
		Transfer to General Gov't Fund - Computer Replacements	\$429,530		\$429,530		\$429,530	Yes
		Transfer to General Gov't Fund - Desktop Virtualization Infrastructure	\$21,350		\$21,350		\$21,350	No
		Transfer to General Gov't Fund - Disaster Recovery	\$100,000		\$100,000		\$100,000	No
		Transfer to General Gov't Fund - Enterprise Wide GIS	\$142,205		\$142,205		\$142,205	No
		Transfer to General Gov't Fund - JDE/Laserfiche Integration	\$15,000		\$15,000		\$15,000	No
		Transfer to General Gov't Fund - Microsoft Email Exchange	\$65,000		\$65,000		\$65,000	Yes
		Transfer to General Gov't Fund - Wireless Network Expansion	\$80,000		\$80,000		\$80,000	No
		Transfer to Public Safety Fund - Public Safety Security Compliance	\$142,000		\$142,000		\$142,000	No
	Total Transfer				<u>\$1,208,085</u>		<u>\$1,208,085</u>	
	<b>Total Information Technology</b>				<u><b>\$1,381,085</b></u>		<u><b>\$1,381,085</b></u>	
	<b>Risk Management</b>							
	Transfer							
		Transfer to Econ/Phys Development - Interfund Loan Murchison Rd Redevelopment	\$495,000		\$495,000		\$495,000	No
	Total Transfer				<u>\$495,000</u>		<u>\$495,000</u>	
	<b>Total Risk Management</b>				<u><b>\$495,000</b></u>		<u><b>\$495,000</b></u>	
	<b>Total Support Services and Administration</b>				<u><b>\$1,876,085</b></u>		<u><b>\$1,876,085</b></u>	
	<b>Total Capital Outlay</b>				<u><b>\$16,118,946</b></u>		<u><b>\$16,558,946</b></u>	

# Capital Funding Plan

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## Overview

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

This plan does not encompass all long-term debt obligations of the City. The 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

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- This budget dedicates an amount equivalent to 5.15 cents of the 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.



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## Outstanding Debt Instruments

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- 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.

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## Other Expenditures

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- Other expenditures 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, \$200,000 to renovate a temporary fire station, \$230,000 to restore the historic Dr. E.E. Smith house, \$150,000 for business incubator and local farmer's market initiatives, \$100,000 to contribute to the development of the Civil War Center, \$110,000 for furniture and fixtures for the first floor of City Hall, \$225,000 for street and streetlight improvements, \$30,000 to enhance the City's external website and \$20,000 for signage at the Hope VI Business Park.

# 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>\$ 26,483,347</u>	<u>\$ 6,574,715</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

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## 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

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## FY 2016 to 2020 Adopted Capital Improvement and Information Technology Plans

- The tables that follow provide summaries of the City's Adopted FY 2016 to 2020 Capital Improvement and Information Technology Plans, both by planned fiscal year of expenditure and by proposed funding sources.
- The approved 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
<b>Community, Economic &amp; Business Development</b>								
Affordable Housing Project Fund	-	-	100,000	-	-	-	-	100,000
Dr. E.E. Smith House Restoration	-	25,000	230,000	-	-	-	-	255,000
Farmers Markets Contributions	-	150,000	150,000	300,000	-	-	-	600,000
Hope VI Business Park Signage	-	-	20,000	-	-	-	-	20,000
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
<b>Total - Community, Economic &amp; Business Development</b>	<b>6,280,601</b>	<b>1,550,399</b>	<b>1,195,000</b>	<b>1,000,000</b>	<b>750,000</b>	<b>-</b>	<b>-</b>	<b>10,776,000</b>
<b>Development Services</b>								
City Hall First Floor Furnishings and Fixtures	-	-	110,000	-	-	-	-	110,000
Major Commercial Demolitions	-	316,439	375,000	-	-	-	-	691,439
<b>Total - Development Services</b>	<b>-</b>	<b>316,439</b>	<b>485,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>801,439</b>
<b>Engineering &amp; Infrastructure</b>								
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
<b>Total - Engineering &amp; Infrastructure</b>	<b>31,312,149</b>	<b>16,789,827</b>	<b>6,542,569</b>	<b>6,314,155</b>	<b>5,083,140</b>	<b>7,553,269</b>	<b>4,947,370</b>	<b>78,542,479</b>
<b>Environmental Services</b>								
Automated Truck Wash	-	-	-	397,389	-	-	-	397,389
<b>Total - Environmental Services</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>397,389</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>397,389</b>

# Five-Year Capital Improvement Plan Summary

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
<b>Community, Economic &amp; Business Development</b>						
Affordable Housing Project Fund	-	100,000	-	-	100,000	
Dr. E.E. Smith House Restoration	25,000	230,000	-	-	255,000	
Farmers Markets Contributions	150,000	450,000	-	-	600,000	
Hope VI Business Park Signage	-	20,000	-	-	20,000	
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	
<b>Total - Community, Economic &amp; Business Development</b>	<b>7,831,000</b>	<b>1,900,000</b>	<b>1,045,000</b>	<b>-</b>	<b>10,776,000</b>	<b>-</b>
<b>Development Services</b>						
City Hall First Floor Furnishings and Fixtures	-	110,000	-	-	110,000	
Major Commercial Demolitions	316,439	375,000	-	-	691,439	
<b>Total - Development Services</b>	<b>316,439</b>	<b>485,000</b>	<b>-</b>	<b>-</b>	<b>801,439</b>	<b>-</b>
<b>Engineering &amp; Infrastructure</b>						
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	
<b>Total - Engineering &amp; Infrastructure</b>	<b>42,599,213</b>	<b>28,375,266</b>	<b>-</b>	<b>7,568,000</b>	<b>78,542,479</b>	<b>-</b>
<b>Environmental Services</b>						
Automated Truck Wash	-	-	-	397,389	397,389	Split between Env Svcs Fund and Stormwater Fund
<b>Total - Environmental Services</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>397,389</b>	<b>397,389</b>	<b>-</b>

# 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
<b>Fire &amp; Emergency Management</b>								
Fire Station 12 (Relocation)	-	500,000	2,874,795	-	-	-	-	3,374,795
Fire Station 16 (Temporary Facility Renovations)	-	104,000	200,000	-	-	-	-	304,000
Fire Station 4 Land	-	-	-	-	400,000	-	-	400,000
Fire Station 16	-	-	-	300,000	285,285	2,589,510	-	3,174,795
SCBA Replacements	-	-	1,342,231	-	-	-	-	1,342,231
<b>Total - Fire &amp; Emergency Management</b>	<b>-</b>	<b>604,000</b>	<b>4,417,026</b>	<b>300,000</b>	<b>685,285</b>	<b>2,589,510</b>	<b>-</b>	<b>8,595,821</b>
<b>Maintenance</b>								
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
<b>Total - Maintenance</b>	<b>1,786,761</b>	<b>2,826,064</b>	<b>3,616,000</b>	<b>785,000</b>	<b>570,000</b>	<b>620,000</b>	<b>-</b>	<b>10,203,825</b>
<b>Parks &amp; Recreation</b>								
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
<b>Total - Parks &amp; Recreation</b>	<b>18,555,852</b>	<b>6,896,687</b>	<b>3,755,000</b>	<b>913,552</b>	<b>500,000</b>	<b>-</b>	<b>-</b>	<b>30,621,091</b>
<b>Police</b>								
Police Administration Building Renovations	197,698	61,548	-	-	-	-	-	259,246
Police Cross Creek District (Leased Space Renovations)	-	154,300	-	-	-	-	-	154,300
<b>Consolidated 911 Center</b>	<b>-</b>	<b>100,000</b>	<b>-</b>	<b>500,000</b>	<b>1,200,000</b>	<b>12,000,000</b>	<b>-</b>	<b>13,800,000</b>
<b>Total - Police</b>	<b>197,698</b>	<b>315,848</b>	<b>-</b>	<b>500,000</b>	<b>1,200,000</b>	<b>12,000,000</b>	<b>-</b>	<b>14,213,546</b>

# Five-Year Capital Improvement Plan Summary

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
<b>Fire &amp; Emergency Management</b>						
Fire Station 12 (Relocation)	500,000	-	2,874,795	-	3,374,795	
Fire Station 16 (Temporary Facility Renovations)	104,000	200,000	-	-	304,000	
Fire Station 4 Land	-	400,000	-	-	400,000	
Fire Station 16	-	585,285	2,589,510	-	3,174,795	
SCBA Replacements	-	1,342,231	-	-	1,342,231	
<b>Total - Fire &amp; Emergency Management</b>	<b>604,000</b>	<b>2,527,516</b>	<b>5,464,305</b>	<b>-</b>	<b>8,595,821</b>	<b>-</b>
<b>Maintenance</b>						
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	
<b>Total - Maintenance</b>	<b>5,740,607</b>	<b>4,463,218</b>	<b>-</b>	<b>-</b>	<b>10,203,825</b>	<b>-</b>
<b>Parks &amp; Recreation</b>						
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
<b>Total - Parks &amp; Recreation</b>	<b>27,570,145</b>	<b>290,000</b>	<b>2,200,000</b>	<b>560,946</b>	<b>30,621,091</b>	<b>-</b>
<b>Police</b>						
Police Administration Building Renovations	259,246	-	-	-	259,246	
Police Cross Creek District (Leased Space Renovations)	154,300	-	-	-	154,300	
<b>Consolidated 911 Center</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	<b>13,700,000</b>	<b>13,800,000</b>	Funding from grants or other sources to be determined
<b>Total - Police</b>	<b>513,546</b>	<b>-</b>	<b>-</b>	<b>13,700,000</b>	<b>14,213,546</b>	<b>-</b>

# 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
<b>Stormwater</b>								
Stormwater Drainage Improvements	12,837,528	12,024,390	2,027,800	1,330,000	1,964,240	2,083,750	2,401,930	34,669,638
<b>Total - Stormwater</b>	<b>12,837,528</b>	<b>12,024,390</b>	<b>2,027,800</b>	<b>1,330,000</b>	<b>1,964,240</b>	<b>2,083,750</b>	<b>2,401,930</b>	<b>34,669,638</b>
<b>Transit</b>								
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
<b>Total - Transit</b>	<b>4,750,101</b>	<b>7,223,330</b>	<b>6,024,396</b>	<b>130,000</b>	<b>130,000</b>	<b>130,000</b>	<b>130,000</b>	<b>18,517,827</b>
<b>Airport</b>								
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
<b>Total - Airport</b>	<b>11,287,091</b>	<b>11,700,695</b>	<b>4,219,927</b>	<b>4,856,250</b>	<b>18,111,111</b>	<b>13,411,111</b>	<b>9,250,000</b>	<b>72,836,185</b>
<b>Grand Total - Capital Improvement Plan</b>	<b>87,007,781</b>	<b>60,247,679</b>	<b>32,282,718</b>	<b>16,526,346</b>	<b>28,993,776</b>	<b>38,387,640</b>	<b>16,729,300</b>	<b>280,175,240</b>



# Five-Year Capital Improvement Plan Summary

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
<b>Stormwater</b>						
Stormwater Drainage Improvements	24,861,918	-	-	9,807,720	34,669,638	Stormwater Fees based upon annual \$ .25 fee increases through FY19
<b>Total - Stormwater</b>	<b>24,861,918</b>	<b>-</b>	<b>-</b>	<b>9,807,720</b>	<b>34,669,638</b>	
<b>Transit</b>						
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	
<b>Total - Transit</b>	<b>16,072,077</b>	<b>148,150</b>	<b>-</b>	<b>2,297,600</b>	<b>18,517,827</b>	-
<b>Airport</b>						
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	
<b>Total - Airport</b>	<b>22,987,786</b>	<b>-</b>	<b>-</b>	<b>49,848,399</b>	<b>72,836,185</b>	-
<b>Grand Total - Capital Improvement Plan</b>	<b>149,096,731</b>	<b>38,189,150</b>	<b>8,709,305</b>	<b>84,180,054</b>	<b>280,175,240</b>	

# Five-Year Information Technology Plan Summary

## Project Expenditures by Fiscal Year

Project	Prior Fiscal Yrs	FY2016	FY2017	FY2018	FY2019	FY2020	Total Project Expenditures
<b>Information Technology Security/Infrastructure</b>							
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
<b>Total - Information Technology Security/Infrastructure</b>	<b>3,780,108</b>	<b>826,235</b>	<b>606,295</b>	<b>642,278</b>	<b>904,234</b>	<b>789,019</b>	<b>7,548,169</b>
<b>Business Information/Data Analysis</b>							
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
<b>Total - Business Intelligence/Data Analysis</b>	<b>2,248,941</b>	<b>709,760</b>	<b>1,701,000</b>	<b>1,343,000</b>	<b>218,000</b>	<b>225,000</b>	<b>6,445,701</b>

## 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	
<b>Information Technology Security/Infrastructure</b>						
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	
<b>Total - Information Technology Security/Infrastructure</b>	<b>3,780,108</b>	<b>3,676,835</b>	<b>-</b>	<b>91,226</b>	<b>7,548,169</b>	
<b>Business Information/Data Analysis</b>						
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	
<b>Total - Business Intelligence/Data Analysis</b>	<b>2,601,736</b>	<b>1,682,205</b>	<b>2,110,000</b>	<b>51,760</b>	<b>6,445,701</b>	

# Five-Year Information Technology Plan Summary

Project	Project Expenditures by Fiscal Year						Total Project Expenditures
	Prior Fiscal Yrs	FY2016	FY2017	FY2018	FY2019	FY2020	
<b>Integrated City Management System - Application/Services</b>							
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
<b>Total - Integrated City Management - Application/Services</b>	<b>5,759,556</b>	<b>706,614</b>	<b>593,425</b>	<b>95,825</b>	<b>175,000</b>	<b>3,251,725</b>	<b>10,582,145</b>
<b>Mobility/Government without Walls (Citizen Engagement)</b>							
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
<b>Total - Mobility/Government without Walls</b>	<b>54,460</b>	<b>60,000</b>	<b>34,816</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>149,276</b>
<b>Grand Total - Information Technology Plan</b>	<b>11,843,065</b>	<b>2,302,609</b>	<b>2,935,536</b>	<b>2,081,103</b>	<b>1,297,234</b>	<b>4,265,744</b>	<b>24,725,291</b>

## 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	
<b>Integrated City Management System - Application/Services</b>						
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%)
<b>Total - Integrated City Management - Application/Services</b>	<b>5,818,868</b>	<b>666,289</b>	<b>3,226,725</b>	<b>870,263</b>	<b>10,582,145</b>	
<b>Mobility/Government without Walls (Citizen Engagement)</b>						
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	
<b>Total - Mobility/Government without Walls</b>	<b>114,460</b>	<b>6,963</b>	<b>-</b>	<b>27,853</b>	<b>149,276</b>	
<b>Grand Total - Information Technology Plan</b>	<b>12,315,172</b>	<b>6,032,292</b>	<b>5,336,725</b>	<b>1,041,102</b>	<b>24,725,291</b>	

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# 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
<b>Total .....</b>	<b>23</b>

### Budget and Evaluation Office

#### **Full-Time**

Assistant Budget and Evaluation Director .....	1
Budget and Evaluation Analyst .....	3
Budget and Evaluation Director .....	1
Senior Administrative Assistant .....	.10
(.90 funded in the City Manager's Office)	
<b>Total .....</b>	<b>5.1</b>

### 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
<b>Total .....</b>	<b>9</b>

### 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

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## **City Manager – (cont'd)**

Senior Administrative Assistant .....	1.9
(.10 funded in the Budget and Evaluation Office)	
Strategic and Performance Analytics Director .....	1
<b>Total .....</b>	<b>17.9</b>

## **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
<b>Total .....</b>	<b>2.7</b>

## **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
<b>Total .....</b>	<b>9.5</b>

## **Development Services**

### ***Full-Time***

Administrative Assistant .....	1
Building Inspections Supervisor .....	1
Building Inspector .....	5
Building Official .....	1
Chief Zoning Administrator .....	1
Code Enforcement Administrator (Housing).....	9
Code Enforcement Administrator (Zoning) .....	2
Code Enforcement Supervisor .....	2
Development Services Director .....	1
Electrical Inspections Supervisor .....	1
Electrical Inspector .....	3
Housing & Code Enforcement Division Manager .....	1
Mechanical Inspections Supervisor .....	1
Mechanical Inspector .....	3
Permit Technician .....	6
Office Supervisor .....	1
Planner II .....	2
Planning & Zoning Division Manager .....	1

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## Authorized Staffing FTEs by Department

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### Development Services – (cont'd)

Plans Examiner .....	2
Plumbing Inspections Supervisor .....	1
Plumbing Inspector .....	2
Senior Planner .....	5
<b>Total</b> .....	<b>52</b>

### Economic & Business Development

#### *Full-Time*

Administrative Assistant .....	1
Economic and Business Development Director .....	1
Marketing and Business Development Manager .....	1
Local/Small Disadvantaged Business Enterprise Manager .....	1
<b>Total</b> .....	<b>4</b>

### 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

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## Authorized Staffing FTEs by Department

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

Street Maintenance Supervisor .....	3
Survey Crew Leader .....	1
Surveying 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
<b>Total .....</b>	<b>110</b>

### 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)	
<b>Total .....</b>	<b>74.25</b>

### 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
<b>Total .....</b>	<b>20</b>

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## Authorized Staffing FTEs by Department

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### **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 I, Firefighter II, Fighter III & Master Firefighter .....	180
Office Assistant II .....	3
Office Supervisor .....	1
<b>Total .....</b>	<b>325</b>

### **Human Relations**

#### **Full-Time**

Human Relations Director .....	1
Human Relations Administrative Specialist .....	1
Human Relations Supervisor .....	1
<b>Total .....</b>	<b>3</b>

### **Human Resource Development**

#### **Full-Time**

Assistant Organizational Development & Training Director .....	1
Deputy Human Resources 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
<b>Total .....</b>	<b>19</b>

### **Information Technology**

#### **Full-Time**

Application Support Specialist .....	3
Chief Information Officer .....	1
Desktop Support Specialist .....	3
G.I.S. Database Administrator .....	1
G.I.S. Analyst .....	1
G.I.S. Manager .....	1
Information Technology Administrative Specialist .....	1

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# Authorized Staffing FTEs by Department

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

Information Technology Asset Specialist.....	1
Information Technology Business Intelligence Manager .....	1
Information Technology Chief Operating Officer .....	1
Information Technology Chief Technology Officer .....	1
Information Technology Customer Relationship Manager .....	2
Information Technology Project Manager .....	3
Information Technology Solutions Architect.....	1
Network Administrator .....	1
Network Engineer .....	1
Senior Desktop Support Specialist .....	1
Systems Administrator .....	1
Telecommunications Analyst .....	1
Web Developer .....	1
<b>Total .....</b>	<b>27</b>

## **Mayor, Council and City Clerk**

### **Full-Time**

City Clerk .....	1
Deputy City Clerk .....	1
Senior Administrative Assistant.....	1
<b>Total .....</b>	<b>3</b>

## **Other Appropriations**

### **Full-Time**

Warehouse Coordinator .....	0.25
(.25 funded in Environmental Services and .50 funded in Transit)	
<b>Total .....</b>	<b>0.25</b>

## **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

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## Authorized Staffing FTEs by Department

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**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
<b>Total .....</b>	<b>162</b>

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# Authorized Staffing FTEs by Department

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## Police

### Full-Time

911 Communications Manager .....	1
911 Communications Supervisor.....	4
911 Quality Assurance & Compliance Specialist .....	1
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 .....	1
Telecommunicator I .....	18
Telecommunicator II.....	36
RMS Database Manager .....	1
Senior Administrative Assistant .....	1
Supply Technician.....	2
Technical Equipment Specialist.....	1
Victim Advocate .....	1

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## Authorized Staffing FTEs by Department

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**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
<b>Total .....</b>	<b>604.5</b>

**Transit**

**Full-Time**

Assistant Transit Director .....	1
Automotive Service Aide .....	5
Automotive Technician.....	4
Automotive Technician Supervisor .....	1
Bus Operator .....	71
Civil Rights Program 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 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)	
<b>Total .....</b>	<b>114.5</b>

**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

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# Authorized Staffing FTEs by Department

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## 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
<b>Total .....</b>	<b>9.3</b>

## Police

### Full-Time

Drug Treatment Court Coordinator .....	1
Juvenile Restitution Program Coordinator .....	1
Juvenile Restitution Program Assistant .....	1
<b>Total .....</b>	<b>3</b>

**GRAND TOTAL .....** 1,598

## FROZEN, UNFUNDED POSITIONS

### Engineering & Infrastructure (Stormwater)

Engineer II .....	1
<b>Total .....</b>	<b>1</b>

**TOTAL FROZEN POSITIONS .....** 1



## Positions and Salary Grade Assignments

---

**Grade 105** \$21,008 - \$31,177  
Custodian

**Grade 106** \$21,427 - \$32,924  
Lead Custodian

**Grade 107** \$22,771 - \$34,989  
Automotive Service Aide  
Environmental Services Collector  
Neighborhood Resource Liaison  
Supply Technician

**Grade 108** \$24,321 - \$37,372  
Landscape Worker  
Maintenance Worker  
Office Assistant I  
Senior Automotive Service Aide

**Grade 109** \$26,079 - \$40,072  
Bus Operator  
Equipment Operator I  
Installation Technician  
Senior Survey Technician  
Signs and Markings Technician  
Turf Technician

**Grade 110** \$28,043 - \$43,090  
Equipment Operator II  
Juvenile Restitution Program Assistant  
Landscape Technician  
Office Assistant II  
Police Records Clerk  
Printer  
Technical Equipment Specialist  
Transit Dispatcher  
Tree Care Technician

**Grade 111** \$30,420 - \$46,743  
Accounting Technician  
Administrative Assistant  
Alarm Ordinance Coordinator  
Automotive Technician  
Background Investigator  
Court Liaison Coordinator  
Customer Service Representative  
Crew Leader  
Equipment Operator III  
Housing Program Specialist

## Positions and Salary Grade Assignments

---

### Grade 111 (cont'd)

\$30,420 - \$46,743

Neighborhood Resource Coordinator  
Payroll Technician  
Permit Technician  
Personnel Technician  
Police Training Coordinator  
Printing Supervisor  
Property & Evidence Technician  
Senior Signs & Marking Technician  
Skilled Trades Technician  
Survey Crew Leader

### Grade 112

\$33,108 - \$50,873

Civilian Traffic Investigator  
Custodial Supervisor  
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  
Fire Inspector (Regular)  
Fleet Services Coordinator  
Forensic Video Technician  
Historic Properties Specialist  
Human Resources Specialist

## Positions and Salary Grade Assignments

---

### Grade 113 (cont'd)

\$36,209 - \$55,639

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

Airport Maintenance Supervisor  
Code Enforcement Supervisor (Housing)  
Customer Service Representative Supervisor  
Facilities Maintenance Supervisor  
Forensic Firearms Examiner  
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  
Plans Examiner  
Senior Desktop Support Specialist  
Stormwater Inspections Supervisor  
Street Maintenance Supervisor

### Grade 116

\$47,063 - \$72,316

G.I.S. Analyst

## Positions and Salary Grade Assignments

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**Grade 212** **\$33,916 - \$53,296**  
Para-Transit Supervisor  
Transit Supervisor

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

**Grade 214** **\$41,651 - \$65,451**  
Accounts Payable Supervisor  
Athletic Program Coordinator  
Automotive Technician Supervisor  
Civil Rights Program Analyst  
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** **\$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

**Grade 216** **\$48,211 - \$75,760**  
Accountant  
Budget & Evaluation Analyst  
Budget Analyst  
Chief Zoning Administrator  
Community Development Administrator  
Drug Treatment Court Coordinator  
Economic Development Administrator  
Engineer I

## Positions and Salary Grade Assignments

---

### Grade 216 (cont'd)

\$48,211 - \$75,760

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

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

### Grade 218

\$56,931 - \$89,464

911 Communications Manager  
Assistant Budget & Evaluation Director  
Assistant City Traffic Engineer  
Assistant Organizational Development & Training Director  
Assistant Transit Director  
Building Official

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## Positions and Salary Grade Assignments

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<b>Grade 218 (cont'd)</b>	<b>\$56,931 - \$89,464</b>
Engineer II	
Financial Reporting Manager	
Information Technology Business Intelligence Manager	
Information Technology Project Manager	
Local/Small Disadvantaged Business Enterprise Manager	
Marketing & Business Development Manager	
Parks Division Manager	
Recreation Division Manager	
<b>Grade 219</b>	<b>\$62,256 - \$97,831</b>
Accounting Manager	
Assistant Airport Director	
City Clerk	
Construction Manager	
Planning & Zoning Division Manager	
<b>Grade 220</b>	<b>\$68,353 - \$107,412</b>
Assistant City Attorney	
Deputy Human Resources Director	
Information Technology Chief Operating Officer	
Information Technology Chief Technology Officer	
Stormwater Manager	
<b>Grade 221</b>	<b>\$75,453 - \$118,569</b>
City Engineer	
City Traffic Engineer	
Police Attorney	
<b>Grade 301F1</b>	<b>\$28,000</b>
Firefighter I	
<b>Grade 301F2</b>	<b>\$34,778 - \$35,647</b>
Firefighter II	
<b>Grade 301F3</b>	<b>\$36,169 - \$38,000</b>
Firefighter III	
<b>Grade 302</b>	<b>\$37,977 - \$58,664</b>
Master Firefighter	
<b>Grade 303</b>	<b>\$44,319 - \$63,246</b>
Fire Inspector (PS)	
Fire Lieutenant	
<b>Grade 305</b>	<b>\$34,489 - \$59,099</b>
Police Officer	

## Positions and Salary Grade Assignments

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<b>Grade 307</b> Police Sergeant	\$44,341 - \$75,478
<b>Grade 320</b> Public Safety Call Taker	\$28,000
<b>Grade 321</b> Telecommunicator I	\$28,000 - \$36,910
<b>Grade 322</b> Telecommunicator II	\$31,793 - \$46,712
<b>Grade 323</b> Enhanced 911 Coordinator 911 Training Specialist 911 Systems Technician	\$37,675 - \$54,629
<b>Grade 324</b> 911 Quality Assurance & Compliance Specialist	\$40,689 - \$58,999
<b>Grade 325</b> 911 Communications Supervisor 911 Training Officer	\$43,944 - \$63,719
<b>Grade 401</b> Fire Captain	\$45,338 - \$78,606
<b>Grade 402</b> Fire Battalion Chief	\$56,656 - \$86,282
<b>Grade 403</b> Assistant Fire Chief	\$65,873 - \$107,000
<b>Grade 404</b> Deputy Fire Chief	\$77,425 - \$126,000
<b>Grade 405</b> Police Lieutenant	\$54,514 - \$89,984
<b>Grade 406</b> Police Captain	\$65,974 - \$107,936
<b>Grade 407</b> Assistant Police Chief	\$79,790 - \$129,479

## Positions and Salary Grade Assignments

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<b>Executive Pay Band</b>	<b>\$90,000 - \$157,500</b>
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	
<b>Senior Executive Pay Band</b>	<b>\$110,000 - \$185,000</b>
Deputy City Manager	



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# Fee Schedule

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# Fee Schedule

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# Fee Schedule

Description	Current Fee	Established or Last Changed
<b>All Functions</b>		
<b>Assessment Interest</b>		
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
<b>Default Civil Penalty for Code Violation</b>		
Applies to any violation for which a penalty is not elsewhere specified	\$100 per violation per day	2007
<b>Convenience Fee for Internet Payments</b>		
	\$3.50 per payment	2012
<b>Public Record Copies</b>		
Reproduction on CD or DVD	\$1.00 per CD or DVD	2010
Paper Copies (up to 8.5 by 14 inches)		
Single-sided black and white	\$0.05 per page	2010
Single-sided color	\$0.19 per page	2010
Double-sided black and white	\$0.09 per page	2010
Double-sided color	\$0.37 per page	2010
<b>Airport</b>		
<b>Landing Fee (Signatory Airline)</b>		
	\$1.23 per 1,000 pounds	2004
<b>Landing Fee (Non-signatory Airline)</b>		
	\$1.39 per 1,000 pounds	2004
<b>Jet Bridge Use Fee (Signatory Airline)</b>		
	\$5.00	2012
<b>Jet Bridge Use Fee (Non-signatory Airline)</b>		
	\$25.00	2005
<b>Commercial Ramp Use Fees</b>		
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
<b>Terminal Leases and Fees</b>		
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
<b>Fuel Flowage Fee</b>		
	\$0.05 per gallon of non-airline fuel	1997
<b>Airline Uplift Charge</b>		
	\$0.18 per gallon, \$18.00 minimum or \$18.00 no-fuel fee	1997
<b>Fuel Pricing</b>		
	Will not exceed 106% of retail price at comparable airports with based tenants afforded a \$0.20 discount	1997
<b>Property Leases</b>		
Tie-Down Fee	\$45.00 per month	2003
Old T-Hangar Rental	\$180.00 per month	2003
New T-Hangar Rental	\$210.00 per month	2003
Ground Lease	\$0.20 per sq. ft. per year	2003

# Fee Schedule

Description	Current Fee	Established or Last Changed
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
<b>Rental Cars</b>		
Rental Car Agency Fee	\$20.00 per parking space per month plus 10% of gross revenues	2011
Rental Car Booth Space	\$253.52 per month	2009
Customer Facility Charge	\$4 per day, up to 10 days	2014
<b>Terminal Leases and Fees</b>		
Short Term Parking (1-30 minutes)	\$1.00	2002
Short Term Parking (each additional 30 minutes)	\$1.00	2002
Short Term Parking (maximum 24 hours)	\$12.00	2015
Long Term Parking (0-1 hour)	\$1.00	2002
Long Term Parking (each additional hour)	\$1.00	2002
Long Term Parking (maximum 24 hours)	\$9.00	2015
<b>Public Safety Airline Charge</b>	Cost charged to airlines based on prorata share of emplanements less security reimbursement from TSA	1991
<b>Advertising Space</b>	\$883.33 plus commissions	1998
<b>Exhibition Flight Permit</b>	\$5.00 per flight, or \$25.00 per six-month period	N/A
<b>Security Fees Per Application</b>		
Fingerprint Processing (airport badges only)	\$50.00	2002
Security Threat Assessment	\$5.00	2008
<b>Corporate Communications</b>		
<b>City Song and Music Video DVDs</b>	\$10.00 each	2007
<b>Development Services</b>		
<b><u>Plan Review, Permit and Inspections Fees:</u></b>		
<b>Building Plan Review</b>		
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
<b>Building Permits</b>		
New Construction or Additions		
Commercial	\$0.32 per sq. ft.	2014
Residential	\$0.30 per sq. ft.	2012

# Fee Schedule

Description	Current Fee	Established or Last Changed
<b>Major Renovations or Upfits of Existing Structures</b>		
Extensive reconstruction involving 50% or more of existing square footage on one or more floors	60% of building permit fee	2012
<b>Minor Renovations or Upfits of Existing Structures</b>		
Small and medium reconstruction involving less than 50% of existing square footage on one or more floors	40% of building permit fee	2012
<b>Interior or Exterior Construction or Renovation Projects without Square Footage Basis (e.g. roofing, doors, fences, pools, cell towers, billboards, etc.)</b>		
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
<b>Electrical Permits</b>		
<b>New Construction or Additions</b>		
Commercial	\$0.09 per sq. ft.	2014
Residential	\$0.08 per sq. ft.	2012
<b>Major Renovations or Upfits of Existing Structures</b>		
Extensive reconstruction involving 50% or more of existing square footage on one or more floors	60% of fee for new construction of additions	2012
<b>Minor Renovations or Upfits of Existing Structures</b>		
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
<b>Permit associated with Alteration, Replacement, Modification, etc.</b>		
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

# Fee Schedule

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



# Fee Schedule

Description	Current Fee	Established or Last Changed
Minor Renovations or Upfits of Existing Structures Small and medium reconstruction involving less than 50% of existing square footage on one or more floors	40% of fee for new construction of additions	2012
Permit associated with Alteration, Replacement, Modification, etc. 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
<b>Miscellaneous Inspections and Fees</b>		
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	2015
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
<b>Homeowner Recovery Fee</b>	\$10.00	2003
<b>Watershed Protection Inspection Fee and Permit</b>		
Inspection Fee for Required Improvement	\$35.00 per inspection	2014
Low Density Development Permit	\$35.00 per project	2014
High Density Development Permits CD, AR, SF15, SF10, SF6, MR5, MH	\$140 (less than 5 acres), \$275 (5 to 50 acres), \$350 (50 to 100 acres), \$450 (more than 100 acres)	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
<b>Code Enforcement Fees:</b>		
<b>Administrative Fee (Abatement Actions)</b>	\$125.00	2014

# Fee Schedule

Description	Current Fee	Established or Last Changed
<b>Citations</b>		
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
<b>Daycare Inspections</b>	\$125.00	2014
<b>Graffiti Removal Fee</b>	\$100.00	2012
<b>Lot Cleaning</b>	Based on contract	2002
<b>Rental Action Management Program (RAMP)</b>		
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
<b>Taxicab Permits</b>		
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
<b>Yard Sale Permits</b>	\$20.00	2014
<b><u>Planning &amp; Zoning Permits and Fees:</u></b>		
<b>Administrative Adjustment Fee</b>	\$35.00 per standard for which adjustment requested	2014
<b>Alternative Signage Plan Review</b>	\$250.00	2014
<b>Appeal Fee</b>	\$500.00	2011
<b>Board of Adjustment Hearing Fee</b>	\$500.00	2007
<b>Clear Cutting Permit</b>		
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

# Fee Schedule

Description	Current Fee	Established or Last Changed
<b>Development Agreement (UDO)</b>	\$2,500.00	2011
<b>Payment in Lieu of Park Land</b> Formerly Open Space Fee. Land value factor calculated in accordance with UDO section 30-9.D.	\$8,927 per acre	2015
<b>Payment in lieu of Sidewalk Construction</b> *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* \$36.16 per linear foot for 5' wide sidewalk* \$41.13 per linear foot for 6' wide sidewalk*	2015 2015 2015
<b>Payment in Lieu of Specimen Tree Preservation</b>	\$100 per caliper inch per tree	2014
<b>Rezoning Fees</b> Conditional Zoning Planned Development	\$700.00 \$700.00 plus site plan review fee \$700.00 plus site plan review fee	2008 2010 2010
<b>Site Plan Review</b> Non-Residential  Residential Revisions or rereviews beyond first review	\$500.00 plus \$20.00 per 1,000 sq. ft. of building  \$500.00 plus \$20.00 per unit or lot 1/2 of original fee	2010  2010 2010
<b>Special Event Signs Compliance Deposit</b> Returned if all signs are properly placed and removed within two days of close of event	\$10 per approved sign	2011
<b>Special Use Permit</b> Residential, Professional, Commercial and Industrial Cell Tower	\$700.00 plus site plan review fee \$2,500.00	2010 2011
<b>Specimen Tree Inspection</b>	\$50 per acre	2012
<b>Subdivision Fee</b> Subdivision Reviews Revisions or rereviews beyond first review Final Plats Expedited Review of subdivision or site plans	\$400.00 plus \$20.00 per lot 1/2 of original fee \$50.00 \$1,500 per hour	2010 2010 2007 2011
<b>Subdivision Waiver</b>	\$700.00	2011
<b>Tax Grantback Application Fee</b>	\$250.00	2010
<b>Temporary Use Permit</b>	\$25.00	2012
<b>Vested Rights Certificate</b> No additional fee if requested with site plan or subdivision approval	\$100.00	2011
<b>Zoning Code Text Amendment</b>	\$700.00	2014
<b>Zoning Permits</b> Pushcarts (Downtown Core Only) Outdoor Dining and Merchandising (Downtown Core Only) Sidewalk Entertainment (Downtown Core Only) Delivery Services (Downtown Core Only)	\$30.00 per year \$30.00 per year \$30.00 per year \$30.00 per year	2014 2014 2014 2014
<b>Zoning and Subdivision Ordinance Book Fee</b>	Cost of Reproduction	2010
<b>Zoning Verification Letter</b>	\$30.00	2014

# Fee Schedule

Description	Current Fee	Established or Last Changed
<b>Engineering &amp; Infrastructure</b>		
<b>Map Sales</b>		
Aerial Photographs		
Prints (8 1/2" x 11")	\$10.00	2010
Prints (8 1/2" x 14")	\$12.00	2010
Prints (11" x 17")	\$15.00	2010
Prints (18" x 24")	\$20.00	2010
Prints (24" x 36")	\$30.00	2010
Prints (36" x 48")	\$50.00	2010
District Map	\$15.00	2010
Large City Map with street index booklet	\$35.00	2008
Medium City Map	\$25.00	2010
Precinct Map	\$15.00	2010
Topographic Map	\$15.00	2008
<b>Copy Sales</b>		
Prints (11" x 17")	\$2.00	2010
Prints (8½" x 11")	\$1.00	2010
Prints (8½" x 14")	\$2.00	2010
Prints (18" x 24")	\$5.00	2010
Prints (24" x 36")	\$6.00	2010
Prints (36" x 48")	\$7.00	2010
<b>Development Plan Reviews/Infrastructure Permits</b>		
Commercial Developments, one acre or less	\$300.00	2015
Commercial Developments, between one and ten acres	\$525.00	2015
Commercial Developments, in excess of ten acres	\$975.00	2015
Residential Subdivisions, 50 lots or less	\$525.00	2015
Residential Subdivisions, 51 to 100 lots	\$750.00	2015
Residential Subdivisions, in excess of 100 lots	\$975.00	2015
Resubmittal Fee, commercial or residential, per submittal	\$225.00	2015
<b>Infrastructure Inspection Fees</b>		
Roadway Inspection Fee	\$0.50 per linear ft.	2010
Storm Drainage Pipe Inspection	\$0.30 per linear ft.	2010
<b>Driveway Permits</b>		
Driveway Permit (Commercial) ≤ 75,000 sq. ft.	\$200.00 plus \$50.00 per hour for traffic impact analysis and traffic signal modifications as applicable	2010
Driveway Permit (Commercial) > 75,000 sq. ft.	\$400.00 plus \$50.00 per hour for traffic impact analysis and traffic signal modifications as applicable	2010
Driveway Permit (Residential)	\$50.00	2004
<b>Resurfacing Permit</b>	\$30.00	
<b>Sidewalk Permit</b>	\$30.00	
<b>Right of Way Excavations</b>		
Drainage Excavation Permit	\$125.00	2015
Excavation Permit	\$125.00	2015
Reinspection fee for excavation	\$100.00	2015
Roadway Degradation Fee	\$20 per sq. yd. of encroachment	2015
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.	2015

# Fee Schedule

Description	Current Fee	Established or Last Changed
<b>Sidewalk Assessment (Petitioned)</b>	\$10.00 per front foot	
<b>Street Paving Assessments</b>		
To improve a soil street to a strip paved street	\$15.00 per front foot	2015
To install concrete curb and gutter on a strip paved street	\$20.00 per front foot	2015
To pave and install concrete curb and gutter on a soil street	\$35.00 per front foot	2015
<b>Traffic Control Photographic System Citations</b>		
Civil penalty for violation	\$100.00	2015
Penalty for failure to pay or appeal a citation within 30 days after notification	\$100.00	2015
<b>Traffic Control Services and Device Rental Fees</b>		
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
<b>House Moving Fee</b>	\$1,500 Bond, \$25 administrative fee, \$25 per hour police escort fee and \$37 per hour signal technician fee	1987
<b>Right of Way Registration Fee</b>	\$200.00	2002 or prior
<b>Street Closing Fee</b>	\$1,500.00	2011
<b>Street Right of Way Withdrawal</b>	\$500.00	2011
<b>Temporary Right of Way Encroachment Fee</b>		
30 day permit for items (construction dumpsters, etc.) placed on sidewalks	\$50.00 per 30 days	2008
<b>Temporary Truck Route Permit</b>	\$75.00	2011
<b>Environmental Services</b>		
<b>Residential Solid Waste Fee</b>		
Single-family homes and residential units in multi-family properties of 7 units or less	\$44.00 Per year	2015
<b>Administrative Fee (Abatement Actions)</b>	\$100.00	2008
<b>Backdoor Pickup Fee</b>		
Handicap Backdoor Pickup	Free	2002 or prior
<b>Bulky Item or Limb Debris Pickup</b>		
Full truckload pickups (approx. 20 cubic yards)	\$357.00 per truckload	2007
Less than full truck load pickups	No Charge	2012

# Fee Schedule

Description	Current Fee	Established or Last Changed
<b>Household Construction Debris Pickup</b>		
Generated by Contractor Resulting from homeowner renovations	Not offered \$50.00	2011
<b>Loose Leaf Pickup</b>		
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
<b>Set-Out Pickup</b>		
For curbside pick up of mixed refuse or furniture, usually resulting from vacating a residence	\$100.00	2011
<b>Rollout Carts</b>		
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
<b>Solid Waste Fines</b>		
Failure to remove container from curb	1st violation, written warning; 2nd and subsequent violations, \$100.00	
<b>Finance</b>		
<b>Beer and Wine Licenses</b>		
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
<b>Regulatory License</b>		
Adult Bookstore, Adult Motion Picture Theater, Adult Motel or Hotel	\$250.00 initial application, \$100.00 annual renewal	N/A
<b>Duplicate Copy (Lost or Stolen License)</b>	\$5.00	N/A
<b>Replacement License due to Change of Location</b>	\$5.00	N/A
<b>Solicitor Permit</b>		
Application Fee	\$25.00	2004
Three-Month Renewal	\$5.00	2004
One-Year Renewal for Federal and State Licensed Solicitors	\$20.00	2014
<b>Peddler Permits</b>		
Application Fee	\$25.00	2015
Three-Month Renewal	\$5.00	2015
<b>Motor Vehicle License Tax</b>		
	\$5.00 per year	
(See additional motor vehicle license tax with Transit fees)		
Penalty for Failure to Pay Motor Vehicle License Tax	\$15.00	
<b>Fire &amp; Emergency Management</b>		
<b>False Alarms</b>		
	No charge for the 1st and 2nd false alarm, \$500.00 for each subsequent false alarm per calendar year	2010

# Fee Schedule

Description	Current Fee	Established or Last Changed
<b><i>Fines</i></b>		
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
<b><i>Fire Inspection Fees</i></b>		
<u>Annual Inspections:</u>		
Assembly (A-1, A-2, A-3, A-4, A-5)	Up to 2,500 sq. ft. \$75	2008
	2,501 - 10,000 sq. ft. \$100	2008
	10,001 - 50,000 sq. ft. \$150	2008
	50,001 - 100,000 sq. ft. \$200	2008
	100,001 - 150,000 sq. ft. \$250	2008
	150,001 - 200,000 sq. ft. \$300	2008
	Over 200,000 sq. ft. \$350	2008
Factory/Industrial:	Up to 2,500 sq. ft. \$75	2008
	2,501 - 10,000 sq. ft. \$100	2008
	10,001 - 50,000 sq. ft. \$150	2008
	50,001 - 100,000 sq. ft. \$200	2008
	100,001 - 150,000 sq. ft. \$250	2008
	150,001 - 200,000 sq. ft. \$300	2008
	Over 200,000 sq. ft. \$350	2008
Educational:		
Day Cares (Not in residential home)	Up to 2,500 sq. ft. \$75	2008
Public and Private Schools (Inspected every 6 months)	2,501 - 10,000 sq. ft. \$100	2008
	10,001 - 50,000 sq. ft. \$150	2008
	50,001 - 100,000 sq. ft. \$200	2008
	100,001 - 150,000 sq. ft. \$250	2008
	150,001 - 200,000 sq. ft. \$300	2008
	Over 200,000 sq. ft. \$350	2008
Hazardous:	Up to 2,500 sq. ft. \$75	2008
	2,501 - 10,000 sq. ft. \$100	2008
	10,001 - 50,000 sq. ft. \$150	2008
	50,001 - 100,000 sq. ft. \$200	2008
	100,001 - 150,000 sq. ft. \$250	2008
	150,001 - 200,000 sq. ft. \$300	2008
	Over 200,000 sq. ft. \$350	2008
Institutional:		
Nursing Home, Hospital, Mental Health Facility, Jail or Detox Center	Up to 2,500 sq. ft. \$75	2008
	2,501 - 10,000 sq. ft. \$100	2008
	10,001 - 50,000 sq. ft. \$150	2008
	50,001 - 100,000 sq. ft. \$200	2008
	100,001 - 150,000 sq. ft. \$250	2008
	150,001 - 200,000 sq. ft. \$300	2008
	Over 200,000 sq. ft. \$350	2008
High-Rise	Up to 2,500 sq. ft. \$75	2008
	2,501 - 10,000 sq. ft. \$100	2008
	10,001 - 50,000 sq. ft. \$150	2008
	50,001 - 100,000 sq. ft. \$200	2008
	100,001 - 150,000 sq. ft. \$250	2008
	150,001 - 200,000 sq. ft. \$300	2008
	Over 200,000 sq. ft. \$350	2008

# Fee Schedule

Description	Current Fee	Established or Last Changed
<b>Residential:</b>		
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
<b>3-Year Inspection Fee:</b>		
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
<b>Permits:</b>		
<b>Permits and Final Inspections</b>		
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
<b>Additional Inspections:</b>		
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
<b>Training Facility Fees</b>		
ARFF - One-Day Training	\$250.00 per person	2010
ARFF - Three-Day Training	\$425.00 per person	2010
ARFF - Five-Day Training	\$550.00 per person	2011
Refueling Course	\$65.00 per person	1993
Industry	\$175.00 per burn	2010



# Fee Schedule

Description	Current Fee	Established or Last Changed
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
<b>Hazardous Material Protection Fee</b>		
Haz-Mat Unit Response	\$555.00 per hour	2010
Haz-Mat Battalion Commander Response	\$60.00 per hour	2010
Engine Company Response	\$205.00 per hour	2010
Truck Company Response	\$205.00 per hour	2010
Rescue Company	\$175.00 per hour	2010
Fire Suppression Battalion Commander Response	\$60.00 per hour	2010
Material, Equipment, and Long Distance	Replacement Cost	1992
Recalled Personnel	Time and half of the hourly salary of recalled personnel	1992
Air Monitoring	\$170.00	2010
Environmental Research Immediate Area - 1 year	\$20.00	2010
Environmental Research Immediate Area - 5 year	\$115.00	2010
Environmental Research Half Mile Radius - 1 year	\$60.00	2010
Environmental Research Half Mile Radius - 5 year	\$190.00	2010
Environmental Research One Mile Radius - 1 year	\$80.00	2010
Environmental Research One Mile Radius - 5 year	\$230.00	2010
<b>Parking</b>		
<b>Parking Fines</b>		
Amtrak Lot Violation	\$10.00	2007
Backed to Curb Violation	\$10.00	2007
City Hall Lot Violation	\$10.00	2007
Curb to Sidewalk Violation	\$25.00	1986 or prior
Fire Hydrant Violation	\$25.00	1986 or prior
Fire Lane Violation	\$100.00	1986 or prior
Handicapped Violation	\$250.00	2000
Judgment Fees	\$50.00	2002 or prior
Late Payment Penalty	\$25.00	1999
Left to Curb Violation	\$25.00	1986 or prior
Loading Zone Violation	\$25.00	1986 or prior
No Parking Zone Violation	\$25.00	1986 or prior
Overtime Violation (Lots)	\$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
<b>Immobilization Fee</b>		
Fee per wheel lock removal, in addition to outstanding parking tickets and penalties	\$50.00	2009
<b>Leased Parking Spaces</b>		
All Lots	\$50.00 per month	2011
Late Payment Penalty	\$10 penalty for lease payments received after the 5th of the month	2013
<b>Hourly Paid Parking</b>		
All Lots (where applicable)	\$0.50 per hour, or \$4.00 per day	2009
On Street (where applicable)	\$0.75 per hour	2009

# Fee Schedule

Description	Current Fee	Established or Last Changed
<b>Contractor Parking Permit</b>	\$10.00 per day, or \$30.00 per week	2013
<b>Annual Contractor Parking Permit</b>	\$1,000.00 per year	2010
<b>Residential Parking Permit</b>	\$100.00 per year	2010
<b>Parks, Recreation &amp; Maintenance</b>		
<b>Special Event Permits</b>		
Special Event Permits for Mazarick Building, Cross Creek Park Fountain, Mazarick Park Shelters, Core Downtown Area, Festival Park	Up to 500 attendees: \$75 with \$100 deposit; 501-2,500 attendees: \$150 with \$200 deposit; 2,501-5,000 attendees: \$300 with \$500 deposit; 5,001-10,000 attendees: \$500 with \$750 deposit; Over 10,000 attendees: \$750 with \$1,000 deposit	2013
Expedited Special Event Permit		
Request submitted less than 30 days in advance of event but permit application review possible at a scheduled Special Events Committee meeting	\$250 in addition to permit fee and deposit	2013
Request submitted less than 30 days in advance of event and special meeting of Special Events Committee required to review permit application	\$500 in addition to permit fee and deposit	2013
<b>Recreation Center Rentals</b>		
Program Room Rental (nonprofit organizations)	\$200 deposit & \$65.00 for 1 to 4 hours, plus \$25.00 each additional hour up to 8 hours maximum	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
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

# Fee Schedule

Description	Current Fee	Established or Last Changed
Sunday or Legal Holiday use (for profit organizations)	\$200.00 for 1 to 4 hours maximum plus deposit and rental fee	2007
Custodial Setup/Breakdown/Clean-Up	\$25.00 per hour	1999
Expedited Rental Fee	\$100 per rental for any facility rental contract executed within 48 hours of the event	2011
<b>Park Rental Fees</b>		
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

# Fee Schedule

Description	Current Fee	Established or Last Changed
Mobile Stage - Large (nonprofit organizations)	\$500.00 per calendar day, plus \$500.00 deposit	2008
Mobile Stage - Small (nonprofit organizations)	\$400.00 per calendar day, plus \$500.00 deposit	2008
Mobile Bleachers (nonprofit organizations)	\$400.00 per calendar day, plus \$500.00 deposit	2007
Mobile Stage - Large (for profit organizations)	\$1,000.00 per calendar day, plus \$500.00 deposit	2008
Mobile Stage - Small (for profit organizations)	\$800.00 per calendar day, plus \$500.00 deposit	2008
Mobile Bleachers ( for profit organizations)	\$800.00 per calendar day, plus \$500.00 deposit	2007
<b>Mini-Bus Rental for Partnering Agencies</b>	100% recovery of direct costs	
<b>Athletic Programs</b>		
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
<b>Swimming Pool Fees</b>		
Swimming Lessons	\$30.00	2009
Pool Entry Fee	\$2.00 for adults, \$1.00 for children	1995 or prior
Pool Rental	\$200.00 deposit, \$175.00 rental fee for first 2 hours, \$50.00 for each additional hour; plus current rate of pay for lifeguards	2011
<b>Tennis Fees</b>		
Tennis Lessons	Variable	1995 or prior
Courts	\$150 refundable deposit; rental fee of \$35 (up to four hours); \$50 (over four hours); \$175 additional charge for use of lights	2010
<b>Senior Programs / Leisure Activities</b>		
Leisure Activities	Variable	1995 or prior
<b>After-School Program</b>		
Program Fee	\$80.00 per month/\$25.00 per week	2014
Early/Late Fee	\$5.00 per 5 minute period	2008
<b>Summer Camp/Playground</b>		
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
<b>Athletic Protest Fee</b>	\$25.00	2002
<b>Community Garden</b>	\$25.00 refundable deposit	2009
<b>Concessions</b>	Variable	2002 or prior

# Fee Schedule

Description	Current Fee	Established or Last Changed
<b>Cemetery:</b>		
<b>Burial Plots</b>		
Pre-Need Cemetery Fee	\$400.00	2004
At-Need Cemetery Fee (Adult)	\$475.00	2004
At-Need Cemetery Fee (Infant)	\$350.00	2004
At-Need Cemetery Fee (Pauper)	\$250.00	2002 or prior
<b>Monument Administration/Interment Fees</b>		
Monument Administration/Interment Fees	\$25.00	2002 or prior
After Hours Cemetery Fee	\$75.00	2002 or prior
<b>Police</b>		
<b>Code Violations</b>		
Noise Violation - Barking Dog	\$200 for the 1st violation, \$250 for subsequent violations within 12 months	2009
Noise Violation - Residential	\$200.00	2008
Noise Violation - Radios, Loudspeakers, etc.	\$200.00	2008
Street Numbering Violation	\$50.00	1990
<b>Police False Alarm Fee</b>		
1st false alarm per fiscal year	No Charge	2010
2nd false alarm per fiscal year	No Charge	2010
3rd false alarm per fiscal year	\$25.00	2010
4th false alarm per fiscal year	\$50.00	2010
5th false alarm per fiscal year	\$50.00	2010
6th false alarm per fiscal year	\$100.00	2010
7th false alarm per fiscal year	\$100.00	2010
In excess of 7th false alarm per fiscal year	\$200.00 each	2010
Continuous alarm	\$10.00 for each 60-minute interval beginning 60 minutes after notification, not to exceed \$100.00 in a 24-hour period	2010
<b>IDB Photo Reports</b>		
	\$0.35 for 4"x 6", \$5.00 for 8"x 10", \$5.00 for Contact Sheet	2008
<b>Photographic CD</b>		
	\$35.00 per CD	2008
<b>Wrecker Fees</b>		
Annual Wrecker Inspection Fee	\$100 per truck	2008
Wrecker Rotation Fee	\$15.00 per tow	2008
<b>Officer Fees</b>		
	Variable	2002
<b>Range Fee</b>		
	\$200.00 per day	2010
<b>Stormwater</b>		
<b>Stormwater Fee (Quality &amp; Improvements)</b>		
Single Family	\$3.75 per month per ERU	2015
Non-Single Family	\$3.75 per month per 2,266 sq. ft. of impervious surface	2015
<b>Best Management Practice Inspection Fee</b>		
	\$150.00	2011
<b>Stormwater Control Ordinance Variance Filing Fee</b>		
	\$500.00	2011
<b>Stormwater Control Ordinance Civil Penalties</b>		
<b>Failure to Obtain Permit</b>		
<b>First Offense within 2 years:</b>		
Off-site impacts documented	\$3,000 per day	2011
No off-site impacts documented	\$1,000 per day	2011

# Fee Schedule

Description	Current Fee	Established or Last Changed
<b>Second Offense within 2 years:</b>		
Off-site impacts documented	\$5,000 per day	2011
No off-site impacts documented	\$3,000 per day	2011
<b>Third or Subsequent Offense within 2 years:</b>		
Each violation	\$5,000 per day	2011
<b>Illicit Connection and Improper Disposal Civil Penalties</b>		
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
<b>Other Violations of Stormwater Control Ordinance</b>	Up to \$5,000/day	2011
<b>Transit</b>		
<b>Motor Vehicle License Tax for Transit</b>	\$5.00 per year	2008
<b>Bus</b>		
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
Cumberland County Court Programs and Fayetteville Police Department Homeless Prevention	\$0.25 per One Day pass or \$20 per Rolling 30 Day Pass	2015
After School Activity Pass	Free Fare	2014
<b>Advertising Space</b>		
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

## Fee Schedule

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Description	Current Fee	Established or Last Changed
<b><i>Identification Cards</i></b>		
1st Card	Free	2014
2nd Card	\$2.00	2014
3rd Card	\$3.00	2014
Each Additional Card after 3rd	\$5.00	2014
<b><i>No Show / Late Cancellation Penalty for Demand Response Service</i></b>		
1st Violation	Initial Warning Letter	2015
2nd Violation	Final Warning Letter	2015
3rd Violation	7 Days Suspension or \$10.00 Penalty	2015
4th Violation	14 Days Suspension or \$15.00 Penalty	2015
5th Violation	21 Days Suspension or \$20.00 Penalty	2015
6th & All Subsequent Violations	30 Days Suspension or \$25.00 Penalty	2015

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## Glossary

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**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

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**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.

**Portfolio:** A grouping of related departments led by an executive in the City Manager's Office. For the General Fund, the expenditure budget is appropriated by portfolio.

**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.

## Glossary

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**Special Revenue Fund:** A fund used to account for resources that are subject to certain legal spending restrictions. They are created when a resolution, statute or ordinance requires that specific taxes or special revenue sources be used to finance a particular activity (i.e., Emergency Telephone System Fund).

**Tax Levy:** The total amount of revenue to be raised by property taxes for the purposes specified in the budget ordinance.

**Tax Rate:** The amount of taxes levied based on each one hundred dollars (\$100) of assessed property valuation.

**Two-Thirds Bonds:** General obligation bonds that can be issued by a local government without voter authorization under a formula set by the state of two-thirds of the previous year's net debt reduction.

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

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

# City of Fayetteville North Carolina



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