

City of  
*Fayetteville*  
North Carolina

# 2014-2015 Annual Budget

*Recommended*



# City of Fayetteville North Carolina

## 2014-2015 Annual Budget RECOMMENDED

**Mayor:**

Nat Robertson

**City Council:**

Kady-Ann Davy, Mayor Pro Tem  
District 2

Kathy Jensen  
District 1

Mitch Colvin  
District 3

Chalmers McDougald  
District 4

Robert Thomas Hurst, Jr.  
District 5



William Joseph Leon Crisp  
District 6

Larry Wright  
District 7

Theodore W. Mohn  
District 8

James William Arp, Jr.  
District 9

**City Manager:**

Theodore L. Voorhees

**Chief Financial Officer:**

Lisa T. Smith

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City of  
**Fayetteville**  
*North Carolina*



# **Section A**

## Introduction



## BUDGET MESSAGE

May 12, 2014

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, 2014 through June 30, 2015 for the City of Fayetteville. The proposed budget provides \$209,235,639 total expenditures across all funds under my control and management, with \$156,871,934 in General Fund expenditures. This spending plan represents a 4.2% increase in the General Fund over the FY2014 Adopted Budget. The tax rate necessary to support the base budget would be unchanged at 45.6 cents per \$100 of assessed valuation without any major new initiatives. I am recommending, however, an increase to 49.8 cents per \$100 of assessed valuation in order to address the City Council priorities identified in the Strategic Plan.

As we began the Fiscal Year 2015 budget development process, we found ourselves with the same challenging fiscal outlook that has compounded over the past decade. That is, the cost of enhancing City services to a level commensurate with our municipal peers exceeds our projected revenues for the upcoming fiscal year. We simply have the lowest tax base of our peer cities, which when coupled with a relatively low tax rate, yields per capita property tax revenues significantly less than the other cities in our population category. The consequence results in community problems, as well as opportunities, that all too often go unaddressed due to the lack of organizational capacity, and financial resources, to meet the community's

## Budget Message

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needs. Understanding our fiscal challenge, and having guidance from Council, I could not lead the City through another budget process without making an attempt to break this cycle of under-resourcing our community's future. I believe it is time that we face up to our revenue limitations and decide that something meaningful is done to address community needs and increase organizational effectiveness in key areas.

The traditional approach to budgeting, and one we have employed for many years, treats every program the same and every cut or reduction the same, which fails to place appropriate emphasis on priorities. . This approach fails to allow the City Council to choose emphasis, and fails to provide a consistent set of performance data to help drive decision-making. With this budget, we are taking the first major step on the journey to performance management and performance-based budgeting.

Through discussions with the City Council and evaluating best practices from other jurisdictions, we have established an approach to budgeting that changes the conversation. A program-based framework was used for the first time to develop the City's performance management system. As we move into future years, data and performance metrics will allow us to begin the conversation not simply with departments' previous spending, but instead by looking at the outcomes and performance measures of each program. Programs will be aligned with the City's Strategic Plan, the adopted City Council Budget Guidelines, and will focus our resources on accomplishing our key goals and objectives accordingly. This new approach aligns us with leading municipal governments, many of whom are in our North Carolina peer group, and represents a dramatic shift in our philosophy to align long-term outcomes with the City services our residents want. Ultimately, this process allows opening up the entire budget for a program by program discussion to ensure all historic funding decisions still reflect our priorities as a City. I am confident that this new approach will bring about positive change throughout the City organization.

With this proposed budget, we are defining the results that the people of Fayetteville expect the City's government to achieve. It outlines our resource inputs required to meet the goals of the City's Strategic Plan and deliver the measurable results that are valued by the community. While many new initiatives were submitted by departments for consideration, \$2,750,510 of the requested new initiatives, including requests for 23 additional full time equivalent employees (FTEs) were not funded due to resource limitations. Instead, this proposed budget makes no significant changes to existing services and operations, but aligns a specific property tax increase package with the City Council's five key strategic priorities:

- Police staffing
- Establish broader citywide economic development program
- Parks & Recreation capital project funding
- Citywide customer service initiatives
- Development of a Comprehensive Land Use Plan



Accordingly, this proposed budget recommends a 4.2 cent increase to the ad valorem property tax rate. On a \$150,000 home, this amounts to an increase of \$5.25 per month, or \$63 a year. This rate will support the following new initiatives:

### **Police Staffing (phased over two years)**

- 57 sworn officers (assumes \$388K grant to fund 4 traffic officer positions)
- 4 Civilian Crash Investigators
- 7 police support positions
- 1 Assistant City Attorney (police)
- 3 Information Technology positions

### **Police Facilities**

- Cross Creek District office
- Jump-start planning for a regional crime lab

### **Broader economic development program**

- 1 Community Redevelopment Manager
- 1 Marketing Manager
- 1 Administrative Assistant

### **Customer Service Initiative**

- 1 Development Services Customer Service Advocate
- 2 Building Inspectors

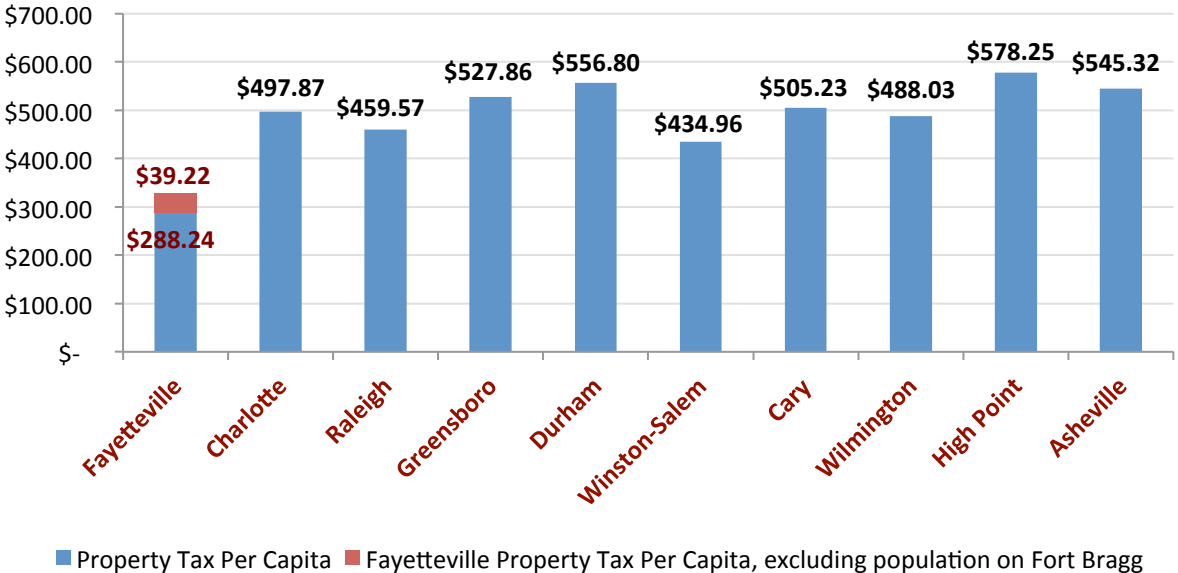
### **Comprehensive land use plan**

- 1 Planner

**PEER CITY COMPARISON**

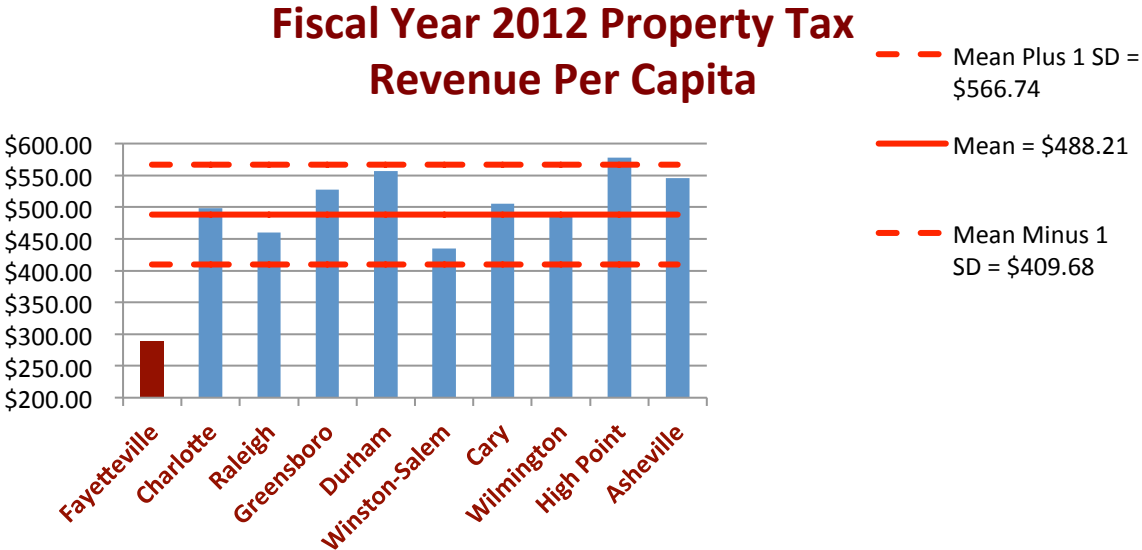
Before recommending a tax increase, it is prudent to take a look at the history of Fayetteville’s tax rates, the tax rates of our Cumberland County municipal governments, and the tax rates of our peer cities state-wide. As discussed at the Strategic Planning Retreat and Council Orientation, Fayetteville has a relatively low tax base when compared to the ten largest cities in North Carolina, and does not have the industrial property that these cities have. Average home values in Fayetteville are lower than our peer cities, though our commercial tax base makes up a similar proportion of total assessable property. Nevertheless, this commercial property is not necessarily of high value. The net result is a low tax base overall, which when multiplied by a relatively low tax rate, results in an unusually low property tax revenue stream per capita. This is illustrated in the chart below.

**FY2012 Property Tax Per Capita**



Fayetteville generates \$288.24 per capita from property taxes, the lowest of the peer cities. The comparative data for the peer cities ranges from \$434.96 to \$578.25. If the estimated population on Fort Bragg (24,909) is excluded from the total Fayetteville population (207,996), Fayetteville’s per capita property tax revenue calculates at \$327.46. In either case, the property tax burden on a per capita basis is dramatically lower in Fayetteville than in any other city in our peer group. Just how dramatically below the norm is Fayetteville’s property tax burden? Illustrated in the next chart is a statistical look at what the expected tax burden might be for the ten largest North Carolina cities. The average (mean) tax burden is shown along with a standard deviation of the mean property tax revenue per capita. One would generally expect that all these cities, given that they deliver comparable services in a comparable environment within a comparable tax policy framework would have a tax burden

that falls within one standard deviation from the mean. It turns out that this is basically true, with only High Point slightly *exceeding* the average tax burden per capita. But Fayetteville is the exception, and by a very large amount. The data demonstrate that Fayetteville’s property tax revenue per capita is \$288, which falls not just outside one, but two standard deviations below the mean of \$488.21. Any way you look at this, the property tax burden in Fayetteville on a per capita basis is dramatically lower than the other large cities in North Carolina.



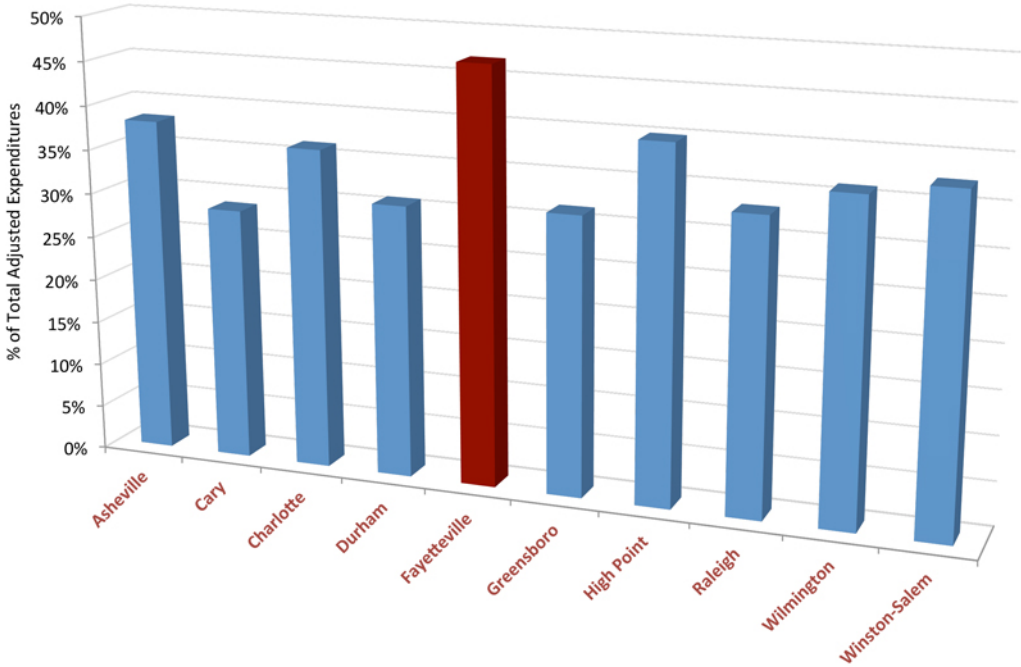
So is this a good thing, or a bad thing? Some might argue that a lower property tax burden will help with economic and business development. Perhaps a low property tax burden will provide an incentive for new development. Unfortunately, this simply has not proven to be the case in our community. While property tax does play a role in economic development considerations, it does not appear to be the primary factor. Unless the property tax rate is well above the expected norm, an increase in our property tax rate will not make us significantly more or less appealing to businesses. In considering Fayetteville, businesses will likely examine and assign greater importance to such factors as work force, quality of life, schools, crime rate, transportation, attitude of customers and income tax rate than the property tax rate. Therefore, the conclusion is that Fayetteville’s unusually low tax burden per capita simply results in an underfunded municipal government, and a City Council that is unable to direct resources to foster community change and meet community demands at the level desired.



So what about the money we do receive? Are we prioritizing our use of funds to focus on our top priorities? It turns out that in Fayetteville we are doing just that. The next chart shows the percentage of municipal expenditures dedicated to public safety. While this data includes more than just police services, it is an “apples to apples” comparison using standards set by the State Treasurer’s Office. Police services are typically the most significant portion of “public safety” expenditures. The chart below shows that Fayetteville spends dramatically more on public safety than our peer cities. In fact, for Fayetteville, 46.9% of the adjusted total expenditures for fiscal year 2012 were expended for public safety, which was the highest of the 10 municipalities. For the nine peer cities, those percentages ranged from 28.69% to 39.97%.

**PUBLIC SAFETY EXPENDITURES**

**FY12 Public Safety Expenditures\***  
(as a Percentage of Total Adjusted Expenditures)

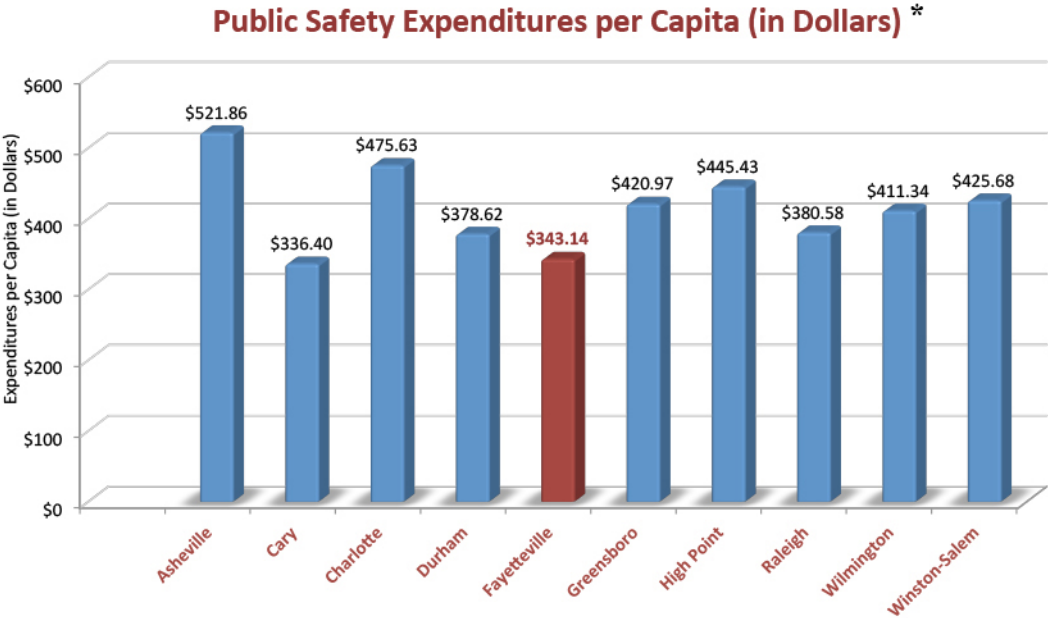


\*AFIR public safety expenditure classification includes expenditures for Police, Fire, Rescue, Building Inspections, Emergency Communications, Courts, Jails and Law Enforcement Separation Allowance.

\*Adjusted Total Expenditures: Excludes Expenditures Associated with Utilities, Airports and Mass Transit.

So this is good news, right? Fayetteville’s leaders understand that the community wants to focus on public safety, and this is happening. While the City of Fayetteville does spend a

greater proportion of municipal resources on public safety, the following chart illustrates how this may not be such a good thing after all. It turns out, that when this information is converted to actual dollars, on a per capita basis, Fayetteville expended \$343.14, which was the second lowest of the peer cities.



*\*AFIR public safety expenditure classification includes expenditures for Police, Fire, Rescue, Building Inspections, Emergency Communications, Courts, Jails and Law Enforcement Separation Allowance.*

*\*Adjusted Total Revenues: Excludes Debt Proceeds and Revenues Associated with Utilities, Airports, Mass Transit*

For the nine peer cities, per capita spending for public safety ranged from \$336.40 to \$521.86. Excluding the estimated population on Fort Bragg, Fayetteville’s per capita public safety expenditures were \$389.82. The net result is that even though we spend a greater percentage on public safety, the dollars are lower. This simply means we aren’t collecting and spending as much money as our peer cities.

In conclusion, if we are going to make a dramatic impact on crime fighting capacity by hiring more police offers and related staff, we simply cannot afford to do so without increasing our property tax rate.

### **BUDGETING FOR SUCCESS**

The Fayetteville City Council is the governing board of our community's municipal government. Accordingly, it is their prerogative to give guidance to the City Manager who serves as the municipality's Budget Officer under North Carolina law. This budget was developed utilizing the budget development guidelines adopted by the City Council:

### **FY 2015 BUDGET DEVELOPMENT GUIDELINES**

*ADOPTED April 16, 2014*

The two largest sources of revenue to support General Fund operations are property taxes (43%) and sales taxes (24%). The City Council has full authority to set the City's property tax rate, which is currently \$0.456 per \$100 of assessed valuation. Property listing, appraisal and valuation are the responsibility of the Cumberland County Tax Administrator. The City Council has no authority to set the sales tax rate, as it is determined by the General Assembly, with few exceptions reserved to local option referenda by County Commissioners for limited defined purposes. The City Council also has the authority to set user fees for many of the individual services. These fees are an important part of paying for many City services, such as planning and permitting, parks and recreation and other "fee for service" activities. However, the total revenue impact on the General Fund is less than 5%.

In recent years, a sluggish economy has constrained economic activity and related City revenue growth. State leaders have pledged to minimize the impact of State budget shortfalls on local governments and have largely delivered on that pledge over the most recent biennium. Nevertheless, some actions of the General Assembly have taken place that has created some revenue uncertainty. In particular, the transition to "Tax and Tag Together" is anticipated to be an overall improvement in motor vehicle personal property tax collections; however, the transition leaves some uncertainty in the timing for receipt of revenues. Additionally, the net impact of the new sales tax on utilities, which displaced the former utility gross receipts tax is also unclear at this time. Furthermore, several legislators are proposing a major overhaul of the Business License Tax laws that are likely to have an impact of approximately \$600,000 to our community alone.

Based on current economic trends, it appears that residential real estate and personal property tax growth will remain very modest. As a result, increases in City spending will be limited in FY 2015 and must be targeted to high priorities. The City Council recently conducted its Strategic Planning Retreat and determined that the top five priorities are as follows:



1. Police Staffing
2. Establish broader citywide economic development program/Local merchants
3. Parks and Recreation capital projects funding (sports complex)/bond/limited phase plan
4. Citywide Customer Service Initiatives
5. Development of a Comprehensive Land Use Plan

Accordingly, the City Council directs the City Manager to develop a budget for Fiscal Year 2015 that limits increases to what is needed to accommodate population growth and cost factors for existing service levels, clearly identifies funding requirements driven by State and/or federal mandates and accommodates the City Council's top strategic initiatives.

### **Revenues**

#### **CHARGES FOR SERVICE**

- Other than standard water, sewer and electric service rates, the City Manager should not budget for payments or presentation of charges from utility operations to the City's non-utility operations without prior coordination and agreement regarding an appropriate cost allocation methodology as exists., For example, through the operational memoranda and practice for Purchasing and Fleet Maintenance operations.
- Budget allocations for use of the City's fiber optic network shall be minimal, shall cover only the appropriate allocation for maintenance of service and shall not be based on commercial market rates or repayment of capital.
- In light of the fact that a more detailed review of Planning and Development Fees and Transit Fares was conducted within the past two years, the City Manager should conduct a cursory review and discussion of opportunities for non-tax revenue enhancements such as user fees, transit fares and similar charges for service.

#### **PROPERTY TAX RATE**

- The City Manager should review the City's property tax rate in comparison to peer municipalities, begin to prepare the FY 2015 budget based on the existing tax rate of \$0.456 and evaluate where the City should focus resources consistent with the City Council's priorities. Should it become necessary to propose new revenues or to propose reductions in existing services to fund the City Council's top priorities, the City Manager should present the budget in such a manner that the City Council will be able to make comparative decisions between existing programs and revenue options.
- Existing Municipal Service District (MSD) tax rates shall be adjusted to cover only actual expenses. An evaluation of MSD revenues and expenditures and long term viability of operations will be conducted and presented to the City Council prior to considering any future rate adjustments.

### **SALES TAX DISTRIBUTION**

- The City Manager shall seek negotiations with Cumberland County for a replacement sales tax distribution agreement that more fairly allocates revenues to the City of Fayetteville in light of needs and the origination of such revenues.

### **BUSINESS LICENSE TAX**

- Replacement revenues should be identified to offset the impacts of General Assembly actions to reform North Carolina's Business License Tax for the applicable Fiscal Year.

### **FUND BALANCE APPROPRIATION**

- Fund Balance shall be targeted to remain at the end of the 2015 Fiscal Year at 12% of General Fund Expenditures. Appropriation of fund balance shall be for "one time" purposes and not recurring obligations.

### **Expenditures**

In order that expenditures may be balanced against forecasted modest revenue growth, the City Manager shall diligently pursue focused discussions with City departments regarding program and service priorities, reorganization and/or alternative service delivery models that provide the opportunity to address the performance and efficiency of City programs.

- Non-recurring funds shall not be directed toward recurring uses.
- Shared services delivery models with utility operations, other local governments or the Army should be considered to eliminate duplication of service and administrative overhead and improved efficiency.
- Fully fund all public safety, Police and Fire positions that are no longer supported by federal grants.
- New positions shall only be funded for a partial year when warranted by the timing of the actual operational impact on the budget.
- Continue to develop options for the creation of a revolving financial resource dedicated to neighborhood and corridor revitalization.
- Dedicate, at a minimum, 5.25 cents of the City's property tax rate to the city's Capital Funding Plan.
- Work towards reducing our paving cycle through increased funding, including identification of alternative revenue sources or funding models.
- Service enhancements added to the current fiscal year shall generally be added to the base budget for FY2015 planning purposes.

### PERSONNEL

- The City Council has made efforts over the past two fiscal years to advance the City's pay plan to be more comparable to similar positions in County government and in the City's utility operations. In order to maintain this momentum relative to our market, structural adjustments to the pay system should be considered to avoid "backsliding."
- The amount budgeted for merit or performance pay adjustments and how the funding will be applied shall be clearly articulated in the budget document and relevant published personnel policies. If resources limit this option, a cost of living adjustment should be considered.
- Dialogue and efforts should continue to bring benefit programs into consistency and coordination with those provided to the City employees assigned to utility operations.
- State law requires certain "asymmetrical" compensation policies, such as the mandatory 5% 401(k) contribution to sworn law enforcement personnel. Options to phase in such a deferred compensation or retirement benefit to the remainder of the workforce, including utility personnel, should be explored as a matter of equity and fairness.
- Consistent with open government and state laws, all compensation policies and procedures will be memorialized and available for review.

### BEST PRACTICES REVIEW

- The City Manager is generally discouraged from seeking additional positions or revisions to existing positions in the operational areas or functions being studied under the "Best Practices Review," until such time as the analysis and recommendation has been completed, considered and acted upon.
- Resolution 2013-052 shall guide the City Manager in taking action to increase, decrease or realign resources across all City operations whenever necessary and appropriate to carry out the intent of the Resolution and the interests of the City Council.
- Resources should be included in the FY2015 budget to continue the Best Practices Review process.

### CAPITAL PLANNING

- The City Hall renovation project should include efforts to accelerate the upfit of a 1st Floor "Design Center" to create an improved customer service environment for the

development review and approval functions, including the Development Services, Engineering and Infrastructure and Fire departments.

- All utility capital projects should be fully supported by utility funds without contribution or set-off from the City's General Fund, whether planned and included in the City's adopted Capital Improvement Plan or unplanned due to emergency repair or infrastructure failure. General Fund support for utility capital projects in the Phase V Annexation Area shall be reduced to zero over a timeframe to be determined by the City Council. FY15 contributions shall be proposed as discussed in budget work sessions in April.
- Projects related to the provision of basic utility services should be prioritized over service enhancement or automation initiatives. Additional or expanded projects to hasten the provision of water and sewer service to current City residents should be a priority.
- In accordance with the Downtown Renaissance Plan, the draft CIP may be modified to accommodate and leverage public-private partnerships that will foster economic activity.
- The draft CIP may be modified to accommodate and leverage public-private partnerships that will foster economic activity in key corridors with an emphasis on those with adopted redevelopment plans.
- Capital Improvement Plans for all City operations, including utility operations, shall be presented to the City Council in advance of the general budget consideration with sufficient time and information to allow the City Council to take appropriate action prior to adoption.

### Beyond Dollars and Cents

While budgets necessarily include a great deal of information about revenues and expenditures, it is important to understand that this is just one way to tell the story of our municipal operations. Until now, we didn't have a performance measurement system that could help us understand whether the dollars were achieving program goals and objectives. In other words, are the dollars making a difference? We have changed that with this proposed budget. A lot of thought and hard work went into making this dramatic shift to bring the City Council a system of strategic planning, program budgeting and performance management that aligns all these elements with the City Council's priorities. What follows is a bit more detail of what we have accomplished.

### PROGRAM & PERFORMANCE MEASUREMENT "PRIDE"

**P**erformance

**R**esults

**I**ntegration

**D**ata

**E**valuation

The system of strategic planning, program budgeting and performance management aligns programs and spending with long-term goals, brings critical needs into focus and provides an organizational roadmap for success. Integrated, the two processes will strengthen our organization. Program budgeting allocates costs to a set of services and defines the purpose. Performance management transforms data and creates vital information for effective decision making and management oversight.

Recently, the City has transitioned from a departmental line item budget to a program based budget and worked to develop a performance management system. We developed a team structure with the PRIDE program (performance, results, integration, data and evaluation) to assign roles, leverage efforts and build accountability. We then implemented a communication and training plan, which included an organization-wide overview of program budgeting and performance management. The first focus was on developing the City's program inventory and financially mapping the programs for presentation during the Council orientation this past December and preparation of the FY15 Budget. Program objectives and performance measures were then developed and aligned to the City's Strategic Plan.

As we move forward with implementation and refinement, it is imperative that the organization continues to grow in capacity to develop and manage performance with metrics. We will provide additional organizational training on performance management techniques and work to attain the necessary tools needed to capture, validate, assess and report



performance results as we align them with Council’s strategic plan. During the next fiscal year, we will work to further define the PRIDE program by establishing goal champions that lead teams to identify strategic initiatives, build action plans and track and evaluate performance. Our mission is to provide the tools and information needed for our leaders to compare performance over time, review trend analysis, evaluate and benchmark our results and ultimately to continuously improve the organization. Below are a few key definitions that you will find in the budget document. I hope that the City Council and public find it helpful in understanding what we do and determining the value of municipal services.

- Objectives are statements of the program’s performance intentions, which are expressed in measurable terms. We’ve identified performance measures that evaluate objectives.
- Workload measures are very limited as to the managerial or policy making value they provide as information. They are output indicators.
- Efficiency measures are ratios of inputs used per unit of output. They are input indicators that relate the service or product to your resources consumed.
- Knowing the volume of work is important, but to understand what strategies are needed to move the organization forward, effectiveness measures are developed. These measures speak to the results of a program and the quality of service. These measures describe the impact or benefit the program has on our customers.

### **CUSTOMER SERVICE INITIATIVE**

#### **Fayetteville Cares**

Now that we have taken the time to develop a performance measurement system, I’d like to pause and mention that this initiative will not make the impact we desire if we fail to pay attention to our customers. Even if we have “the numbers” to tell our story, poor customer service will trump all other information. Accordingly, we are launching “Fayetteville Cares” in response to the City Council priority to enhance customer service across the entire organization. In keeping with this priority, below is a vision for the City’s customer service program, which will create a culture of customer service and build a community where we demonstrate that each person is important.

**Communication**  
**Awareness**  
**Responsiveness/RESPECT**  
**Execute & Evaluate**

### Communication

- Communicate internally/externally through an integrated multi-channel approach – consistent and accurate information across all channels (website, in-person, phone, social media, etc.) and across all departments
- Provide easy access to information on where to go for answers, FAQs (aim to eliminate customer run-around). Encourage customer self-service/interactive websites
- Capture the voice of the customer and listen; establish channels for hearing the customer – customer survey on expectations and preferences, encourage customer feedback at the point of interaction. Develop system for two-way communication with customers. Internal & external communication should be fast, accurate and efficient – employees could be updated daily on the intranet with news alerts provided.

### Awareness

- Who is the customer? Every department should know their customers.
- Organizational knowledge for City employees. Every employee should have knowledge beyond their department's function.
- Employees should know each other and have a general idea of the role of each person.
- Map out the customer experiences in departments.
- Manage customer-related data to discover patterns and trends.
- Each department should develop service standards for each service line and communicate standards to team members.

### Responsiveness/RESPECT

- Treat customer requests/expectations as priority. Aim for shortest time for complaint resolution.
- Empower customer, allowing employees to solve some problems on the spot.
- RESPECT: Treat internal and external customers with courtesy and respect.

### Execute & Evaluate

- Develop and implement customer service plan. Leverage technology to enhance customer service delivery and customer experience.

### Customer Service Plans

Each department develops a customer service plan, which incorporates the Fayetteville Cares components and according to the following guidelines:

- Set goals for overall customer service delivery
- Identify who the customer is for departmental programs and services
- Identify expectations of each customer group/clusters and develop systems to continuously update customers' changing needs

- Map out operational processes to seek to reduce cost, accelerate delivery and identify opportunities for customer self service
- Develop service standards and metrics by way of performance goals and key actions required to achieve goals
- Train employees on customer service skills
- Leverage innovative technology to improve the customer experience and reduce cost
- Develop evaluation plan to assess customer service program

Now that I have outlined the revenue context through a peer city comparison, reviewed the budget development guidelines, and discussed the dramatic shift to performance management with a customer service focus, I'll turn my attention to a summary of the revenues followed by expenditure highlights.

### REVENUES

- Property tax rate of 49.8 cents per \$100 of assessed valuation, a 4.2 cent increase from the previous fiscal year (9.2% rate increase). The property tax hike will fund new initiatives for Police, Development Services and Economic Development
- Fee increases for Parks & Recreation after-school and summer programs (\$35K), and a variety of Development Services fees (inspections, permits, citations, etc. - \$167K)
- Environmental Services Fund – Residential Solid Waste fee increase of \$2 from \$38 to \$40 per year
- Stormwater Fund – Stormwater fee increase of 50 cents to \$3.50 per month (per ERU)
- Airport – New \$4 rental car customer facility charge dedicated for future capital improvements
- Project 8.3% increase in FY2015 current year taxes over FY2014 estimate
- 1.0% estimated growth in real and personal property tax base - 1.84% excluding FY2014 late listings and discoveries; 2.0% estimated growth in motor vehicle tax base; Offset by return to 12 cycles of motor vehicle tax collections due to transition to the Tax and Tag Together program
- FY2014 sales tax revenues expected to be 3.1% below budget; sales tax remains a volatile revenue source
- Expenditure budget includes \$6.5 million payment to Cumberland County and other municipalities for revenue losses due to past City annexations; FY2015 will be year 2 of the 3-year sales tax agreement

- Project FY2015 utility tax distribution revenues to be 0.4% below FY2014 budget primarily reflecting a decline in telecommunication taxes due to technology shifts by consumers
- Interfund transfer from the Electric Fund is projected to increase by 1.8% over FY2014 - \$12.5 million in FY2015 compared to \$12.3 million in FY2014
- FY2015 proposed budget includes \$2.11 million in loan proceeds to purchase vehicles
- Fund balance appropriation for FY2015 of \$1.9 million is 44.4% less than FY2014 appropriation of \$3.5 million
- FY2015 appropriation of \$1.9 million for one-time uses including \$1.7 million for various capital improvement and information technology projects

### **EXPENDITURES**

- \$1.6M for modest 2% performance increases for general employees and police upper ranks. Current police step plan to remain unchanged (GF, Transit and Environmental Services only)
- 4.7% vacancy rate savings for all GF departments except Fire/Mayor/Council, plus Environmental Services (\$2.7M)
- \$225K for parks bond referendum expenses and education materials
- Additional vehicles associated with new initiatives (\$2.2M)
- FY2015 transfer of \$3.5M to the utility system for water and sewer projects and debt service in annexed areas
- FY2015 transfers to other funds include:
  - ✓ \$6.1M to Environmental Services Fund
  - ✓ \$3.7M for street resurfacing
  - ✓ \$3.5M to Transit Fund
  - ✓ \$1.4M for information technology projects
  - ✓ \$2.2M for other transportation projects
  - ✓ \$1.5M for facility renovations and improvements
  - ✓ \$0.9M for loan repayment to Risk Management Fund
  - ✓ \$0.5M for facility repairs

### **HIGHLIGHTS**

- Unassigned Fund Balance for General Fund - projected to be \$16.7 million at June 30, 2014; projected unassigned fund balance at 11.0% of FY2015 General Fund budgeted expenditures, excluding County recreation program. Policy is 10% and goal is 12%

## Budget Message

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- Municipal Service Districts Property Tax Rates - Propose Central Business District remain unchanged at 10 cents per \$100 value
- Lake Valley Drive Municipal Service District current rate is 34.5 cents per \$100 value; propose 24.5 cents for FY2015
- Stormwater utility fee is currently \$3 per month (ERU) and is proposed at \$3.50 per month; annual increase of \$6 to produce an additional \$879K per year; primary purpose of increase is to fund storm drainage system improvements
- Environmental Services Fund proposed solid waste fee is \$40 per year; annual increase of \$2 to produce an additional \$121K, which equates to \$3.33 fee per month; purpose of increase is to reduce subsidy from General Fund
  - ✓ Provides contribution towards curbside household trash, yard waste, recycling and bulky item services, as well as annual leaf vacuum services; \$1.09 million in capital lease proceeds to finance vehicles
  - ✓ Customer service initiative - transition to automated collection trucks continues to improve service without increasing costs; created an excess debris crew; added a route administrator
- Transit Fund customer service initiative - added two full-time customer service representatives in place of temporary agency services; added four full-time bus operators in place of overtime and temporary employees; added a civil rights analyst in place of an office assistant

### **SUMMARY**

The proposed budget for FY2015 is balanced and:

- Increases the current tax rate of 45.6 cents per \$100 of assessed valuation to 49.8 cents per \$100 of assessed valuation, a 4.2 cent increase from the previous fiscal year
- The property tax increase will fund new initiatives for Police, Development Services and Economic Development
- The tax rate assumes grant funding for four of the added police officer positions
- FY2014 sales tax revenues expected to be 3.1% below budget
- Minor fee increases are included for Parks & Recreation, Development Services, Environmental Services and Stormwater
- Expenditure budget includes \$6.5 million payment to Cumberland County and other municipalities for revenue losses due to past City annexations; FY2015 will be year 2 of the 3-year sales tax agreement
- 4.7% vacancy rate savings is projected for all GF departments, except Fire/Mayor/Council, plus Environmental Services (\$2.7M)
- \$225K is budgeted for parks bond referendum and education campaign
- Additional vehicles associated with new initiatives are budgeted (\$2.2M)
- FY2015 transfer of \$3.5M to the utility system is for water and sewer projects and debt service in annexed areas



## Budget Message

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This proposed budget focuses on implementing the City Council's strategic goals: police staffing; broader economic development program; parks and recreation capital projects funding; customer service initiative; and comprehensive land use plan; thereby responding to community concerns, realizing efficiencies and leveraging new revenues when possible, all while maintaining a solid base of core services for our residents.

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 Chief Financial Officer Lisa Smith, Budget Manager Tracey Broyles and the Finance Department staff for their efforts that resulted in the enclosed balanced budget. I'd like to thank Rebecca Rogers-Carter for her leadership on performance measurement. I'd like to thank Deputy City Managers Small-Toney and Bauer and Assistant City Manager 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.

Respectfully submitted,



Theodore L. Voorhees, ICMA-CM  
City Manager

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 2014-2015 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 2014-2015 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 2014-2015 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 mission statement, organizational structure, budget summary and highlights, and overviews of programs provided with goals, objectives and performance measures.

- **Fayetteville at a Glance**

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

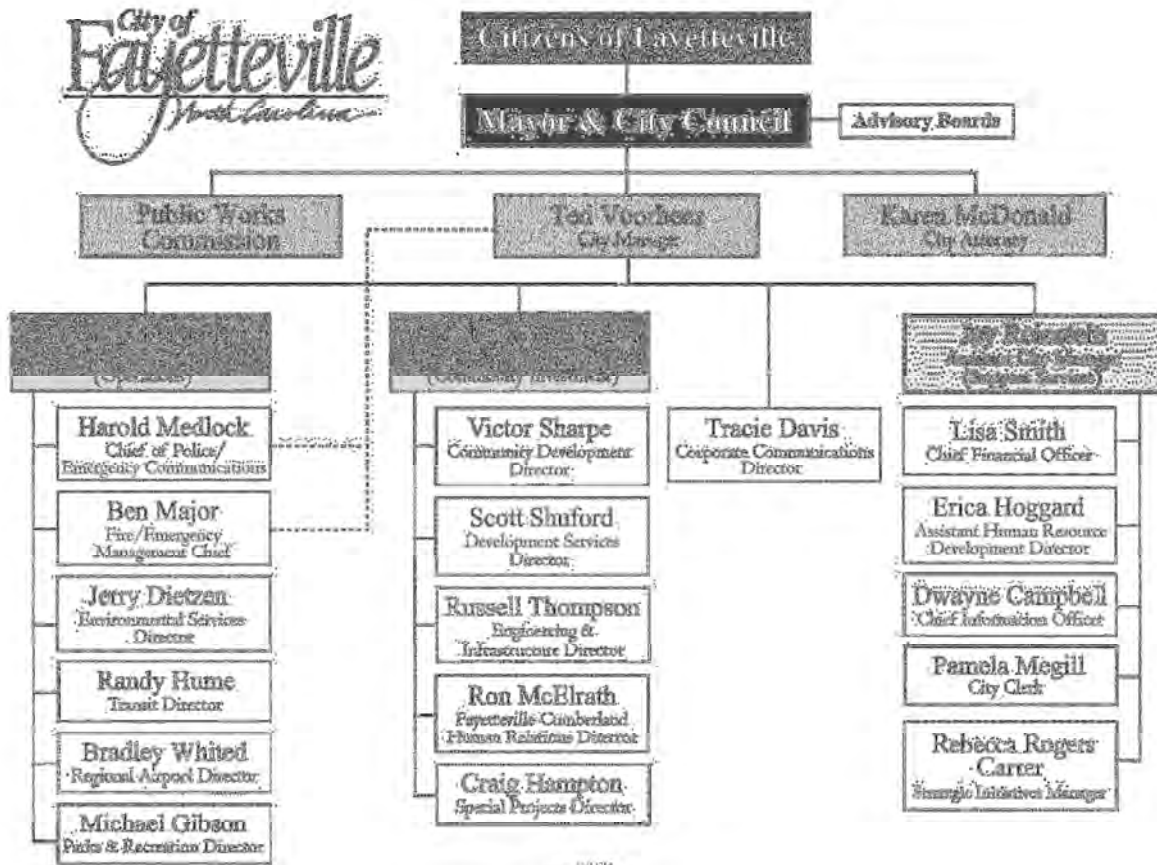
- **Fiscal Information**

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 5/5/2014



# Governmental Structure and Organization

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## Form of Government

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

Under the council/manager form of government, the Fayetteville City Council performs the legislative functions of the City, establishing laws and policies. The City Council appoints a manager who carries out the laws and policies enacted by Council. The city manager is responsible for managing the City's employees, 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 an elected body representing the citizens of Fayetteville. Under the current electoral system, the City Council consists of nine Council members and a mayor. All nine Council members are elected from individual districts and only citizens within the city limits can vote for those seats on the Council. Citizens only vote for a candidate running in their respective district.

Cumberland County falls under the requirements of the Federal Voting Rights

Act. In accordance with that act, four of the nine districts are drawn so that minorities are assured a voting majority within that district. That creates the opportunity for minority representation on the Council, roughly equal to minority representation within the city's population. The mayor is elected at-large. A city resident wishing to become mayor must specifically run for that office. The mayor acts as the official head of City government and presides at City Council meetings. The mayor is a voting member of the Council.

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

## Terms of office

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

## Council meetings

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

## Governmental Structure and Organization

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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 the advisors who make recommendations that ultimately shape the future of Fayetteville.

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

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



## Profiles of the Mayor and Council

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Fayetteville City Council's 10-member body includes Mayor 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 has said his administration will focus on policy and not politics and on doing the right things for the right reasons.

Mayor Robertson's priorities include making 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, 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 the school PTA and booster clubs and volunteers her time and energy willingly. Her care and commitment to her neighbors and citizens of north Fayetteville is visible every day.

## Profiles of the Mayor and Council

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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)

**Mayor Pro Tem Kady-Ann Davy** was first 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 received a Master of Business Administration in 2014 from 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.

Davy attends and ushers at Lewis Chapel Missionary Baptist Church. She is also a member of the Fayetteville Alumnae Chapter of Delta Sigma Theta Sorority, Incorporated; United Order of Tents; and Order of the Eastern Star.

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

- 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
- 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
- 2010 Susan B. Anthony Recipient
- 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)
- Novelist Judge for Miss Fayetteville & Fayetteville's Outstanding Teen Pageants 2012
- Les Femmes Debutant
- Meals-on-Wheels and Senior Meals Programs Volunteer.

## Profiles of the Mayor and Council

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

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

## Profiles of the Mayor and Council

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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, 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.

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

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)
- 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).

## Profiles of the Mayor and Council

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**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) J. L. Crisp** was elected to his first term on the Fayetteville City Council as District 6 representative on November 6, 2007. Crisp is fully retired from the Army and the retail automobile industry.

Crisp was born in Raleigh and grew up primarily in Baltimore, Md., where he entered the United States Army in 1960. He served in an infantry rifle company in Korea, the I Corps Ceremonial Honor Guard, Korea and the United States Army Infantry Center Honor Guard, Fort Benning, Ga. Crisp 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 (Airborne) 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.

Crisp 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.

Crisp 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. Crisp 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.

Crisp has been married to his childhood sweetheart, Joan Sevilla (Boyd) Crisp, for 53 years and they have four adult children, William L., Sylvia D., Sonja E. and Winston B. Sonja and Winston are twins. He and Joan are members of Galatia Presbyterian Church.

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

**Larry O. Wright, Sr.** was elected November 2013 as District 7 representative to the Fayetteville City Council. Fayetteville has been his home for over 37 years. 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



## Profiles of the Mayor and Council

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doctorate in theology from Tabernacle Bible Seminary.

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 an award for Top Marketing for the Eastern United States.

Wright has been married to Deborah for 33 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 Alumnae Chapter-Fayetteville
- 2012 Religious Leader Award Winner, Fayetteville-Cumberland Human Relations Commission
- Certified Mentor for Cumberland County School System
- Precinct chairperson for district
- Community Watch Organizer
- Cumberland Community Action Program-City Representative

- Cumberland County Veterans Council-City Liaison
- Fayetteville/Cumberland County Continuum of Care-City Liaison.

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

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

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

Mohn's interest in Fayetteville's local government began after returning from Operation Iraqi Freedom and shortly before

## Profiles of the Mayor and Council

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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. Mohn 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.

Mohn has two children: Amanda Mohn and Kyle Mohn.

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

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

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

A 20-year Army veteran, having served three tours of duty at Fort Bragg, Arp is currently the vice president of business development for Operations Services Inc., a defense contractor in Fayetteville. He has 30 years of experience in the leadership, management

and supervision of personnel in the highly skilled fields of national security, business, aviation, maintenance and logistics.

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

**Jim Arp**  
**District 9**  
**433 Hay St.**  
**Fayetteville, NC 28301**  
**Phone: (910) 433-1992**  
**E-Mail: jarp@ci.fay.nc.us**

## Boards, Committees and Commissions

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

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

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

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, setting rates, approving certain contracts and appointing a general manager to 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 an enterprise fund. Historically, the operation of the PWC has been somewhat separate from the daily activities of the City. More recently, the City Council has directed that the city manager work to realign many administrative and support functions to avoid duplication, enhance coordination and improve efficiency. While the PWC must comply with the provisions of the North Carolina Local Government Budget and Fiscal Control Act, it maintains a separate budget preparation system. This is an area of opportunity for improved oversight and coordination by the city manager who serves as the City's budget officer by statute.

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 Administration (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. 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. Either party may terminate this agreement with a three-year advance written notice.

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).

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 66kV looped, radial operated, system that interconnects 32 transmission and distribution substations. Power is then distributed through approximately 701 miles of 25kV and 15kV lines and 615 miles of underground cable to deliver power to approximately 79,700 customers. The highest peak demand of the PWC was 476.6 MW, occurring in August 2007. The total energy requirement for fiscal year 2013 was over 2,100,000 MW hours.

The PWC operates two water treatment plants with a combined daily treatment capacity of 57.5 million gallons. In fiscal year 2013, the system treated approximately 24 million gallons per day on average, with a peak of 42 million gallons occurring in 1999. The utility serves approximately 91,410 water customers through 1,344 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 81,100 sewer customers are served through 1,219 miles of sanitary sewer mains and 69 sanitary sewer lift station sites.

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# **Section B**

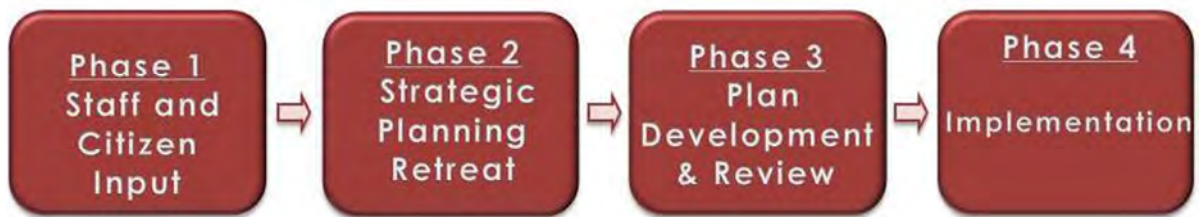
## **Policies and Goals**



## Strategic Planning Process

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

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



The strategic plan has five main areas that 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; and the *Action Agenda* which outlines annual *Targets for Action (TFA)* to advance progress toward the goals.



# City's Strategic Plan and Goals

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## Phase 1: 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.

Staff engaged the chairpersons of the City's 23 boards and commissions in December, 2013 to hear about the trends impacting the city from their perspective. The chairpersons identified the issues they thought were most important for the City Council to consider as they developed their strategic plan. The top issues were as follows:

- Support for business
- Create "destinations" and expand recreation
- Good publicity
- Support development standards, land use plan and enhance corridors and gateways.

The Senior Management Team held a retreat in November, 2013 to identify priorities and goals for the City. Priority items shared by the Senior Management Team with the City Council in their planning retreat, in no particular order, were:

- Organizational capacity
- City gateways and economic development
- More attractions for families and young people
- Strategically invest in City programs and services
- Collaborative governance and more public involvement
- Citizens expect a higher quality of life
- Data analytics and process improvement.

Finally, the City held a Community Conversation in January, 2014 attended by over 100 residents. The residents identified the following priorities:

- Invest in economic development
- Enhance Fayetteville's image
- Improve cultural opportunities
- Decrease crime
- Address mental health crisis.

## Phase 2: Strategic Planning Retreat

In February 2014, City Council met in a two-day planning retreat. The session included opportunities for Council to build upon ideas and interact in open conversation. Council worked to confirm the community vision statement which reflects a vibrant and engaged City of Fayetteville. Drawn from environmental scans, City Council determined the path our organization must follow in order to reach the community's vision and worked to confirm five year goals.

## Phases 3 & 4: Development and Implementation

Finally, in preparation for budget development, City Council prioritized elements of a one-year action plan. These are the activities that Council and staff will spend a majority of their time on during the fiscal year.



## STRATEGIC PLAN 2014-2015

### 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.



## The City's Fiscal Year 2015 Strategic Targets for Action and Performance Management

City Council identified five top Targets for Action (TFA) for fiscal year 2014-2015.

1. Police staffing
2. Broader city-wide economic development program
3. Comprehensive land use plan
4. Parks and recreation capital projects funding
5. Customer service initiative throughout the organization.

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**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 a minimum bond rating of AA from two nationally recognized municipal debt rating services.
- The fiscal year 2015 budget dedicates an equivalent of 5.25 cents of the City's 49.8-cent ad valorem tax rate (10.5 percent) to the Capital Funding Plan (CFP). The CFP is used to manage funding for the repayment of principal and interest on general obligation debt, installment financing agreements and notes payable instruments for major capital improvements, and to cash fund major capital improvements when appropriate.

### **Investments**

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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.



**Financial Policies**

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City of  
**Fayetteville**  
North Carolina



# **Section C**

## **Budget Overview**

## Summary of Revenues and Expenditure Appropriations

### Funds Reported in Annual Budget Ordinance

	2012-13 Actual	2013-14 Original Budget	2014-15 Recommended Budget	2014-15 Adopted Budget
Ad Valorem Taxes	\$ 61,873,098	\$ 63,862,152	\$ 69,441,626	\$ 0
Other Taxes	4,373,407	3,190,400	2,885,700	0
Intergovernmental Revenues	60,333,342	60,878,393	62,121,837	0
Functional Revenues	21,214,492	21,865,082	22,110,585	0
Other Revenues	2,041,395	2,340,028	2,455,503	0
Interfund Charges	734,796	766,133	854,752	0
Investment Income	(57,386)	386,160	341,279	0
Interfund Transfers	13,810,984	22,237,738	23,834,737	0
Other Financing Sources	0	2,150,637	3,199,111	0
Fund Balance Appropriation	0	5,609,667	3,306,487	0
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 164,324,128</b>	<b>\$ 183,286,390</b>	<b>\$ 190,551,617</b>	<b>\$ 0</b>
Personnel Services	\$ 89,231,186	\$ 96,141,354	\$ 100,183,056	\$ 0
Operating Expenditures	23,824,756	25,460,950	27,642,054	0
Contract Services	15,800,597	17,472,373	17,942,965	0
Capital Outlay	6,208,728	4,775,333	6,209,356	0
Transfers to Other Funds	21,994,061	28,572,351	26,893,946	0
Debt Service	8,809,647	8,290,692	8,477,397	0
Other Charges	1,978,410	2,573,337	3,202,843	0
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 167,847,385</b>	<b>\$ 183,286,390</b>	<b>\$ 190,551,617</b>	<b>\$ 0</b>

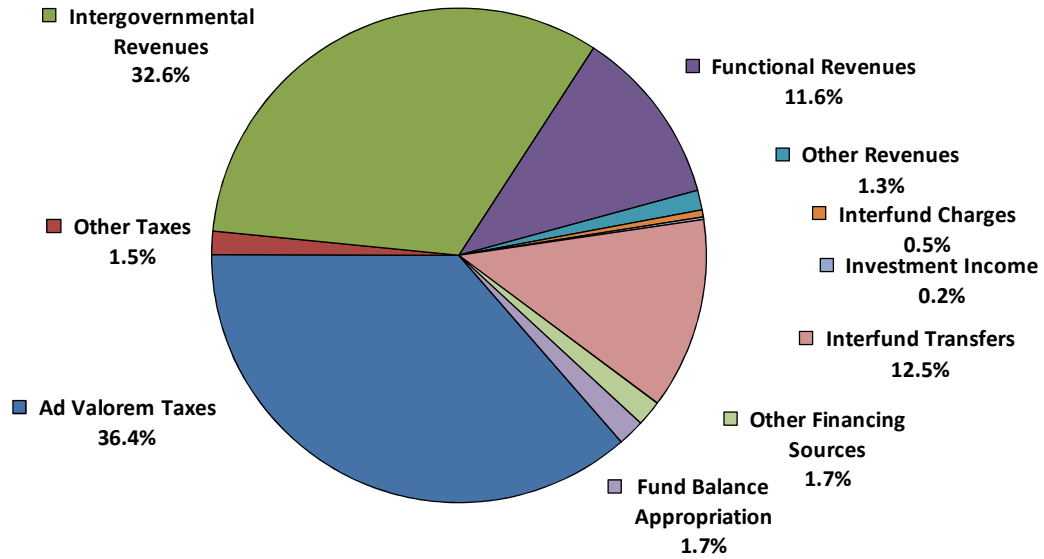
*\* The City of Fayetteville Annual Budget Ordinance also incorporates the budget for the City's Public Works Commission. The budget for the City's Public Works Commission is presented in a separate budget document.*

# Summary of Revenues and Expenditure Appropriations

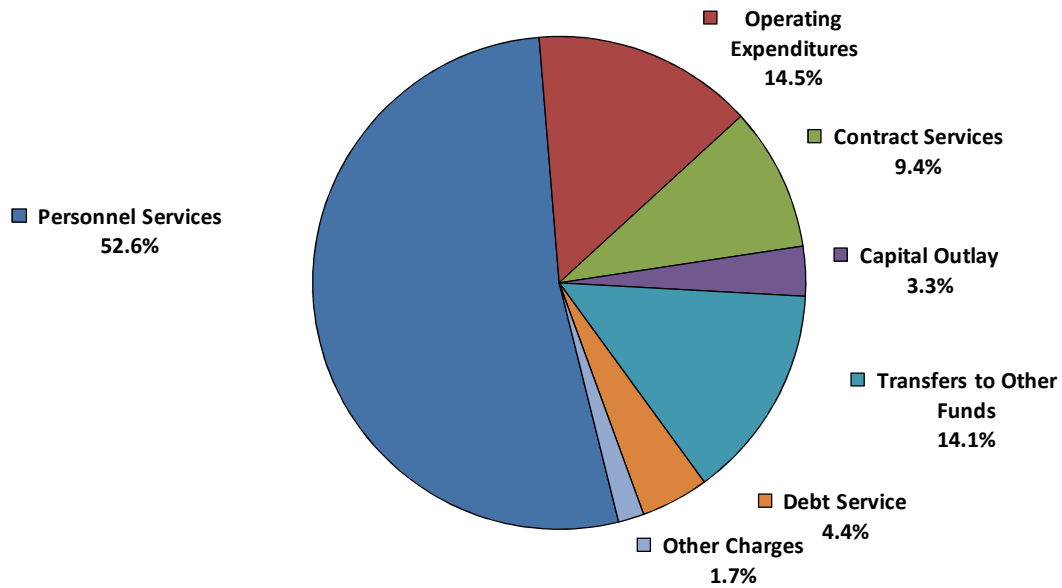
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## Funds Reported in Annual Budget Ordinance

### 2014-15 Recommended Budget Revenues and Other Financing Sources



### 2014-15 Recommended Budget Expenditures and Other Financing Uses



## Summary of Revenues By Fund

### Funds Reported in Annual Budget Ordinance

	2012-13 Actual	2013-14 Original Budget	2014-15 Recommended Budget	2014-15 Adopted Budget
<b>General Fund</b>				
Ad Valorem Taxes	\$ 61,686,309	\$ 63,650,229	\$ 69,257,218	\$ 0
Other Taxes	3,747,452	2,415,000	2,260,200	0
Intergovernmental Revenues	56,964,884	57,137,581	58,126,967	0
Functional Revenues	7,008,115	6,963,010	6,513,262	0
Other Revenues	1,857,923	2,156,527	2,310,468	0
Investment Income	(35,680)	305,500	270,500	0
Interfund Transfers	11,433,929	12,385,913	14,106,274	0
Other Financing Sources	0	2,150,637	2,107,111	0
Fund Balance Appropriation	0	3,450,328	1,919,934	0
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 142,662,932</b>	<b>\$ 150,614,725</b>	<b>\$ 156,871,934</b>	<b>\$ 0</b>
<b>Central Business Tax District Fund</b>				
Ad Valorem Taxes	\$ 129,778	\$ 132,156	\$ 129,965	\$ 0
Investment Income	(85)	0	180	0
Fund Balance Appropriation	0	1,373	0	0
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 129,693</b>	<b>\$ 133,529</b>	<b>\$ 130,145</b>	<b>\$ 0</b>
<b>City of Fayetteville Finance Corporation</b>				
Functional Revenues	\$ 816,505	\$ 806,750	\$ 795,850	\$ 0
Investment Income	5	0	0	0
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 816,510</b>	<b>\$ 806,750</b>	<b>\$ 795,850</b>	<b>\$ 0</b>
<b>Emergency Telephone System Fund</b>				
Intergovernmental Revenues	\$ 775,752	\$ 805,520	\$ 805,520	\$ 0
Investment Income	(613)	1,600	650	0
Fund Balance Appropriation	0	64,574	85,159	0
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 775,139</b>	<b>\$ 871,694</b>	<b>\$ 891,329</b>	<b>\$ 0</b>
<b>Lake Valley Drive MSD Fund</b>				
Ad Valorem Taxes	\$ 57,011	\$ 79,767	\$ 54,443	\$ 0
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 57,011</b>	<b>\$ 79,767</b>	<b>\$ 54,443</b>	<b>\$ 0</b>

## Summary of Revenues By Fund

### Funds Reported in Annual Budget Ordinance

	2012-13 Actual	2013-14 Original Budget	2014-15 Recommended Budget	2014-15 Adopted Budget
<b>Parking Fund</b>				
Functional Revenues	\$ 273,574	\$ 351,110	\$ 310,444	\$ 0
Other Revenues	25	0	0	0
Investment Income	(231)	300	300	0
Interfund Transfers	0	0	133,771	0
Fund Balance Appropriation	0	79,195	0	0
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 273,368</b>	<b>\$ 430,605</b>	<b>\$ 444,515</b>	<b>\$ 0</b>
<b>Airport Fund</b>				
Intergovernmental Revenues	\$ 112,888	\$ 113,150	\$ 109,500	\$ 0
Functional Revenues	4,450,309	4,618,708	4,319,376	0
Other Revenues	32,761	23,249	22,088	0
Investment Income	(4,795)	27,402	29,149	0
Interfund Transfers	16,502	0	0	0
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 4,607,665</b>	<b>\$ 4,782,509</b>	<b>\$ 4,480,113</b>	<b>\$ 0</b>
<b>Environmental Services Fund</b>				
Intergovernmental Revenues	\$ 301,250	\$ 439,463	\$ 422,635	\$ 0
Functional Revenues	2,305,048	2,466,068	2,612,673	0
Other Revenues	117,298	130,152	111,847	0
Investment Income	(1,593)	8,000	8,000	0
Interfund Transfers	0	7,009,221	6,113,672	0
Other Financing Sources	0	0	1,092,000	0
Fund Balance Appropriation	0	360,000	472,334	0
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 2,722,003</b>	<b>\$ 10,412,904</b>	<b>\$ 10,833,161</b>	<b>\$ 0</b>
<b>Stormwater Fund</b>				
Functional Revenues	\$ 5,243,393	\$ 5,404,408	\$ 6,324,600	\$ 0
Other Revenues	23,909	0	0	0
Investment Income	(10,949)	28,858	17,200	0
Fund Balance Appropriation	0	1,654,197	829,060	0
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 5,256,353</b>	<b>\$ 7,087,463</b>	<b>\$ 7,170,860</b>	<b>\$ 0</b>

## Summary of Revenues By Fund

### Funds Reported in Annual Budget Ordinance

	2012-13 Actual	2013-14 Original Budget	2014-15 Recommended Budget	2014-15 Adopted Budget
<b>Transit Fund</b>				
Other Taxes	\$ 625,955	\$ 775,400	\$ 625,500	\$ 0
Intergovernmental Revenues	2,178,568	2,382,679	2,657,215	0
Functional Revenues	1,117,548	1,255,028	1,234,380	0
Other Revenues	9,479	30,100	11,100	0
Investment Income	(497)	0	0	\$ 0
Interfund Transfers	2,360,553	2,842,604	3,481,020	0
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 6,291,606</b>	<b>\$ 7,285,811</b>	<b>\$ 8,009,215</b>	<b>\$ 0</b>
<b>LEOSSA Fund</b>				
Interfund Charges	\$ 734,796	\$ 766,133	\$ 854,752	\$ 0
Investment Income	(2,948)	14,500	15,300	0
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 731,848</b>	<b>\$ 780,633</b>	<b>\$ 870,052</b>	<b>\$ 0</b>
<b>Total Revenues and Other Financing Sources</b>				
<b>Funds Reported in Annual Budget Ordinance</b>	<b>\$ 164,324,128</b>	<b>\$ 183,286,390</b>	<b>\$ 190,551,617</b>	<b>\$ 0</b>



## Summary of Expenditure Appropriations By Fund

	2012-13 Actual	2013-14 Original Budget	2014-15 Recommended Budget	2014-15 Adopted Budget
<b>Funds Reported in Annual Budget Ordinance</b>				
<b>General Fund</b>				
Community Investment	\$ 16,718,243	\$ 17,008,398	\$ 18,760,672	\$ 0
Operations	91,191,447	87,664,910	94,287,025	0
Support Services & Administration	11,547,856	14,067,434	13,611,300	0
Other Appropriations	23,916,550	31,873,983	30,212,937	0
<b>Total General Fund</b>	<b>\$ 143,374,096</b>	<b>\$ 150,614,725</b>	<b>\$ 156,871,934</b>	<b>\$ 0</b>
<b>Central Business Tax District Fund</b>	<b>\$ 155,368</b>	<b>\$ 133,529</b>	<b>\$ 130,145</b>	<b>\$ 0</b>
<b>City of Fayetteville Finance Corporation</b>	<b>\$ 816,510</b>	<b>\$ 806,750</b>	<b>\$ 795,850</b>	<b>\$ 0</b>
<b>Emergency Telephone System Fund</b>	<b>\$ 921,990</b>	<b>\$ 871,694</b>	<b>\$ 891,329</b>	<b>\$ 0</b>
<b>Lake Valley Drive MSD Fund</b>	<b>\$ 55,889</b>	<b>\$ 79,767</b>	<b>\$ 54,443</b>	<b>\$ 0</b>
<b>Parking Fund</b>	<b>\$ 369,141</b>	<b>\$ 430,605</b>	<b>\$ 444,515</b>	<b>\$ 0</b>
<b>Airport Fund</b>	<b>\$ 3,889,800</b>	<b>\$ 4,782,509</b>	<b>\$ 4,480,113</b>	<b>\$ 0</b>
<b>Environmental Services Fund</b>	<b>\$ 2,573,194</b>	<b>\$ 10,412,904</b>	<b>\$ 10,833,161</b>	<b>\$ 0</b>
<b>Stormwater Fund</b>	<b>\$ 8,780,365</b>	<b>\$ 7,087,463</b>	<b>\$ 7,170,860</b>	<b>\$ 0</b>
<b>Transit Fund</b>	<b>\$ 6,291,606</b>	<b>\$ 7,285,811</b>	<b>\$ 8,009,215</b>	<b>\$ 0</b>
<b>LEOSSA Fund</b>	<b>\$ 619,426</b>	<b>\$ 780,633</b>	<b>\$ 870,052</b>	<b>\$ 0</b>
<b>Total Annual Budget Ordinance</b>	<b>\$ 167,847,385</b>	<b>\$ 183,286,390</b>	<b>\$ 190,551,617</b>	<b>\$ 0</b>
<b>Funds Reported in Internal Service Fund Financial Plan</b>				
<b>Risk Management Fund</b>	<b>\$ 14,718,724</b>	<b>\$ 17,713,440</b>	<b>\$ 18,684,022</b>	<b>\$ 0</b>
<b>Total Internal Service Fund Financial Plan</b>	<b>\$ 14,718,724</b>	<b>\$ 17,713,440</b>	<b>\$ 18,684,022</b>	<b>\$ 0</b>
<b>Subtotal All Funds</b>	<b>\$ 182,566,109</b>	<b>\$ 200,999,830</b>	<b>\$ 209,235,639</b>	<b>\$ 0</b>
Less: Intrabudget Transfers	(3,320,386)	(10,408,461)	(11,209,930)	0
Less: Interfund Charges	(13,366,765)	(14,498,872)	(14,908,670)	0
<b>Total All Funds</b>	<b>\$ 165,878,958</b>	<b>\$ 176,092,497</b>	<b>\$ 183,117,039</b>	<b>\$ 0</b>

## Intrabudget Transfers

	2012-13 Actual	2013-14 Original Budget	2014-15 Recommended Budget	2014-15 Adopted Budget
<b>To General Fund</b>				
From Lake Valley Drive MSD Fund	\$ 55,889	\$ 55,890	\$ 51,599	\$ 0
From Central Business Tax District Fund	25,000	26,323	25,000	0
From Risk Management Fund	0	0	500,000	0
From Environmental Services Fund	391,641	0	0	0
<b>Total General Fund</b>	<b>\$ 472,530</b>	<b>\$ 82,213</b>	<b>\$ 576,599</b>	<b>\$ 0</b>
<b>Central Business Tax District Fund</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</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	\$ 0	\$ 0	\$ 133,771	\$ 0
<b>Total Parking Fund</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 133,771</b>	<b>\$ 0</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	\$ 0	\$ 7,009,221	\$ 6,113,672	\$ 0
<b>Total Environmental Services Fund</b>	<b>\$ 0</b>	<b>\$ 7,009,221</b>	<b>\$ 6,113,672</b>	<b>\$ 0</b>
<b>Stormwater Fund</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Transit Fund</b>				
From General Fund	\$ 2,360,553	\$ 2,842,604	\$ 3,481,020	\$ 0
<b>Total Transit Fund</b>	<b>\$ 2,360,553</b>	<b>\$ 2,842,604</b>	<b>\$ 3,481,020</b>	<b>\$ 0</b>
<b>LEOSSA Fund</b>				
Interfund Charges	\$ 734,796	\$ 766,133	\$ 854,752	\$ 0
<b>Total LEOSSA Fund</b>	<b>\$ 734,796</b>	<b>\$ 766,133</b>	<b>\$ 854,752</b>	<b>\$ 0</b>
<b>Risk Management Fund</b>				
Interfund Charges	\$ 12,631,969	\$ 13,732,739	\$ 14,053,918	\$ 0
From General Fund	487,303	474,423	904,868	0
<b>Total Risk Management Fund</b>	<b>\$ 13,119,272</b>	<b>\$ 14,207,162</b>	<b>\$ 14,958,786</b>	<b>\$ 0</b>
<b>Transfers from General Fund</b>	<b>\$ 2,847,856</b>	<b>\$ 10,326,248</b>	<b>\$ 10,633,331</b>	<b>\$ 0</b>
<b>Transfers from Other Funds</b>	<b>\$ 472,530</b>	<b>\$ 82,213</b>	<b>\$ 576,599</b>	<b>\$ 0</b>
<b>Interfund Charges</b>	<b>\$ 13,366,765</b>	<b>\$ 14,498,872</b>	<b>\$ 14,908,670</b>	<b>\$ 0</b>
<b>Total Intrabudget Transfers</b>	<b>\$ 16,687,151</b>	<b>\$ 24,907,333</b>	<b>\$ 26,118,600</b>	<b>\$ 0</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.

# FY2014-15 Expenditure Appropriations By Fund By Category

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	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	\$ 86,810,438	\$ 20,335,944	\$ 14,484,865	\$ 4,718,471	\$ 23,768,020	\$ 6,509,088	\$ 245,108	\$ 156,871,934
Central Business Tax District Fund	0	35,385	26,521	0	25,000	0	43,239	130,145
City of Fayetteville Finance Corporation	0	0	0	0	0	792,250	3,600	795,850
Emergency Telephone System Fund	0	622,680	161,617	0	0	97,374	9,658	891,329
Lake Valley Drive MSD Fund	0	0	0	0	51,599	0	2,844	54,443
Parking Fund	0	201,061	243,454	0	0	0	0	444,515
Airport Fund	1,487,425	1,189,665	137,195	143,135	0	0	1,522,693	4,480,113
Environmental Services Fund	3,861,585	2,652,707	2,323,988	1,337,000	52,000	142,003	463,878	10,833,161
Stormwater Fund	2,166,953	895,609	459,194	0	2,467,842	917,415	263,847	7,170,860
Transit Fund	5,232,918	1,709,003	106,131	10,750	529,485	19,267	401,661	8,009,215
LEOSSA Fund	623,737	0	0	0	0	0	246,315	870,052
<b>Total Annual Budget Ordinance</b>	<b>\$ 100,183,056</b>	<b>\$ 27,642,054</b>	<b>\$ 17,942,965</b>	<b>\$ 6,209,356</b>	<b>\$ 26,893,946</b>	<b>\$ 8,477,397</b>	<b>\$ 3,202,843</b>	<b>\$ 190,551,617</b>
<b>Funds Reported in Internal Service Fund Financial Plan</b>								
Risk Management Fund	\$ 436,103	\$ 16,483,904	\$ 384,015	\$ 0	\$ 1,200,000	\$ 0	\$ 180,000	\$ 18,684,022
<b>Total Internal Service Fund Financial Plan</b>	<b>\$ 436,103</b>	<b>\$ 16,483,904</b>	<b>\$ 384,015</b>	<b>\$ 0</b>	<b>\$ 1,200,000</b>	<b>\$ 0</b>	<b>\$ 180,000</b>	<b>\$ 18,684,022</b>
<b>Total All Funds</b>	<b>\$ 100,619,159</b>	<b>\$ 44,125,958</b>	<b>\$ 18,326,980</b>	<b>\$ 6,209,356</b>	<b>\$ 28,093,946</b>	<b>\$ 8,477,397</b>	<b>\$ 3,382,843</b>	<b>\$ 209,235,639</b>

## Authorized Staffing by Fund

Authorized Regular Positions - Full-Time Equivalents	2012-13 Original Budget	2013-14 Original Budget	2014-15 Recommended Budget	2014-15 Adopted Budget
<b>Funds Reported in Annual Budget Ordinance</b>				
<b>General Fund</b>				
Community Investment	133.8	123.5	132.9	0
Operations	1,107.7	1,038.7	1,092.7	0
Support Services & Administration	80.0	92.1	96.1	0
Other Appropriations	0.5	0.5	0.3	0
<b>Total General Fund</b>	<b>1,322.0</b>	<b>1,254.8</b>	<b>1,322.0</b>	<b>0</b>
<b>Airport Fund</b>				
Operations	23.0	22.0	22.0	0.0
	<b>23.0</b>	<b>22.0</b>	<b>22.0</b>	<b>0.0</b>
<b>Environmental Services Fund</b>				
Operations	1.0	72.0	73.2	0.0
	<b>1.0</b>	<b>72.0</b>	<b>73.2</b>	<b>0.0</b>
<b>Stormwater Fund</b>				
Community Investment	27.4	38.2	37.8	0.0
	<b>27.4</b>	<b>38.2</b>	<b>37.8</b>	<b>0.0</b>
<b>Transit Fund</b>				
Operations	92.5	96.5	102.5	0.0
	<b>92.5</b>	<b>96.5</b>	<b>102.5</b>	<b>0.0</b>
<b>Total Annual Budget Ordinance</b>	<b>1,465.9</b>	<b>1,483.5</b>	<b>1,557.5</b>	<b>0.0</b>
<b>Funds Reported in Internal Service Fund Financial Plan</b>				
<b>Risk Management Fund</b>				
Support Services & Administration	4.5	5.9	5.9	0.0
	<b>4.5</b>	<b>5.9</b>	<b>5.9</b>	<b>0.0</b>
<b>Total Internal Service Fund Financial Plan</b>	<b>4.5</b>	<b>5.9</b>	<b>5.9</b>	<b>0.0</b>
<b>Multi-Year Special Revenue Funds *</b>				
<b>Federal and State Financial Assistance Fund</b>				
Community Investment	9.3	9.3	9.3	0.0
Operations	20.5	4.5	3.0	0.0
	<b>29.8</b>	<b>13.8</b>	<b>12.3</b>	<b>0.0</b>
<b>Total Multi-Year Special Revenue Funds</b>	<b>29.8</b>	<b>13.8</b>	<b>12.3</b>	<b>0.0</b>
<b>Total All Funds **</b>	<b>1,500.2</b>	<b>1,503.2</b>	<b>1,575.7</b>	<b>0.0</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

Authorized Regular Positions - Full-Time Equivalents	2012-13 Original Budget	2013-14 Original Budget	2014-15 Recommended Budget	2014-15 Adopted Budget
<b>Community Investment</b>				
Community Development	12.0	12.0	12.0	0.0
Development Services	47.5	47.0	52.0	0.0
Engineering & Infrastructure	108.0	109.0	109.0	0.0
Economic & Business Development	0.0	0.0	4.0	0.0
Human Relations	3.0	3.0	3.0	0.0
	<b>170.5</b>	<b>171.0</b>	<b>180.0</b>	<b>0.0</b>
<b>Operations</b>				
Airport	23.0	22.0	22.0	0.0
Environmental Services	90.0	72.0	73.2	0.0
Fire & Emergency Management	325.0	325.0	325.0	0.0
Parks, Recreation & Maintenance	162.0	162.0	162.0	0.0
Police	552.2	556.2	608.7	0.0
Transit	92.5	96.5	102.5	0.0
	<b>1,244.7</b>	<b>1,233.7</b>	<b>1,293.4</b>	<b>0.0</b>
<b>Support Services &amp; Administration</b>				
Corporate Communications	6.0	14.0	14.0	0.0
City Manager's Office	8.0	9.0	8.0	0.0
City Attorney's Office	6.0	6.0	9.0	0.0
Finance	22.0	23.0	23.0	0.0
Human Resource Development	16.5	19.0	19.0	0.0
Information Technology	23.0	24.0	26.0	0.0
Mayor, Council and City Clerk	3.0	3.0	3.0	0.0
	<b>84.5</b>	<b>98.0</b>	<b>102.0</b>	<b>0.0</b>
Other Appropriations	0.5	0.5	0.3	0.0
<b>Total All Departments</b>	<b>1,500.2</b>	<b>1,503.2</b>	<b>1,575.7</b>	<b>0.0</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.*



# Section D

## Fund Summaries

## 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 2015 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

	2012-13 Actual	2013-14 Original Budget	2013-14 Estimate	2014-15 Recommended Budget	2014-15 Adopted Budget
<b>Revenues</b>					
<b>Ad Valorem Taxes</b>					
Current Year Taxes	\$ 60,343,515	\$ 62,293,829	\$ 62,939,322	\$ 68,182,118	\$ 0
Prior Years Taxes	1,061,026	1,081,000	1,122,400	775,000	0
Penalties & Interest	281,768	275,400	328,900	300,100	0
	<b>\$ 61,686,309</b>	<b>\$ 63,650,229</b>	<b>\$ 64,390,622</b>	<b>\$ 69,257,218</b>	<b>\$ 0</b>
<b>Other Taxes</b>					
Vehicle License Tax	\$ 615,393	\$ 763,600	\$ 770,300	\$ 615,000	\$ 0
Privilege License Tax	2,466,929	1,037,200	1,118,200	1,067,500	0
Franchise Fees	71,223	0	0	0	0
Vehicle Gross Receipts	593,907	614,200	604,800	577,700	0
	<b>\$ 3,747,452</b>	<b>\$ 2,415,000</b>	<b>\$ 2,493,300</b>	<b>\$ 2,260,200</b>	<b>\$ 0</b>
<b>Intergovernmental Revenues</b>					
Federal	\$ 543,460	\$ 205,320	\$ 210,335	\$ 561,918	\$ 0
State					
Sales Taxes	33,838,708	35,361,844	34,270,276	35,417,611	0
Utility Taxes	11,042,094	11,141,267	11,091,700	11,166,100	0
Street Aid (Powell Bill)	5,426,591	5,364,972	5,510,524	5,536,578	0
Other	1,841,978	1,041,622	955,879	970,500	0
Local	4,272,053	4,022,556	4,033,001	4,474,260	0
	<b>\$ 56,964,884</b>	<b>\$ 57,137,581</b>	<b>\$ 56,071,715</b>	<b>\$ 58,126,967</b>	<b>\$ 0</b>
<b>Functional Revenues</b>					
Permits and Fees	\$ 2,933,818	\$ 3,076,700	\$ 2,406,110	\$ 2,698,350	\$ 0
Property Leases	774,505	624,240	497,980	459,736	0
Engineering & Infr. Services	509,676	402,400	413,250	412,400	0
Development Services	71,275	70,000	67,726	67,150	0
Public Safety Services	1,110,694	1,147,435	1,025,418	1,097,597	0
Environmental Services	20,474	0	0	0	0
Parks & Recreation Fees	1,422,820	1,438,485	1,493,214	1,522,229	0
Other Fees and Services	164,853	203,750	199,950	255,800	0
	<b>\$ 7,008,115</b>	<b>\$ 6,963,010</b>	<b>\$ 6,103,648</b>	<b>\$ 6,513,262</b>	<b>\$ 0</b>
<b>Other Revenues</b>					
Refunds & Sundry	\$ 182,468	\$ 190,280	\$ 202,774	\$ 246,319	\$ 0
Indirect Cost Allocation	1,158,438	1,512,778	1,626,160	1,673,149	0
Special Use Assessments	185,682	220,469	228,000	168,000	0
Sale of Assets & Materials	331,335	233,000	167,150	223,000	0
	<b>\$ 1,857,923</b>	<b>\$ 2,156,527</b>	<b>\$ 2,224,084</b>	<b>\$ 2,310,468</b>	<b>\$ 0</b>
<b>Investment Income</b>	<b>\$ (35,680)</b>	<b>\$ 305,500</b>	<b>\$ 233,000</b>	<b>\$ 270,500</b>	<b>\$ 0</b>
<b>Other Financing Sources</b>					
Interfund Transfers	\$ 11,433,929	\$ 12,385,913	\$ 12,414,477	\$ 14,106,274	\$ 0
Proceeds from Loans	0	2,150,637	2,150,637	2,107,111	0
	<b>\$ 11,433,929</b>	<b>\$ 14,536,550</b>	<b>\$ 14,565,114</b>	<b>\$ 16,213,385</b>	<b>\$ 0</b>
<b>Fund Balance Appropriation</b>	<b>\$ 0</b>	<b>\$ 3,450,328</b>	<b>\$ 0</b>	<b>\$ 1,919,934</b>	<b>\$ 0</b>
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 142,662,932</b>	<b>\$ 150,614,725</b>	<b>\$ 146,081,483</b>	<b>\$ 156,871,934</b>	<b>\$ 0</b>

# General Fund Summary

	2012-13 Actual	2013-14 Original Budget	2013-14 Estimate	2014-15 Recommended Budget	2014-15 Adopted Budget
<b>Expenditures</b>					
Personnel Services	\$ 81,595,822	\$ 83,017,974	\$ 83,042,243	\$ 86,810,438	\$ 0
Operating Expenditures	19,879,911	18,427,366	19,558,417	20,335,944	0
Contract Services	13,014,201	14,179,118	14,407,712	14,484,865	0
Capital Outlay	5,712,383	3,418,600	3,841,521	4,718,471	0
Transfers to Other Funds	15,516,151	24,487,801	24,703,924	23,768,020	0
Debt Service	7,055,978	6,545,198	5,726,049	6,509,088	0
Other Charges	599,650	538,668	1,385,536	245,108	0
<b>TOTAL</b>	<b>\$ 143,374,096</b>	<b>\$ 150,614,725</b>	<b>\$ 152,665,402</b>	<b>\$ 156,871,934</b>	<b>\$ 0</b>
<b>Expenditures By Function</b>					
<b>Community Investment</b>					
Community Development	\$ 1,084,622	\$ 574,032	\$ 690,041	\$ 327,298	\$ 0
Development Services	3,859,622	4,395,222	4,720,938	4,349,171	0
Economic & Business Development	0	0	0	654,780	0
Engineering & Infrastructure	11,524,419	11,751,479	11,928,090	13,136,378	0
Human Relations	249,580	287,665	305,052	293,045	0
	<b>\$ 16,718,243</b>	<b>\$ 17,008,398</b>	<b>\$ 17,644,121</b>	<b>\$ 18,760,672</b>	<b>\$ 0</b>
<b>Operations</b>					
Environmental Services	\$ 8,278,117	\$ 0	\$ 0	\$ 0	\$ 0
Fire & Emergency Management	24,387,394	24,823,433	24,926,664	24,425,396	0
Parks, Recreation & Maintenance	16,162,558	17,898,702	18,494,982	18,621,313	0
Police	42,363,378	44,942,775	45,834,648	51,240,316	0
	<b>\$ 91,191,447</b>	<b>\$ 87,664,910</b>	<b>\$ 89,256,294</b>	<b>\$ 94,287,025</b>	<b>\$ 0</b>
<b>Support Services &amp; Administration</b>					
Corporate Communications	\$ 697,284	\$ 948,868	\$ 876,948	\$ 988,456	\$ 0
City Manager's Office	1,196,096	1,420,357	1,497,127	1,350,850	0
City Attorney's Office	1,125,728	1,154,285	1,161,195	1,403,583	0
Finance	2,477,730	2,756,236	2,562,525	2,749,321	0
Human Resource Development	1,112,523	1,201,899	1,140,966	1,201,110	0
Information Technology	4,383,274	5,640,118	5,793,540	5,043,635	0
Mayor, Council & City Clerk	555,221	945,671	942,676	874,345	0
	<b>\$ 11,547,856</b>	<b>\$ 14,067,434</b>	<b>\$ 13,974,977</b>	<b>\$ 13,611,300</b>	<b>\$ 0</b>
<b>Other Appropriations</b>	<b>\$ 23,916,550</b>	<b>\$ 31,873,983</b>	<b>\$ 31,790,010</b>	<b>\$ 30,212,937</b>	<b>\$ 0</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 143,374,096</b>	<b>\$ 150,614,725</b>	<b>\$ 152,665,402</b>	<b>\$ 156,871,934</b>	<b>\$ 0</b>

# Central Business Tax District Fund Summary

	2012-13	2013-14	2013-14	2014-15	2014-15
	Actual	Original Budget	Estimate	Recommended Budget	Adopted Budget
<b><u>Revenues</u></b>					
<b>Ad Valorem Taxes</b>					
Current Year Taxes	\$ 128,268	\$ 130,206	\$ 129,291	\$ 127,385	\$ 0
Prior Years Taxes	966	1,250	5,235	1,913	0
Penalties & Interest	544	700	667	667	0
	<b>\$ 129,778</b>	<b>\$ 132,156</b>	<b>\$ 135,193</b>	<b>\$ 129,965</b>	<b>\$ 0</b>
<b>Investment Income</b>	<b>\$ (85)</b>	<b>\$ 0</b>	<b>\$ 178</b>	<b>\$ 180</b>	<b>\$ 0</b>
<b>Fund Balance Appropriation</b>	<b>\$ 0</b>	<b>\$ 1,373</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 129,693</b>	<b>\$ 133,529</b>	<b>\$ 135,371</b>	<b>\$ 130,145</b>	<b>\$ 0</b>
<b><u>Expenditures</u></b>					
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Operating Expenditures	20,808	44,885	46,810	35,385	0
Contract Services	26,414	30,021	30,021	26,521	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	75,000	26,323	27,000	25,000	0
Debt Service	0	0	0	0	0
Other Charges	33,146	32,300	35,645	43,239	0
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 155,368</b>	<b>\$ 133,529</b>	<b>\$ 139,476</b>	<b>\$ 130,145</b>	<b>\$ 0</b>
<b><u>Expenditures By Function</u></b>					
<b>Community Investment</b>					
Community Development	\$ 155,368	\$ 133,529	\$ 139,476	\$ 130,145	\$ 0
	<b>\$ 155,368</b>	<b>\$ 133,529</b>	<b>\$ 139,476</b>	<b>\$ 130,145</b>	<b>\$ 0</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 155,368</b>	<b>\$ 133,529</b>	<b>\$ 139,476</b>	<b>\$ 130,145</b>	<b>\$ 0</b>

## City of Fayetteville Finance Corporation Summary

	2012-13 Actual	2013-14 Original Budget	2013-14 Estimate	2014-15 Recommended Budget	2014-15 Adopted Budget
<b><u>Revenues</u></b>					
<b>Functional Revenues</b>					
Property Leases	\$ 816,505	\$ 806,750	\$ 806,510	\$ 795,850	\$ 0
	<b>\$ 816,505</b>	<b>\$ 806,750</b>	<b>\$ 806,510</b>	<b>\$ 795,850</b>	<b>\$ 0</b>
<b>Investment Income</b>	<b>\$ 5</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 816,510</b>	<b>\$ 806,750</b>	<b>\$ 806,510</b>	<b>\$ 795,850</b>	<b>\$ 0</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	813,250	803,250	803,250	792,250	0
Other Charges	3,260	3,500	3,260	3,600	0
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 816,510</b>	<b>\$ 806,750</b>	<b>\$ 806,510</b>	<b>\$ 795,850</b>	<b>\$ 0</b>
<b><u>Expenditures By Function</u></b>					
<b>Other Appropriations</b>	<b>\$ 816,510</b>	<b>\$ 806,750</b>	<b>\$ 806,510</b>	<b>\$ 795,850</b>	<b>\$ 0</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 816,510</b>	<b>\$ 806,750</b>	<b>\$ 806,510</b>	<b>\$ 795,850</b>	<b>\$ 0</b>

# Emergency Telephone System Fund Summary

	2012-13 Actual	2013-14 Original Budget	2013-14 Estimate	2014-15 Recommended Budget	2014-15 Adopted Budget
<b>Revenues</b>					
<b>Intergovernmental Revenues</b>					
State - E911 Tax	\$ 775,752	\$ 805,520	\$ 805,520	\$ 805,520	\$ 0
	<b>\$ 775,752</b>	<b>\$ 805,520</b>	<b>\$ 805,520</b>	<b>\$ 805,520</b>	<b>\$ 0</b>
Investment Income	\$ (613)	\$ 1,600	\$ 1,600	\$ 650	\$ 0
Fund Balance Appropriation	\$ 0	\$ 64,574	\$ 0	\$ 85,159	\$ 0
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 775,139</b>	<b>\$ 871,694</b>	<b>\$ 807,120</b>	<b>\$ 891,329</b>	<b>\$ 0</b>
<b>Expenditures</b>					
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Operating Expenditures	486,047	536,271	521,741	622,680	0
Contract Services	150,456	157,960	177,801	161,617	0
Capital Outlay	277,065	168,733	195,996	0	0
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	97,374	0
Other Charges	8,422	8,730	9,886	9,658	0
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 921,990</b>	<b>\$ 871,694</b>	<b>\$ 905,424</b>	<b>\$ 891,329</b>	<b>\$ 0</b>
<b>Expenditures By Function</b>					
<b>Operations</b>					
Police	\$ 921,990	\$ 871,694	\$ 905,424	\$ 891,329	0
	<b>\$ 921,990</b>	<b>\$ 871,694</b>	<b>\$ 905,424</b>	<b>\$ 891,329</b>	<b>\$ 0</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 921,990</b>	<b>\$ 871,694</b>	<b>\$ 905,424</b>	<b>\$ 891,329</b>	<b>\$ 0</b>

## Lake Valley Drive MSD Fund Summary

	2012-13 Actual	2013-14 Original Budget	2013-14 Estimate	2014-15 Recommended Budget	2014-15 Adopted Budget
<b><u>Revenues</u></b>					
<b>Ad Valorem Taxes</b>					
Current Year Taxes	\$ 55,910	\$ 79,767	\$ 79,012	\$ 54,443	\$ 0
Prior Years Taxes	0	0	0	0	0
Penalties & Interest	1,101	0	1,290	0	0
	<b>\$ 57,011</b>	<b>\$ 79,767</b>	<b>\$ 80,302</b>	<b>\$ 54,443</b>	<b>\$ 0</b>
<b>Investment Income</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 57,011</b>	<b>\$ 79,767</b>	<b>\$ 80,302</b>	<b>\$ 54,443</b>	<b>\$ 0</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	55,889	55,890	85,777	51,599	0
Debt Service	0	0	0	0	0
Other Charges	0	23,877	0	2,844	0
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 55,889</b>	<b>\$ 79,767</b>	<b>\$ 85,777</b>	<b>\$ 54,443</b>	<b>\$ 0</b>
<b><u>Expenditures By Function</u></b>					
<b>Other Appropriations</b>	<b>\$ 55,889</b>	<b>\$ 79,767</b>	<b>\$ 85,777</b>	<b>\$ 54,443</b>	<b>\$ 0</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 55,889</b>	<b>\$ 79,767</b>	<b>\$ 85,777</b>	<b>\$ 54,443</b>	<b>\$ 0</b>

# Parking Fund Summary

	2012-13 Actual	2013-14 Original Budget	2013-14 Estimate	2014-15 Recommended Budget	2014-15 Adopted Budget
<b>Revenues</b>					
<b>Functional Revenues</b>					
Parking Fees	\$ 127,463	\$ 130,087	\$ 126,490	\$ 123,490	\$ 0
Parking Violations	146,111	183,886	146,525	146,500	0
Other Fees & Services	0	37,137	71,420	40,454	0
	<b>\$ 273,574</b>	<b>\$ 351,110</b>	<b>\$ 344,435</b>	<b>\$ 310,444</b>	<b>\$ 0</b>
<b>Other Revenues</b>					
Refunds & Sundry	\$ 25	\$ 0	\$ 0	\$ 0	\$ 0
	<b>\$ 25</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Investment Income</b>	<b>\$ (231)</b>	<b>\$ 300</b>	<b>\$ 374</b>	<b>\$ 300</b>	<b>\$ 0</b>
<b>Other Financing Sources</b>					
Interfund Transfers	\$ 0	\$ 0	\$ 14,310	\$ 133,771	\$ 0
	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 14,310</b>	<b>\$ 133,771</b>	<b>\$ 0</b>
<b>Fund Balance Appropriation</b>	<b>\$ 0</b>	<b>\$ 79,195</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 273,368</b>	<b>\$ 430,605</b>	<b>\$ 359,119</b>	<b>\$ 444,515</b>	<b>\$ 0</b>
<b>Expenditures</b>					
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Operating Expenditures	153,493	195,023	199,711	201,061	0
Contract Services	215,583	235,582	230,975	243,454	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	65	0	0	0	0
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 369,141</b>	<b>\$ 430,605</b>	<b>\$ 430,686</b>	<b>\$ 444,515</b>	<b>\$ 0</b>
<b>Expenditures By Function</b>					
<b>Community Investment</b>					
Engineering & Infrastructure	\$ 369,141	\$ 430,605	\$ 430,686	\$ 444,515	\$ 0
	<b>\$ 369,141</b>	<b>\$ 430,605</b>	<b>\$ 430,686</b>	<b>\$ 444,515</b>	<b>\$ 0</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 369,141</b>	<b>\$ 430,605</b>	<b>\$ 430,686</b>	<b>\$ 444,515</b>	<b>\$ 0</b>

## Airport Fund Summary

	2012-13 Actual	2013-14 Original Budget	2013-14 Estimate	2014-15 Recommended Budget	2014-15 Adopted Budget
<b><u>Revenues</u></b>					
<b>Intergovernmental Revenues</b>					
Federal	\$ 112,888	\$ 113,150	\$ 109,500	\$ 109,500	\$ 0
	<b>\$ 112,888</b>	<b>\$ 113,150</b>	<b>\$ 109,500</b>	<b>\$ 109,500</b>	<b>\$ 0</b>
<b>Functional Revenues</b>					
Property Leases	\$ 2,353,784	\$ 2,433,266	\$ 2,251,666	\$ 2,250,416	\$ 0
Franchise Fees	1,306,294	1,359,410	1,281,543	1,281,543	0
Landing Fees	383,975	387,431	375,576	366,751	0
Public Safety Reimbursements	188,312	209,116	209,116	209,116	0
Other Fees & Services	217,944	229,485	211,701	211,550	0
	<b>\$ 4,450,309</b>	<b>\$ 4,618,708</b>	<b>\$ 4,329,602</b>	<b>\$ 4,319,376</b>	<b>\$ 0</b>
<b>Other Revenues</b>					
Refunds & Sundry	\$ 32,045	\$ 23,249	\$ 22,248	\$ 22,088	\$ 0
Sale of Assets & Materials	716	0	0	0	0
	<b>\$ 32,761</b>	<b>\$ 23,249</b>	<b>\$ 22,248</b>	<b>\$ 22,088</b>	<b>\$ 0</b>
<b>Investment Income</b>	<b>\$ (4,795)</b>	<b>\$ 27,402</b>	<b>\$ 27,676</b>	<b>\$ 29,149</b>	<b>\$ 0</b>
<b>Other Financing Sources</b>					
Interfund Transfers	\$ 16,502	\$ 0	\$ 0	\$ 0	\$ 0
	<b>\$ 16,502</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 4,607,665</b>	<b>\$ 4,782,509</b>	<b>\$ 4,489,026</b>	<b>\$ 4,480,113</b>	<b>\$ 0</b>
<b><u>Expenditures</u></b>					
Personnel Services	\$ 1,272,606	\$ 1,450,148	\$ 1,336,984	\$ 1,487,425	\$ 0
Operating Expenditures	1,211,184	1,246,296	1,229,390	1,189,665	0
Contract Services	88,090	109,192	757,580	137,195	0
Capital Outlay	219,280	30,000	30,000	143,135	0
Transfers to Other Funds	448,781	1,149,719	0	0	0
Debt Service	0	0	0	0	0
Other Charges	649,859	797,154	672,389	1,522,693	0
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 3,889,800</b>	<b>\$ 4,782,509</b>	<b>\$ 4,026,343</b>	<b>\$ 4,480,113</b>	<b>\$ 0</b>
<b><u>Expenditures By Function</u></b>					
<b>Operations</b>					
Airport	\$ 3,889,800	\$ 4,782,509	\$ 4,026,343	\$ 4,480,113	\$ 0
	<b>\$ 3,889,800</b>	<b>\$ 4,782,509</b>	<b>\$ 4,026,343</b>	<b>\$ 4,480,113</b>	<b>\$ 0</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 3,889,800</b>	<b>\$ 4,782,509</b>	<b>\$ 4,026,343</b>	<b>\$ 4,480,113</b>	<b>\$ 0</b>



# Environmental Services Fund Summary

	2012-13 Actual	2013-14 Original Budget	2013-14 Estimate	2014-15 Recommended Budget	2014-15 Adopted Budget
<b>Revenues</b>					
<b>Intergovernmental Revenues</b>					
State	\$ 0	\$ 136,338	\$ 122,918	\$ 117,000	\$ 0
Local	301,250	303,125	302,635	305,635	0
	<b>\$ 301,250</b>	<b>\$ 439,463</b>	<b>\$ 425,553</b>	<b>\$ 422,635</b>	<b>\$ 0</b>
<b>Functional Revenues</b>					
Residential Solid Waste Fees	\$ 2,303,962	\$ 2,310,800	\$ 2,309,327	\$ 2,452,800	\$ 0
Property Leases	0	139,140	166,175	134,991	0
Other Fees & Services	1,086	16,128	24,740	24,882	0
	<b>\$ 2,305,048</b>	<b>\$ 2,466,068</b>	<b>\$ 2,500,242</b>	<b>\$ 2,612,673</b>	<b>\$ 0</b>
<b>Other Revenues</b>					
Refunds & Sundry	\$ 7,007	\$ 0	\$ 0	\$ 0	\$ 0
Sale of Assets & Materials	110,291	130,152	111,847	111,847	0
	<b>\$ 117,298</b>	<b>\$ 130,152</b>	<b>\$ 111,847</b>	<b>\$ 111,847</b>	<b>\$ 0</b>
<b>Investment Income</b>	<b>\$ (1,593)</b>	<b>\$ 8,000</b>	<b>\$ 8,000</b>	<b>\$ 8,000</b>	<b>\$ 0</b>
<b>Other Financing Sources</b>					
Interfund Transfers	\$ 0	\$ 7,009,221	\$ 6,926,728	\$ 6,113,672	\$ 0
Proceeds from Loans	0	0	0	1,092,000	0
	<b>\$ 0</b>	<b>\$ 7,009,221</b>	<b>\$ 6,926,728</b>	<b>\$ 7,205,672</b>	<b>\$ 0</b>
<b>Fund Balance Appropriation</b>	<b>\$ 0</b>	<b>\$ 360,000</b>	<b>\$ 0</b>	<b>\$ 472,334</b>	<b>\$ 0</b>
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 2,722,003</b>	<b>\$ 10,412,904</b>	<b>\$ 9,972,370</b>	<b>\$ 10,833,161</b>	<b>\$ 0</b>
<b>Expenditures</b>					
Personnel Services	\$ 27,876	\$ 3,811,135	\$ 3,708,539	\$ 3,861,585	\$ 0
Operating Expenditures	84,635	2,587,550	2,551,131	2,652,707	0
Contract Services	2,023,950	2,123,756	2,110,548	2,323,988	0
Capital Outlay	0	1,155,000	1,155,000	1,337,000	0
Transfers to Other Funds	391,641	366,000	360,000	52,000	0
Debt Service	0	0	0	142,003	0
Other Charges	45,092	369,463	450,527	463,878	0
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 2,573,194</b>	<b>\$ 10,412,904</b>	<b>\$ 10,335,745</b>	<b>\$ 10,833,161</b>	<b>\$ 0</b>
<b>Expenditures By Function</b>					
<b>Operations</b>					
Environmental Services	\$ 2,573,194	\$ 10,412,904	\$ 10,335,745	\$ 10,833,161	\$ 0
	<b>\$ 2,573,194</b>	<b>\$ 10,412,904</b>	<b>\$ 10,335,745</b>	<b>\$ 10,833,161</b>	<b>\$ 0</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 2,573,194</b>	<b>\$ 10,412,904</b>	<b>\$ 10,335,745</b>	<b>\$ 10,833,161</b>	<b>\$ 0</b>

## Stormwater Fund Summary

	2012-13 Actual	2013-14 Original Budget	2013-14 Estimate	2014-15 Recommended Budget	2014-15 Adopted Budget
<b><u>Revenues</u></b>					
<b>Functional Revenues</b>					
Stormwater Fees	\$ 5,243,393	\$ 5,283,908	\$ 5,287,100	\$ 6,204,100	\$ 0
Street Sweeping - NCDOT	0	120,500	120,500	120,500	0
	<b>\$ 5,243,393</b>	<b>\$ 5,404,408</b>	<b>\$ 5,407,600</b>	<b>\$ 6,324,600</b>	<b>\$ 0</b>
<b>Other Revenues</b>					
Refunds & Sundry	\$ 17,888	\$ 0	\$ 42,112	\$ 0	\$ 0
Sale of Assets & Materials	6,021	0	0	0	0
	<b>\$ 23,909</b>	<b>\$ 0</b>	<b>\$ 42,112</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Investment Income</b>	<b>\$ (10,949)</b>	<b>\$ 28,858</b>	<b>\$ 27,500</b>	<b>\$ 17,200</b>	<b>\$ 0</b>
<b>Fund Balance Appropriation</b>	<b>\$ 0</b>	<b>\$ 1,654,197</b>	<b>\$ 0</b>	<b>\$ 829,060</b>	<b>\$ 0</b>
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 5,256,353</b>	<b>\$ 7,087,463</b>	<b>\$ 5,477,212</b>	<b>\$ 7,170,860</b>	<b>\$ 0</b>
<b><u>Expenditures</u></b>					
Personnel Services	\$ 1,413,833	\$ 2,177,138	\$ 1,983,800	\$ 2,166,953	\$ 0
Operating Expenditures	477,338	790,814	898,496	895,609	0
Contract Services	247,110	554,390	555,728	459,194	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	5,506,599	2,486,618	2,486,618	2,467,842	0
Debt Service	919,408	921,226	921,226	917,415	0
Other Charges	216,077	157,277	260,942	263,847	0
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 8,780,365</b>	<b>\$ 7,087,463</b>	<b>\$ 7,106,810</b>	<b>\$ 7,170,860</b>	<b>\$ 0</b>
<b><u>Expenditures By Function</u></b>					
<b>Community Investment</b>					
Engineering & Infrastructure	\$ 8,780,365	\$ 7,087,463	\$ 7,106,810	\$ 7,170,860	\$ 0
	<b>\$ 8,780,365</b>	<b>\$ 7,087,463</b>	<b>\$ 7,106,810</b>	<b>\$ 7,170,860</b>	<b>\$ 0</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 8,780,365</b>	<b>\$ 7,087,463</b>	<b>\$ 7,106,810</b>	<b>\$ 7,170,860</b>	<b>\$ 0</b>

# Transit Fund Summary

	2012-13 Actual	2013-14 Original Budget	2013-14 Estimate	2014-15 Recommended Budget	2014-15 Adopted Budget
<b>Revenues</b>					
<b>Other Taxes</b>					
Vehicle License Tax	\$ 625,955	\$ 775,400	\$ 785,300	\$ 625,500	\$ 0
	<b>\$ 625,955</b>	<b>\$ 775,400</b>	<b>\$ 785,300</b>	<b>\$ 625,500</b>	<b>\$ 0</b>
<b>Intergovernmental Revenues</b>					
Federal	\$ 1,506,984	\$ 1,711,095	\$ 1,563,358	\$ 1,940,741	\$ 0
State	671,584	671,584	716,474	716,474	0
	<b>\$ 2,178,568</b>	<b>\$ 2,382,679</b>	<b>\$ 2,279,832</b>	<b>\$ 2,657,215</b>	<b>\$ 0</b>
<b>Functional Revenues</b>					
Bus Fares	\$ 1,012,200	\$ 1,142,248	\$ 1,121,200	\$ 1,121,500	\$ 0
Contract Transportation	91,747	91,860	91,960	91,960	0
Property Leases	9,920	17,820	11,850	18,720	0
Other Fees & Services	3,681	3,100	2,200	2,200	0
	<b>\$ 1,117,548</b>	<b>\$ 1,255,028</b>	<b>\$ 1,227,210</b>	<b>\$ 1,234,380</b>	<b>\$ 0</b>
<b>Other Revenues</b>					
Refunds & Sundry	\$ 601	\$ 100	\$ 1,100	\$ 1,100	\$ 0
Sale of Assets & Materials	8,878	30,000	61,116	10,000	0
	<b>\$ 9,479</b>	<b>\$ 30,100</b>	<b>\$ 62,216</b>	<b>\$ 11,100</b>	<b>\$ 0</b>
<b>Investment Income</b>	<b>\$ (497)</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Other Financing Sources</b>					
Interfund Transfers	\$ 2,360,553	\$ 2,842,604	\$ 2,832,712	\$ 3,481,020	\$ 0
	<b>\$ 2,360,553</b>	<b>\$ 2,842,604</b>	<b>\$ 2,832,712</b>	<b>\$ 3,481,020</b>	<b>\$ 0</b>
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 6,291,606</b>	<b>\$ 7,285,811</b>	<b>\$ 7,187,270</b>	<b>\$ 8,009,215</b>	<b>\$ 0</b>
<b>Expenditures</b>					
Personnel Services	\$ 4,301,623	\$ 5,045,260	\$ 4,752,591	\$ 5,232,918	\$ 0
Operating Expenditures	1,511,340	1,632,745	1,681,531	1,709,003	0
Contract Services	34,793	82,354	112,209	106,131	0
Capital Outlay	0	3,000	170,670	10,750	0
Transfers to Other Funds	0	0	0	529,485	0
Debt Service	21,011	21,018	21,018	19,267	0
Other Charges	422,839	501,434	449,251	401,661	0
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 6,291,606</b>	<b>\$ 7,285,811</b>	<b>\$ 7,187,270</b>	<b>\$ 8,009,215</b>	<b>\$ 0</b>
<b>Expenditures By Function</b>					
<b>Operations</b>					
Transit	\$ 6,291,606	\$ 7,285,811	\$ 7,187,270	\$ 8,009,215	\$ 0
	<b>\$ 6,291,606</b>	<b>\$ 7,285,811</b>	<b>\$ 7,187,270</b>	<b>\$ 8,009,215</b>	<b>\$ 0</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 6,291,606</b>	<b>\$ 7,285,811</b>	<b>\$ 7,187,270</b>	<b>\$ 8,009,215</b>	<b>\$ 0</b>

# LEOSSA Fund Summary

	<b>2012-13</b>	<b>2013-14</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2014-15</b>
	<b>Actual</b>	<b>Original Budget</b>	<b>Estimate</b>	<b>Recommended Budget</b>	<b>Adopted Budget</b>
<b><u>Revenues</u></b>					
<b>Interfund Charges</b>					
Employee Benefits	\$ 734,796	\$ 766,133	\$ 805,950	\$ 854,752	\$ 0
	<b>\$ 734,796</b>	<b>\$ 766,133</b>	<b>\$ 805,950</b>	<b>\$ 854,752</b>	<b>\$ 0</b>
Investment Income	\$ (2,948)	\$ 14,500	\$ 14,200	\$ 15,300	\$ 0
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 731,848</b>	<b>\$ 780,633</b>	<b>\$ 820,150</b>	<b>\$ 870,052</b>	<b>\$ 0</b>
<b><u>Expenditures</u></b>					
Personnel Services	\$ 619,426	\$ 639,699	\$ 590,635	\$ 623,737	\$ 0
Operating Expenditures	0	0	0	0	0
Contract Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	0	140,934	0	246,315	0
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 619,426</b>	<b>\$ 780,633</b>	<b>\$ 590,635</b>	<b>\$ 870,052</b>	<b>\$ 0</b>
<b><u>Expenditures By Function</u></b>					
Other Appropriations	\$ 619,426	\$ 780,633	\$ 590,635	\$ 870,052	\$ 0
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 619,426</b>	<b>\$ 780,633</b>	<b>\$ 590,635</b>	<b>\$ 870,052</b>	<b>\$ 0</b>

# Risk Management Fund Summary

	2012-13 Actual	2013-14 Original Budget	2013-14 Estimate	2014-15 Recommended Budget	2014-15 Adopted Budget
<b>Revenues</b>					
<b>Other Revenues</b>					
Refunds & Sundry	\$ 458,414	\$ 149,000	\$ 203,107	\$ 152,400	\$ 0
Sale of Assets & Materials	0	0	112	0	0
	<b>\$ 458,414</b>	<b>\$ 149,000</b>	<b>\$ 203,219</b>	<b>\$ 152,400</b>	<b>\$ 0</b>
<b>Interfund Charges</b>					
Workers' Compensation	\$ 1,780,869	\$ 1,896,000	\$ 1,878,300	\$ 1,929,100	\$ 0
Employee Benefits	9,718,947	10,387,100	10,175,000	10,683,000	0
Property & Liability	1,132,153	1,449,639	1,339,482	1,441,818	0
	<b>\$ 12,631,969</b>	<b>\$ 13,732,739</b>	<b>\$ 13,392,782</b>	<b>\$ 14,053,918</b>	<b>\$ 0</b>
Employee Benefit Contributions	\$ 2,779,016	\$ 2,902,300	\$ 2,896,000	\$ 2,977,000	\$ 0
Investment Income	\$ (20,262)	\$ 97,000	\$ 99,000	\$ 92,900	\$ 0
<b>Other Financing Sources</b>					
Interfund Transfers	\$ 487,303	\$ 474,423	\$ 474,423	\$ 904,868	\$ 0
	<b>\$ 487,303</b>	<b>\$ 474,423</b>	<b>\$ 474,423</b>	<b>\$ 904,868</b>	<b>\$ 0</b>
Fund Balance Appropriation	\$ 0	\$ 357,978	\$ 0	\$ 502,936	\$ 0
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 16,336,440</b>	<b>\$ 17,713,440</b>	<b>\$ 17,065,424</b>	<b>\$ 18,684,022</b>	<b>\$ 0</b>
<b>Expenditures</b>					
Personnel Services	\$ 292,355	\$ 398,608	\$ 321,905	\$ 436,103	\$ 0
Operating Expenditures	14,210,349	16,342,468	15,696,874	16,483,904	0
Contract Services	215,939	411,895	250,018	384,015	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	0	0	1,580,000	1,200,000	0
Debt Service	0	0	0	0	0
Other Charges	81	560,469	2,800	180,000	0
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 14,718,724</b>	<b>\$ 17,713,440</b>	<b>\$ 17,851,597</b>	<b>\$ 18,684,022</b>	<b>\$ 0</b>
<b>Expenditures By Function</b>					
Other Appropriations	\$ 14,718,724	\$ 17,713,440	\$ 17,851,597	\$ 18,684,022	\$ 0
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 14,718,724</b>	<b>\$ 17,713,440</b>	<b>\$ 17,851,597</b>	<b>\$ 18,684,022</b>	<b>\$ 0</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, 2013</b>	<b>\$37,066,366</b>	<b>\$31,577</b>	<b>\$0</b>	<b>\$249,998</b>
FY14 Estimated Revenues and Other Sources	146,081,483	135,371	806,510	807,120
FY14 Estimated Expenditures and Other Uses	151,689,283	139,476	806,510	905,424
Less: Fund Balance Use Recommended for FY16 to FY19 Capital Improvement Plan	1,942,060	0	0	0
Less: Miscellaneous Designations (i.e., senior recreation)	4,088,349	0	0	0
Less: Fund Balance Restricted for County Recreation at 6/30/14	4,275,807	0	0	0
Less: Designation for Capital Funding Plan at 6/30/14	3,673,134	0	0	0
<b>Projected Available Fund Balance at June 30, 2014</b>	<b>\$17,479,216</b>	<b>\$27,472</b>	<b>\$0</b>	<b>\$151,694</b>
FY15 Estimated Revenues and Other Sources	154,952,000	130,145	795,850	806,170
FY15 Estimated Expenditures and Other Uses	156,302,267	123,200	795,850	891,329
Less: Increase in Fund Balance Restricted for County Recreation at 6/30/15	569,667	0	0	0
Plus: Appropriation of Fund Balance Designated For FY15 Capital Funding Plan	1,132,028	0	0	0
<b>Projected Available Fund Balance at June 30, 2015</b>	<b>\$16,691,310</b>	<b>\$34,417</b>	<b>\$0</b>	<b>\$66,535</b>

## Fund Balance Projections

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	Lake Valley Drive MSD Fund	Parking Fund	Airport Fund	Environmental Services Fund
<b>Available Fund Balance at June 30, 2013</b>	<b>\$5,420</b>	<b>\$91,781</b>	<b>\$4,816,544</b>	<b>\$1,155,150</b>
FY14 Estimated Revenues and Other Sources	80,302	359,119	4,489,026	9,972,370
FY14 Estimated Expenditures and Other Uses	85,777	408,119	4,026,343	10,335,745
Plus: Parking Fund Receivable at 6/30/13	0	9,361	0	0
Less: Fund Balance Restricted for Parking Deck Capital Reserve at 6/30/14	0	52,142	0	0
<b>Projected Available Fund Balance at June 30, 2014</b>	<b>(\$55)</b>	<b>\$0</b>	<b>\$5,279,227</b>	<b>\$791,775</b>
FY15 Estimated Revenues and Other Sources	54,443	444,515	4,480,113	10,360,827
FY15 Estimated Expenditures and Other Uses	51,599	421,496	3,646,678	10,833,161
Less: Increase in Fund Balance Restricted for Parking Deck Capital Reserve at 6/30/15	0	23,019	0	0
<b>Projected Available Fund Balance at June 30, 2015</b>	<b>\$2,789</b>	<b>\$0</b>	<b>\$6,112,662</b>	<b>\$319,441</b>

## Fund Balance Projections

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	Stormwater Fund	Transit Fund	LEOSSA Fund	Risk Management Fund
<b>Available Fund Balance at June 30, 2013</b>	<b>\$4,153,097</b>	<b>\$177,294</b>	<b>\$2,683,541</b>	<b>\$17,354,404</b>
FY14 Estimated Revenues and Other Sources	5,477,212	7,187,270	820,150	17,065,524
FY14 Estimated Expenditures and Other Uses	7,106,810	7,187,270	590,635	17,851,597
<b>Projected Available Fund Balance at June 30, 2014</b>	<b>\$2,523,499</b>	<b>\$177,294</b>	<b>\$2,913,056</b>	<b>16,568,331</b>
FY15 Estimated Revenues and Other Sources	6,341,800	8,009,215	870,052	18,181,086
FY15 Estimated Expenditures and Other Uses	7,170,860	8,009,215	623,737	18,684,022
<b>Projected Available Fund Balance at June 30, 2015</b>	<b>\$1,694,439</b>	<b>\$177,294</b>	<b>\$3,159,371</b>	<b>\$16,065,395</b>

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# **Section E**

## **Community Investment Portfolio**

# Community Investment

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Development Services .....	E-12
Economic & Business Development .....	E-22
Engineering & Infrastructure .....	E-28
Human Relations .....	E-39

# Community Investment

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					%
	2012-13	2013-14	2014-15	2014-15	Change vs
	Actual	Original	Recommended	Adopted	2013-14
		Budget	Budget	Budget	Original
					Budget
<b>Expenditures by Department</b>					
Community Development	\$1,239,990	\$707,561	\$457,443	\$0	-35.3%
Development Services	3,859,622	4,395,222	4,349,171	0	-1.0%
Economic & Business Development	0	0	654,780	0	100.0%
Engineering & Infrastructure	20,673,925	19,269,547	20,751,753	0	7.7%
Human Relations	249,580	287,665	293,045	0	1.9%
<b>Total Expenditures</b>	<b>\$26,023,117</b>	<b>\$24,659,995</b>	<b>\$26,506,192</b>	<b>\$0</b>	<b>7.5%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$9,062,773	\$9,790,002	\$10,388,534	\$0	6.1%
Operating	2,723,659	3,008,751	3,128,624	0	4.0%
Contract Services	1,731,086	2,354,169	2,346,631	0	-0.3%
Capital Outlay	583,701	312,525	247,874	0	-20.7%
Transfers to Other Funds	10,304,093	7,648,578	8,601,591	0	12.5%
Debt Service	1,388,787	1,376,168	1,376,381	0	0.0%
Other Charges	229,018	169,802	416,557	0	145.3%
<b>Total Expenditures</b>	<b>\$26,023,117</b>	<b>\$24,659,995</b>	<b>\$26,506,192</b>	<b>\$0</b>	<b>7.5%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$4,169,962	\$4,246,750	\$3,684,847	\$0	-13.2%
Other General Fund Funding	12,548,281	12,761,648	15,075,825	0	18.1%
General Fund Subtotal	16,718,243	17,008,398	18,760,672	0	10.3%
Central Business Tax District	155,368	133,529	130,145	0	-2.5%
Parking Fund	369,141	430,605	444,515	0	3.2%
Stormwater Fund	8,780,365	7,087,463	7,170,860	0	1.2%
<b>Total Funding Sources</b>	<b>\$26,023,117</b>	<b>\$24,659,995</b>	<b>\$26,506,192</b>	<b>\$0</b>	<b>7.5%</b>

# Community Investment

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	<b>2012-13 Actual</b>	<b>2013-14 Original Budget</b>	<b>2014-15 Recommended Budget</b>	<b>2014-15 Adopted Budget</b>	<b>% Change vs 2013-14 Original Budget</b>
<b>Full-Time Equivalent Positions By Department</b>					
Community Development	2.7	2.7	2.7	0.0	0.0%
Development Services	47.5	47.0	52.0	0.0	10.6%
Economic & Business Development	0.0	0.0	4.0	0.0	100.0%
Engineering & Infrastructure	108.0	109.0	109.0	0.0	0.0%
Human Relations	3.0	3.0	3.0	0.0	0.0%
<b>Total Authorized FTEs</b>	<b>161.2</b>	<b>161.7</b>	<b>170.7</b>	<b>0.0</b>	<b>5.6%</b>

# Community Development

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## MISSION STATEMENT

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; and, 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.

## PROGRAM DESCRIPTIONS

### Community Development Administration

#### Purpose Statement:

This program involves the departmental management of programs funded through the General Fund and 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:

- Administered the CDBG and HOME grants federal entitlement programs
  - CDBG and HOME annual budget of \$3.1 Million in FY14 and projected annual budget of \$4.1 Million in FY15
- Met HUD compliance and reporting requirements
  - Annual Action Plan: Completed and submitted to HUD for the administration of the HOME and CDBG programs before the statutory deadline date of May 15
  - Consolidated Annual Performance Evaluation Report (CAPER): Completed for the HOME and CDBG programs before the statutory deadline of September 28
  - Quarterly departmental reports
  - Funding draws from the Federal Treasury
- Accurate and timely management of IDIS reporting
- Supported grant funded community development activities such as neighborhood resource centers, beautification grant program, street paving assessment fee assistance, and water and sewer fee assessment assistance
- Partnered and coordinated homeless programs and assistance to homeless shelters and service providers
- Will prepare the Five-Year Consolidated Plan

# Community Development

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## Community Investment Program

### 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:

- Administered community investment programs that assisted small businesses with loans and grants (Business Assistance Program, Façade Improvement Grant, Small Business Retention Grant and Small Business Development Grant)
- Coordinated activities in the downtown area, such as support for special events and assistance to downtown merchants
- Marketing and promotional activities for downtown to include, website development and maintenance, Facebook, Twitter, Instagram, quarterly informational newsletter and email market blasts
- Support for development of the Downtown Renaissance Plan
- Administered the Central Business Tax District budget to support downtown development
- Continued acquisition of Catalyst Site I properties
- Community engagement in targeted redevelopment areas

## Housing

### 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:

- Administered the Housing Rehabilitation and Acquisition and Demolition programs
- Partnered with community housing development organizations to construct affordable housing
- Partnered with a non-profit organization to provide homebuyer education



# Community Development

					%
	2012-13	2013-14	2014-15	2014-15	Change vs
	Actual	Original	Recommended	Adopted	2013-14
		Budget	Budget	Budget	Original
					Budget
<b>Expenditures by Program</b>					
Community Development Administration	N/A	N/A	\$96,686	\$0	N/A
Community Investment	N/A	N/A	273,772	0	N/A
Housing	N/A	N/A	86,985	0	N/A
<b>Total Expenditures</b>	<b>N/A</b>	<b>N/A</b>	<b>\$457,443</b>	<b>\$0</b>	<b>N/A</b>
<b>Expenditures by Type</b>					
Personnel Services	\$212,445	\$213,113	\$211,576	\$0	-0.7%
Operating	34,006	54,883	46,791	0	-14.7%
Contract Services	436,719	233,242	41,521	0	-82.2%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	554,313	206,323	121,985	0	-40.9%
Debt Service	0	0	0	0	0.0%
Other Charges	2,507	0	35,570	0	100.0%
<b>Total Expenditures</b>	<b>\$1,239,990</b>	<b>\$707,561</b>	<b>\$457,443</b>	<b>\$0</b>	<b>-35.3%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	1,084,622	574,032	327,298	0	-43.0%
General Fund Subtotal	1,084,622	574,032	327,298	0	-43.0%
Central Business Tax District	155,368	133,529	130,145	0	-2.5%
<b>Total Funding Sources</b>	<b>\$1,239,990</b>	<b>\$707,561</b>	<b>\$457,443</b>	<b>\$0</b>	<b>-35.3%</b>
<b>Full-Time Equivalent Positions</b>					
<b>By Department</b>					
<b>Total Authorized FTEs</b>	<b>2.7</b>	<b>2.7</b>	<b>2.7</b>	<b>0.0</b>	<b>0.0%</b>

# Community Development

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## BUDGET HIGHLIGHTS

- Grant-funded program and personnel expenses for 9.3 FTE's are not reflected in this budget
- Personnel includes \$4,052 for employee pay adjustments
- Operating includes \$20,000 for wreaths and replacement holiday lighting, and \$12,000 for advertising for the downtown district
- Contract Services includes \$25,000 for parking management and \$15,000 for legal services for loan foreclosures
- Tax grant-back agreements and other economic development activities have been moved to the new Economic and Business Development program, causing a reduction in contract services
- Transfers to Other Funds includes \$25,000 for architectural fees for the Dr. E.E. Smith House in the Hope VI Business Park, \$71,985 for the projected local match for the HOME Investment Partnership federal grant, and a \$25,000 transfer to the General Fund from the Central Business Tax District for financing costs associated with the Franklin Street parking deck
- Other Charges consists of \$28,125 for the Center for Economic Empowerment and Development agreement moved from Other Appropriations to Community Development, and \$6,945 to balance the Central Business Tax District revenues and expenditures

# Community Development

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## PROGRAMS AND PERFORMANCE MEASURES

### Community Development Administration

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General Fund \$96,686 / 1.2 FTEs

**City Goal:**

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

**Objective:**

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

**Key Performance Measures:**

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of federal grant reports completed per year	6	6	6
% of federal grant reports submitted by due date	100%	100%	100%
% of federal grant reports and draws submitted error free	100%	100%	100%
% of HOME funds meeting two year requirement	100%	100%	100%
CDBG meeting 1.5 timeliness test of spent funds by statutory deadline of 60 days prior to end of grantee's program year	Yes	Yes	Yes

### Community Investment Program

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General Fund \$143,627 / 1.5 FTEs

Central Business Tax District \$130,145 / 0 FTEs

**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.

# Community Development

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<b>Key Performance Measures:</b>	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of jobs retained or created for at least 12 months as a result of a grant or loan	49	50	50
# of loan and grant applications approved	20	21	24
% of remaining Catalyst Site I properties	74%	51%	0%

**Objective:**

To market and coordinate downtown development activities.

<b>Key Performance Measures:</b>	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of marketing promotions for downtown special events	19	23	25
% change in Downtown Facebook likes	N/A	10%	10%
% change in Twitter followers	N/A	5%	5%
% change in total social media reach	N/A	10%	10%

## Housing

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General Fund \$86,985 / 0 FTEs

**City Goal:**

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

**Objective:**

To increase the supply of affordable housing.

<b>Key Performance Measures:</b>	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of single family affordable housing units constructed in partnership with Community Housing Development Organizations (CHDOs)	9	13	10

**Objective:**

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

## Community Development

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**Key Performance Measures:**

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of units fully rehabilitated	15	20	20
# of units that were provided emergency repairs	137	145	220

**Objective:**

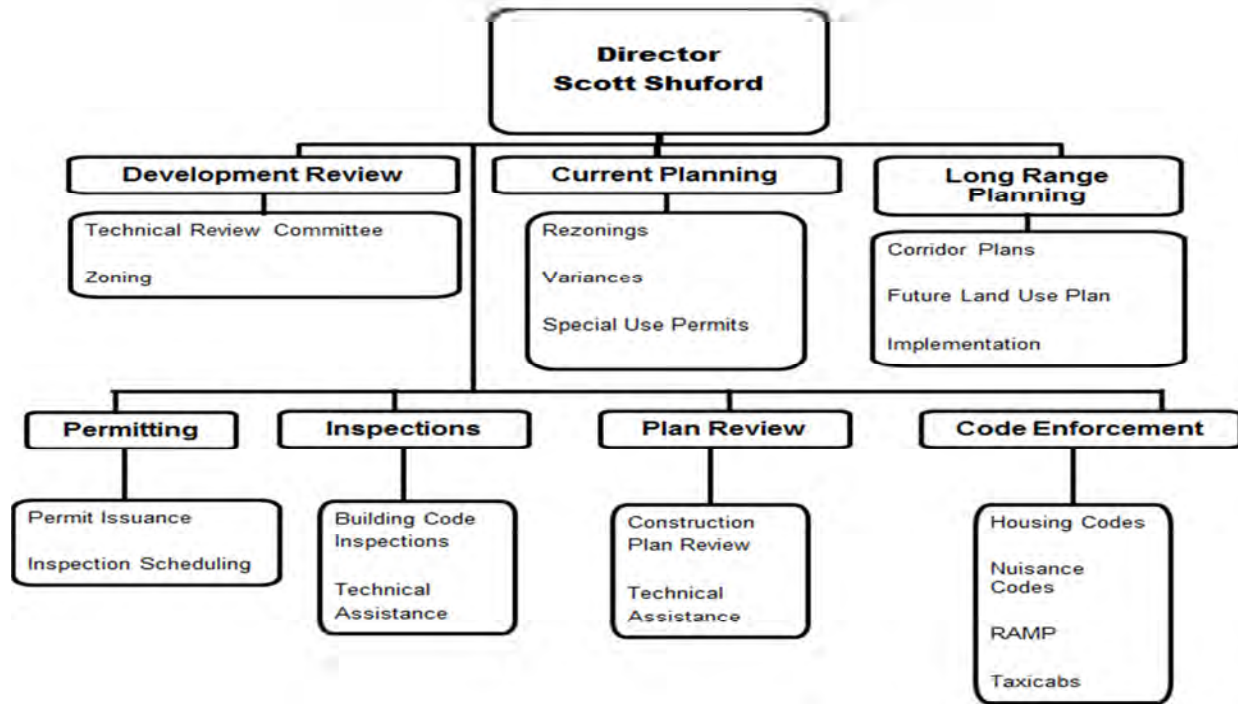
To increase homeownership opportunities through homebuyer education and counseling classes.

**Key Performance Measures:**

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of participants completing homebuyer education and counseling classes	166	200	200
# of homebuyer educational workshops offered	12	12	12

# Development Services

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## MISSION STATEMENT

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

## PROGRAM DESCRIPTIONS

### Current Planning

#### **Purpose Statement:**

Current Planning provides processing of 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 (and many other City operations) will be enhanced by the enCode 360 codification program which will enable real-time amendments to the City Code, including the UDO
- The program includes a GIS link that will prove very useful to customers
- One application for this GIS link will be the ability to quickly see precisely in the city where a proposed use is allowed to be located

### Development Review

#### **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 NCDOT.

#### **Highlights:**

- The City of Fayetteville is a statewide leader in site plan review facilitation
- We thank our partners in the development community for constructive advice allowing us to improve our process and reduce our timeliness

# Development Services

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## Enforcement

### **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:**

- Code enforcement productivity continues to rise
- CityWorks to assist in continuing the trend toward greater productivity

## Inspections

### **Purpose Statement:**

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

### **Highlights:**

- The CityWorks permitting program will add a greatly-enhanced level of customer transparency to the inspections process
- Customers will be able to check permit and inspection status online and receive alerts about inspections results

## Long-Range Planning

### **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.

### **Highlights:**

- City Council is considering an update to the 2010 Future Land Use Plan in FY 2015
- An additional senior planner position has been included in the recommended budget to staff that project

## Permitting

### **Purpose Statement:**

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



**Highlights:**

- Once the new CityWorks permitting program is fully operational, the Permitting operation will begin a major customer service initiative - central dispatch of building inspections
- CityWorks will enable inspectors to be dispatched from home, resulting in better efficiency
- Additional benefits include customers having only a single number to call to request inspections and enhanced tracking of inspector activity for greater accountability

**Plan Review****Purpose Statement:**

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

**Highlights:**

- This is an entirely-new program. It replaces inspector-provided plan review and will result in more consistent and timely reviews
- Provides more in-office information resources for our customers

# Development Services

	2012-13 Actual	2013-14 Original Budget	2014-15 Recommended Budget	2014-15 Adopted Budget	% Change vs 2013-14 Original Budget
<b>Expenditures by Program</b>					
Development Review	N/A	N/A	\$562,178	\$0	N/A
Current Planning	N/A	N/A	485,709	0	N/A
Long-Range Planning	N/A	N/A	39,377	0	N/A
Permitting	N/A	N/A	237,816	0	N/A
Inspections	N/A	N/A	1,319,373	0	N/A
Plan Review	N/A	N/A	252,280	0	N/A
Enforcement	N/A	N/A	1,452,438	0	N/A
<b>Total Expenditures</b>	<b>N/A</b>	<b>N/A</b>	<b>\$4,349,171</b>	<b>\$0</b>	<b>N/A</b>
<b>Expenditures by Type</b>					
Personnel Services	\$2,940,215	\$3,059,152	\$3,310,016	\$0	8.2%
Operating	309,448	398,799	323,056	0	-19.0%
Contract Services	352,331	658,846	677,605	0	2.8%
Capital Outlay	182,578	278,425	38,374	0	-86.2%
Transfers to Other Funds	71,273	0	0	0	0.0%
Debt Service	0	0	0	0	0.0%
Other Charges	3,777	0	120	0	0.0%
<b>Total Expenditures</b>	<b>\$3,859,622</b>	<b>\$4,395,222</b>	<b>\$4,349,171</b>	<b>\$0</b>	<b>-1.0%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$2,953,795	\$3,056,600	\$2,643,850	\$0	-13.5%
Other General Fund Funding	905,827	1,338,622	1,705,321	0	27.4%
General Fund Subtotal	3,859,622	4,395,222	4,349,171	0	-1.0%
<b>Total Funding Sources</b>	<b>\$3,859,622</b>	<b>\$4,395,222</b>	<b>\$4,349,171</b>	<b>\$0</b>	<b>-1.0%</b>
<b>Full-Time Equivalent Positions By Department</b>					
<b>Total Authorized FTEs</b>	<b>47.5</b>	<b>47.0</b>	<b>52.0</b>	<b>0.0</b>	<b>10.6%</b>

## Development Services

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### BUDGET HIGHLIGHTS

- Personnel reflects the addition of a plans reviewer position during fiscal year 2014; and, 2 building inspectors for enhanced customer service, 1 senior planner for the Development Review program, and 1 senior planner for staffing of the Long Range Planning program, all to be implemented January 1
- Also included in Personnel is \$52,343 for employee pay adjustments
- Operating costs include \$64,210 for vehicle maintenance and fuel, \$34,000 for official notices and other advertising, and \$60,835 in for employee training and development and local mileage reimbursements
- Contract Services includes \$110,000 for the Fayetteville Area Metropolitan Planning Organization, \$175,000 for residential lot cleanings and demolitions, and \$349,685 for 3 large commercial demolitions

# Development Services

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## PROGRAMS AND PERFORMANCE MEASURES

### Development Review

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General Fund \$562,178 / 6.2 FTEs

#### City Goal:

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

#### Objective:

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

#### Key Performance Measures:

	FY 2013	FY 2014 Estimated	FY 2015 Recommended
# of plot plans reviewed	N/A	N/A	TBD
# site plans reviewed	49	42	42
Average number of site plans reviewed by FTE	33	28	30
% of plot plans reviewed within established deadlines	N/A	N/A	TBD
% 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	TBD

### Current Planning

---

General Fund \$485,709 / 5.5 FTEs

#### 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.

## Development Services

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<b>Key Performance Measures:</b>	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of current planning cases	47	51	50
Average # of cases handled by FTE	23.5	25.5	25
% of staff recommendations accepted by the Board of Adjustment	80%	80%	85%
% of staff recommendations accepted by City Council	95%	95%	95%

### Long-Range Planning

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General Fund \$39,377 / 1.0 FTEs

#### 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>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of plans prepared	1	1	1
# of implementation actions accomplished	N/A	N/A	TBD
Average # of plans developed/managed by FTE	N/A	N/A	TBD
% of residents very satisfied or satisfied with overall preparedness to manage development and growth (Biennial Citizen Survey 2013)	32.1%	N/A	45%
% of plans prepared that are approved by elected officials	100%	100%	100%

### Permitting

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General Fund \$237,816 / 4.8 FTEs

#### City Goal:

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

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# Development Services

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## Objective:

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

## Key Performance Measures:

	FY 2013	FY 2014 Estimated	FY 2015 Recommended
Total # of permits issued	20,835	15,300	16,000
Average # of permits issued by FTE	6,945	5,100	5,333
Total permit fees collected	\$2,559,623	\$2,029,600	\$2,162,500
% of permits issued without error	N/A	N/A	TBD

## Inspections

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General Fund \$1,319,373 / 18.0 FTEs

## 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 citizens by ensuring that all construction meets the North Carolina Building Code through the performance of high quality inspections.

## Key Performance Measures:

	FY 2013	FY 2014 Estimated	FY 2015 Recommended
# of total inspections	67,503	63,000	65,000
# of supervisor quality control inspections	0	0	200
Average # of inspections per inspector per day	18.3	17.0	17.6
Average time between inspection request and inspection	N/A	N/A	TBD
% of all inspections passing supervisor quality control inspections	N/A	N/A	TBD
% of all inspections completed within established deadlines	N/A	N/A	TBD

## Plan Review

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General Fund \$252,280 / 2.8 FTEs

## City Goal:

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

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## Development Services

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**Objective:**

To achieve timely and accurate review of construction plans.

**Key Performance Measures:**

	FY 2013	FY 2014 Estimated	FY 2015 Recommended
# of construction plans reviewed	N/A	N/A	TBD
Average # of construction plans reviewed per FTE	N/A	N/A	TBD
% of construction plans reviewed within the established deadlines	N/A	N/A	TBD

**Enforcement**

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General Fund \$1,452,438 / 13.7 FTEs

**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.

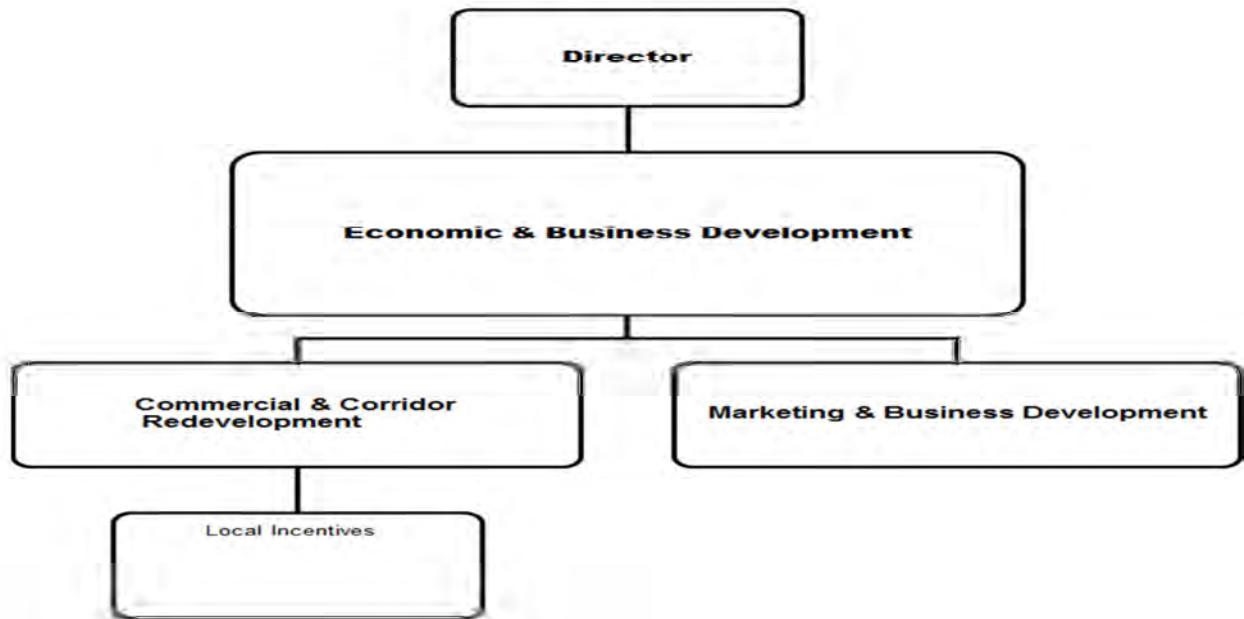
**Key Performance Measures:**

	FY 2013	FY 2014 Estimated	FY 2015 Recommended
# of violation cases	13,526	14,000	14,400
# of RAMP cases	7	11	9
# of demolition cases	110	65	65
Average # of days to conduct initial site inspection from receiving verifiable complaint	1	1	1
Average # of violation cases per FTE	1,505	1,550	1,600
% of residents satisfied with the overall enforcement of codes and ordinances (Biennial Citizen Survey 2013)	45.0%	N/A	50%
% of repeat offenders (Two or more cases per property within one year)	N/A	N/A	TBD
% of residents satisfied with the overall efforts to remove abandoned/inoperative vehicles (Biennial Citizen Survey 2013)	34%	N/A	48%

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# Economic & Business Development

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# Economic & Business Development

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## MISSION STATEMENT

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

## PROGRAM DESCRIPTIONS

### Economic Development

#### **Purpose Statement:**

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

#### **Highlights:**

- Recruit well-qualified staff for new department
- Complete economic impact analysis of Catalyst Site 1
- Develop a user-friendly and informative website
- Continue working with partners to expand economic opportunities in the city and region
- Develop and maintain an inventory of all commercial, retail and vacant properties within the city
- Develop an economic development strategy for the City

# Economic & Business Development

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	2012-13 Actual	2013-14 Original Budget	2014-15 Recommended Budget	2014-15 Adopted Budget	% Change vs 2013-14 Original Budget
<b>Expenditures by Program</b>					
Economic Development	N/A	N/A	\$654,780	\$0	N/A
<b>Total Expenditures</b>	<b>N/A</b>	<b>N/A</b>	<b>\$654,780</b>	<b>\$0</b>	<b>N/A</b>
<b>Expenditures by Type</b>					
Personnel Services	\$0	\$0	\$240,987	\$0	100.0%
Operating	0	0	74,935	0	100.0%
Contract Services	0	0	238,708	0	100.0%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	0	0	0	0	0.0%
Debt Service	0	0	0	0	0.0%
Other Charges	0	0	100,150	0	0.0%
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$654,780</b>	<b>\$0</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	654,780	0	100.0%
General Fund Subtotal	0	0	654,780	0	100.0%
<b>Total Funding Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$654,780</b>	<b>\$0</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>4.0</b>	<b>0.0</b>	<b>100.0%</b>

# Economic & Business Development

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## BUDGET HIGHLIGHTS

- Personnel reflects the transfer of a special projects director position which will be reclassified to a director of economic and business development, and the addition of an administrative assistant, a commercial redevelopment manager, and a marketing and business development manager
- Operating includes \$41,500 for furniture, computers and equipment to set up the new department, \$7,000 for travel and training, \$5,450 for photo copier services, \$5,000 for advertising, and \$3,500 for supplies
- Contract Services includes \$138,258 for three property tax grant-back incentive agreements and \$70,000 for the Goodyear incentive. These items were included in the Community Development budget in prior fiscal years
- Also included in Contract Services is \$30,000 to be used at the discretion of the department director
- Other Charges includes \$100,000 for the agreement with the Fayetteville Regional Chamber of Commerce for economic development services. Funding for this agreement was included in the Other Appropriations budget in prior fiscal years

# Economic & Business Development

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## PROGRAMS AND PERFORMANCE MEASURES

### Economic Development

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General Fund \$654,780 / 4.0 FTEs

**City Goal:**

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

**Objective:**

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

**Key Performance Measures:**

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of new commercial or retail enterprises located in the City	N/A	N/A	TBD

**Objective:**

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

**Key Performance Measures:**

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
Dollar amount of investment created through economic development efforts	N/A	N/A	TBD
Dollar amount of investment projected for Catalyst Site 1 through economic development efforts	N/A	N/A	TBD

**Objective:**

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

**Key Performance Measures:**

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of business clients assisted	N/A	N/A	TBD
# of business client referrals to partnering agencies	N/A	N/A	TBD

# Economic & Business Development

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**Objective:**

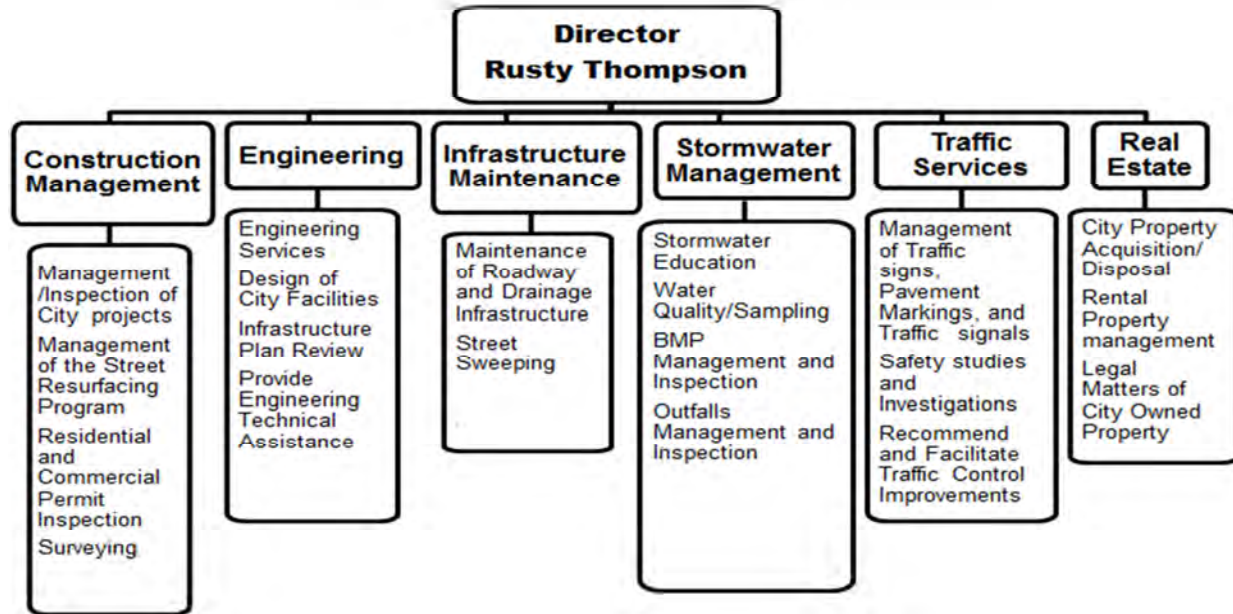
To continue to work collaboratively with our economic development partners to increase the economic prosperity of our citizens.

**Key Performance Measures:**

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of economic development projects worked on with local, state or national partners	N/A	N/A	TBD
# of jobs created	N/A	N/A	TBD

# Engineering & Infrastructure

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## MISSION STATEMENT

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

## PROGRAM DESCRIPTIONS

### Construction Management

#### **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:**

- Completion of sidewalks and trails has improved Fayetteville's walkability
- Completion of the Fort Bragg Road Rehabilitation

### Engineering

#### **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:**

- Implementation of CityWorks to improve transparency, reduce review times and plan review communications
- Completed design and provided engineering expertise for the McNeill drainage project
- Completed design for the Cape Fear River Trail and several sidewalk projects
- Met benchmark of 80% of all plans reviewed within 20 days

# Engineering & Infrastructure

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## Infrastructure Maintenance

### **Purpose Statement:**

This program manages the maintenance of all City streets, sidewalks and stormwater infrastructure. It provides safe and efficient traffic flow in the City through and immediate response to urgent maintenance requests and timely response to routine service requests. To project a positive image of the City, 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:**

- Continuous improvement of annual City street maintenance through goal setting
- Repaired a failed culvert at Ivy and Rogers with non-traditional construction techniques. This was significantly less expensive than the traditional option of complete replacement
- Completed cleaning the creeks and waterways obstructed from the tornado

## Real Estate

### **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
- Continue to work towards completion of the Catalyst Site 1 acquisition
- Successfully completed the North Carolina Certified Appraisal Training, Certified Real Estate training and state bar certification



## Stormwater Management

### **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 to National Pollutant Discharge Elimination System permit requirements and environmental regulations for the City of Fayetteville.

### **Highlights:**

- Received NPDES permit noting additional required processes
- Successfully passed annual NPDES audit from NCDENR and the EPA with no discrepancies

## Traffic Services

### **Purpose Statement:**

This program manages the installation and maintenance of transportation related infrastructure such as traffic signs, signals, 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 the City, the program conducts various traffic studies and investigations and recommends traffic control improvements.

### **Highlights:**

- Implemented a new technology using Bluetooth to improve traffic flow daily
- Developed a multimodal connectivity plan and identified next steps for funding and implementation
- Completed the spot prioritization process with NCDOT and FAMPO
- Applied for and received grants for sidewalks and the River Trail
- Completed the wayfinding signage project at the Airport and in the City

# Engineering & Infrastructure

	2012-13 Actual	2013-14 Original Budget	2014-15 Recommended Budget	2014-15 Adopted Budget	% Change vs 2013-14 Original Budget
<b>Expenditures by Program</b>					
Construction Management	N/A	N/A	\$5,418,243	\$0	N/A
Engineering	N/A	N/A	2,085,376	0	N/A
Real Estate	N/A	N/A	860,355	0	N/A
Stormwater Management	N/A	N/A	4,991,638	0	N/A
Infrastructure Maintenance	N/A	N/A	3,556,442	0	N/A
Traffic Services	N/A	N/A	2,657,249	0	N/A
Non-Program Expenditures	N/A	N/A	1,182,450	0	N/A
<b>Total Expenditures</b>	<b>N/A</b>	<b>N/A</b>	<b>\$20,751,753</b>	<b>\$0</b>	<b>N/A</b>
<b>Expenditures by Type</b>					
Personnel Services	\$5,681,610	\$6,282,441	\$6,379,764	\$0	1.5%
Operating	2,364,361	2,524,900	2,652,658	0	5.1%
Contract Services	941,504	1,446,881	1,385,597	0	-4.2%
Capital Outlay	401,123	34,100	209,500	0	514.4%
Transfers to Other Funds	9,678,507	7,442,255	8,479,606	0	13.9%
Debt Service	1,388,787	1,376,168	1,376,381	0	0.0%
Other Charges	218,033	162,802	268,247	0	64.8%
<b>Total Expenditures</b>	<b>\$20,673,925</b>	<b>\$19,269,547</b>	<b>\$20,751,753</b>	<b>\$0</b>	<b>7.7%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$1,203,471	\$1,175,000	\$1,020,997	\$0	-13.1%
Other General Fund Funding	10,320,948	10,576,479	12,115,381	0	14.6%
General Fund Subtotal	11,524,419	11,751,479	13,136,378	0	11.8%
Parking Fund	369,141	430,605	444,515	0	3.2%
Stormwater Fund	8,780,365	7,087,463	7,170,860	0	1.2%
<b>Total Funding Sources</b>	<b>\$20,673,925</b>	<b>\$19,269,547</b>	<b>\$20,751,753</b>	<b>\$0</b>	<b>7.7%</b>
<b>Full-Time Equivalent Positions By Department</b>					
<b>Total Authorized FTEs</b>	<b>108.0</b>	<b>109.0</b>	<b>109.0</b>	<b>0.0</b>	<b>0.0%</b>

## BUDGET HIGHLIGHTS

- Personnel includes \$112,472 for employee pay adjustments
- Sixteen authorized positions are frozen and unfunded, and not included in FTE counts
- Operating includes \$1,184,970 for vehicle maintenance and fuel, \$194,790 for streetlight utility costs and \$462,000 for supplies and materials for street maintenance, signals, signs and street marking
- Contract Services includes \$231,554 for downtown parking management, \$130,100 for traffic signal repairs and upgrades, \$255,000 for street and sidewalk repairs, \$110,000 for pavement marking and traffic calming devices, \$125,889 for bridge inspections, structural evaluations and environmental testing, \$75,000 for jet rodding and CCTV inspections 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 includes \$8,211,606 in funding for capital improvement projects and \$268,000 for stormwater equipment purchases. Significant projects include \$3,725,000 for street resurfacing, \$1,325,000 in street improvements and \$2,199,842 for stormwater drainage improvements. Additional information is provided on page J – 40
- Debt Service includes \$917,415 in debt service payments for the stormwater revenue bonds and state loans, and \$458,966 in debt service payments for the Festival Park Plaza building
- Other Charges includes \$185,887 in indirect costs allocated to the stormwater fund, and a \$75,000 HazMat cost redistribution
- Non-program expenditures reflect those costs not directly associated with any one program and include retiree benefits, indirect costs, cost redistribution, bond attorney fees, and stormwater debt service

# Engineering & Infrastructure

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## PROGRAMS AND PERFORMANCE MEASURES

### Construction Management

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General Fund \$5,418,243 / 12.4 FTEs

#### City Goal:

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

#### Objective:

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

#### Key Performance Measures:

	FY 2013	FY 2014 Estimated	FY 2015 Recommended
% of City streets rated 85 or better (Peer benchmark is 85%)	39%	42%	85%
Average cost of street construction per mile	\$187,000	\$224,500	\$192,000
Linear miles of new sidewalk constructed	4.6	4	4
# of miles resurfaced	15.4	14.3	20.2
Average cost of sidewalk construction per foot	\$23.76	\$29.96	\$30.00
% of construction projects completed within 85% -115% of contract budget	N/A	90%	92%

### Engineering

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General Fund \$2,085,376 / 8.2 FTEs

#### 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.

## Engineering & Infrastructure

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### Key Performance Measures:

	FY 2013	FY 2014 Estimated	FY 2015 Recommended
% of plan reviews completed in 20 days or less (Peer benchmark is 80%)	87%	90%	80%
% of designs passing Quality Control on initial review	N/A	70%	90%
# of plan reviews completed	62	40	60
# of projects designed	26	17	20
% of requests responded to within 1 business day	N/A	N/A	80%

### Real Estate

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General Fund \$860,355 / 3.0 FTEs

#### City Goal:

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

#### Objective:

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

### Key Performance Measures:

	FY 2013	FY 2014 Estimated	FY 2015 Recommended
# of properties acquired and/or disposed per FTE	32	42	45
# of properties leased or rented	26	25	28
% of properties acquired within schedule	N/A	90%	95%
# of properties acquired and/or disposed	121	140	153
Ratio of tax assessed value to actual sale value	N/A	80%	85%
% of title research requests completed in 10 days or less	N/A	90%	90%

### Stormwater Management

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Stormwater Fund \$4,991,638 / 29.8 FTEs

#### City Goal:

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

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# Engineering & Infrastructure

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**Objective:**

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

<b>Key Performance Measures:</b>	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of drainage concerns per 1,000 residents	3.4	3.36	3.5
% of routine drainage requests addressed within one month	N/A	N/A	75%
% of citizens very satisfied or satisfied with drainage of City streets (Biennial Citizen Survey 2013 data)	53.3%	N/A	58%

**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>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of samples collected and analyzed	300	1,000	2,300
# of pollution sources controlled	12	13	15
# of stormwater outreach participants	18,500	20,000	22,000
Average cost per sample for analysis	\$30.44	\$28.24	\$25.00
Average # of business days from request to investigation	2.0	1.6	1.4

**Infrastructure Maintenance**

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General Fund \$2,559,670 / 28.2 FTEs  
 Stormwater Fund \$996,772 / 8.0 FTEs

**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 safe and consistent roadways and sidewalks through effective preventative maintenance and timely response to resident requests.

## Engineering & Infrastructure

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<b>Key Performance Measures:</b>	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
Linear feet of crack seal material placed	131,000	75,000	88,000
# of curb lane miles swept	13,056	14,000	14,000
% of street repairs completed within three days	N/A	N/A	90%
Asphalt maintenance and repair service costs per capita	N/A	\$75	\$90

<b>Key Performance Measures:</b>	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
% of residents very satisfied or satisfied with the overall maintenance of City streets (Biennial Citizen Survey 2013)	38.5%	N/A	62%
% of residents very satisfied or satisfied with the overall condition of streets in their neighborhood (Biennial Citizen Survey 2013)	56.6%	N/A	60%
% of residents very satisfied or satisfied with the condition of sidewalks (Biennial Citizen Survey 2013)	41.1%	N/A	46%

**Objective:**

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

<b>Key Performance Measures:</b>	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of linear feet of creeks cleaned and inspected	N/A	20,000	20,000
# of inlets cleaned	N/A	500	550
# of curb lane miles swept	13,056	15,618	16,000
% of curb miles swept meeting municipal benchmark standard of 20 curb miles per FTE per day	N/A	60%	90%
% of citizens very satisfied or satisfied with cleanliness of stormwater drains and creeks in neighborhoods (Biennial Citizen Survey 2013)	45.6%	N/A	51%

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# Engineering & Infrastructure

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## Traffic Services

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General Fund \$2,212,734 / 19.4 FTEs

Parking Fund \$444,515 / 0 FTEs

### City Goal:

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

### Objective:

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

### Key Performance Measures:

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of sign and pavement marking related work orders completed	746	840	850
% of work orders completed within five working days	N/A	80%	90%

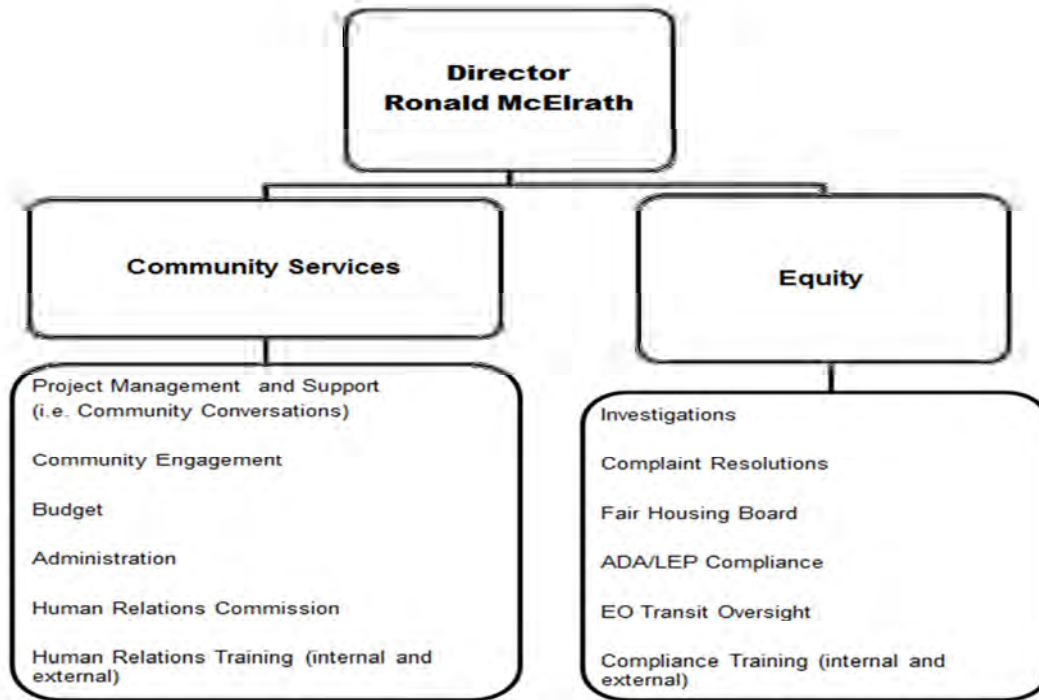
### Objective:

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

### Key Performance Measures:

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
% of traffic signal equipment inspected twice annually	N/A	85%	90%
% of signalized intersections requiring emergency repair	15%	15%	15%
# of traffic signals maintained	211	213	213
# of traffic signal intersection timings evaluated	94	97	100
% of signalized intersections that show improved level of service	5%	5%	5%
% of residents very satisfied or satisfied with the overall flow of traffic in the City (Biennial Citizen Survey 2013)	27.9%	N/A	53%
% of citizens very satisfied or satisfied with timing of traffic signals (Biennial Citizen Survey 2013)	42.2%	N/A	47%





# Human Relations

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## MISSION STATEMENT

The Human Relations Department's mission is to ensure compliance with civil rights laws and policies (Title II, VI, VII, Title VIII) for all persons and to promote equal opportunity and access in the City and in the County, inclusive of its local municipalities through an interlocal agreement. The Human Relations Department's mission is to receive, investigate and seek a resolution of complaints or charges of discrimination within the city, based on race, color, religion, national origin, ancestry, sex, disability and age.

## PROGRAM DESCRIPTIONS

### Community Services

#### **Purpose Statement:**

The Community Services Program is chiefly responsible for providing staff support for the 17 appointed members of the Fayetteville-Cumberland Human Relations Commission and the implementation of the City Ordinance 2.39. The Human Relations Commission sponsors an annual banquet, which recognizes people and organizations in the community that support human rights, equal opportunity and diversity. They also sponsor the Martin Luther King, Jr. Scholarship program. This program supports the City Council's strategic plan goal of Community Engagement with programs such as Community Conversations and Greater Fayetteville United.

#### **Highlights:**

- Held Community Conversations event in January 2014, which provided an opportunity for approximately 150 participants to engage in discussions that identified community concerns, issues and offered solutions
- The annual recognition banquet, held in March 2014 and attended by nearly 300 community leaders, recognized individuals and organizations that help to further the City's Human Relations goals
- Awarded the Martin Luther King, Jr. Scholarship to five outstanding Cumberland County students
- Provided courses for training and development for organizations, boards and commissions (i.e. United Way and CCAP Board etc.)
- Provided staff support for Greater Fayetteville United
- Served as only civilian member of the Fayetteville Police Department's Chain of Command Review Board

## Equity

### **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.

### **Highlights:**

- Served as Civil Rights Compliance Officer for the Transit department, as required by the Federal Transportation Administration
- Investigated unfair treatment and all equal opportunity access complaints
- Provided training and mediation to the City's workforce on equal opportunity and human relations matters
- Assisted with serious incident investigations
- Provided initiatives and consultations to improve the quality of life for service recipients
- Conducted several fair Housing and homebuyers workshops for citizens, housing providers and general public
- Resolved complaints in numerous areas including landlord/tenant, employment, and fair housing and assisted in conflict resolution in areas including Police/community relations
- Served as a faculty member of the City's Supervisory Operational Skills (S.O.S.) Certificate Program

# Human Relations

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	2012-13 Actual	2013-14 Original Budget	2014-15 Recommended Budget	2014-15 Adopted Budget	% Change vs 2013-14 Original Budget
<b>Expenditures by Program</b>					
Community Services	N/A	N/A	\$166,046	\$0	N/A
Equity	N/A	N/A	126,999	0	N/A
<b>Total Expenditures</b>	<b>N/A</b>	<b>N/A</b>	<b>\$293,045</b>	<b>\$0</b>	<b>N/A</b>
<b>Expenditures by Type</b>					
Personnel Services	\$228,503	\$235,296	\$246,191	\$0	4.6%
Operating	15,844	30,169	31,184	0	3.4%
Contract Services	532	15,200	3,200	0	-78.9%
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	4,701	7,000	12,470	0	78.1%
<b>Total Expenditures</b>	<b>\$249,580</b>	<b>\$287,665</b>	<b>\$293,045</b>	<b>\$0</b>	<b>1.9%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$12,696	\$15,150	\$20,000	\$0	32.0%
Other General Fund Funding	236,884	272,515	273,045	0	0.2%
General Fund Subtotal	249,580	287,665	293,045	0	1.9%
<b>Total Funding Sources</b>	<b>\$249,580</b>	<b>\$287,665</b>	<b>\$293,045</b>	<b>\$0</b>	<b>1.9%</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>0.0</b>	<b>0.0%</b>

## **BUDGET HIGHLIGHTS**

- Personnel includes \$4,597 for employee adjustments
- Operating includes \$14,230 for expenses for the annual banquet and \$5,000 for furniture and other items due to the department's relocation
- Contract Services includes \$3,000 for an Americans with Disabilities Act self-evaluation report
- Other Charges includes \$5,570 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
- The total of \$20,000 budgeted for the annual banquet is funded by projected by ticket sales and donations

# Human Relations

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## PROGRAMS AND PERFORMANCE MEASURES

### Community Services

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General Fund \$166,046 / 1.6 FTEs

**City Goal:**

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

**Objective:**

To increase the knowledge and understanding of multiculturalism and diversity through training and education.

**Key Performance Measures:**

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of educational events	N/A	24	26
# of participants trained	N/A	560	700
% of participant responses indicating a positive impact on performance in areas trained	N/A	85%	90%

**Objective:**

To provide various venues for community engagement in an effort for our community to become freer of discrimination and intolerance.

**Key Performance Measures:**

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of community engagement events	N/A	12	15
# of community engagement participants	N/A	140	160
% of community engagement participants that are very satisfied or satisfied with the results of the engagement process	N/A	80%	88%

### Equity

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General Fund \$126,999 / 1.4 FTEs

**City Goal:**

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

**Objective:**

To serve as a conduit for resolving issues of compliance (Fair Housing, ADA and LEP) and organizational conflict (equity and employment) in a fair, effective and efficient manner.

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## Human Relations

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**Key Performance Measures:**

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of fair housing service requests received	N/A	25	40
# of LEP service requests received	N/A	36	54
% of service requests for review that results in compliance with law	N/A	20	24
# of certifications of compliance reviewed and issued	N/A	22	28
# of ADA service requests received	N/A	12	15
# of equity and employment service requests received	N/A	35	36

**Objective:**

To increase the knowledge and understanding of fair housing, equal opportunity laws and regulation, ADA and LEP compliance.

**Key Performance Measures:**

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of LEP and ADA training and outreach events	N/A	12	16
# of fair housing and equal opportunity training and outreach events	N/A	4	10
# of participants trained	N/A	60	100
% of participant responses indicating a positive impact on performance in areas trained	N/A	85%	90%

# Human Relations

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# Section F

## Operations Portfolio

Portfolio Overview ..... F-2

Airport ..... F-4

Environmental Services ..... F-13

Fire & Emergency Management ..... F-23

Parks, Recreation & Maintenance ..... F-33

Police ..... F-43

Transit ..... F-55

# Operations

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					%
	2012-13	2013-14	2014-15	2014-15	Change vs
	Actual	Original	Recommended	Adopted	2013-14
		Budget	Budget	Budget	Original
					Budget
<b>Expenditures by Department</b>					
Airport	\$3,889,800	\$4,782,509	\$4,480,113	\$0	-6.3%
Environmental Services	10,851,311	10,412,904	10,833,161	0	4.0%
Fire & Emergency Management	24,387,394	24,823,433	24,425,396	0	-1.6%
Parks, Recreation & Maintenance	16,162,558	17,898,702	18,621,313	0	4.0%
Police	43,285,368	45,814,469	52,131,645	0	13.8%
Transit	6,291,606	7,285,811	8,009,215	0	9.9%
<b>Total Expenditures</b>	<b>\$104,868,037</b>	<b>\$111,017,828</b>	<b>\$118,500,843</b>	<b>\$0</b>	<b>6.7%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$73,331,958	\$78,055,140	\$80,370,348	\$0	3.0%
Operating	17,359,654	18,349,159	20,119,208	0	9.6%
Contract Services	4,182,600	4,362,178	5,315,588	0	21.9%
Capital Outlay	5,540,169	4,429,808	5,955,482	0	34.4%
Transfers to Other Funds	2,476,200	3,875,273	3,085,896	0	-20.4%
Debt Service	613,681	21,018	258,644	0	1130.6%
Other Charges	1,363,775	1,925,252	3,395,677	0	76.4%
<b>Total Expenditures</b>	<b>\$104,868,037</b>	<b>\$111,017,828</b>	<b>\$118,500,843</b>	<b>\$0</b>	<b>6.7%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$7,783,089	\$7,050,930	\$8,532,963	\$0	21.0%
Other General Fund Funding	83,408,358	80,613,980	85,754,062	0	6.4%
General Fund Subtotal	91,191,447	87,664,910	94,287,025	0	7.6%
Emergency Telephone System Fund	921,990	871,694	891,329	0	2.3%
Transit Fund	6,291,606	7,285,811	8,009,215	0	9.9%
Airport Fund	3,889,800	4,782,509	4,480,113	0	-6.3%
Environmental Services Fund	2,573,194	10,412,904	10,833,161	0	4.0%
<b>Total Funding Sources</b>	<b>\$104,868,037</b>	<b>\$111,017,828</b>	<b>\$118,500,843</b>	<b>\$0</b>	<b>6.7%</b>

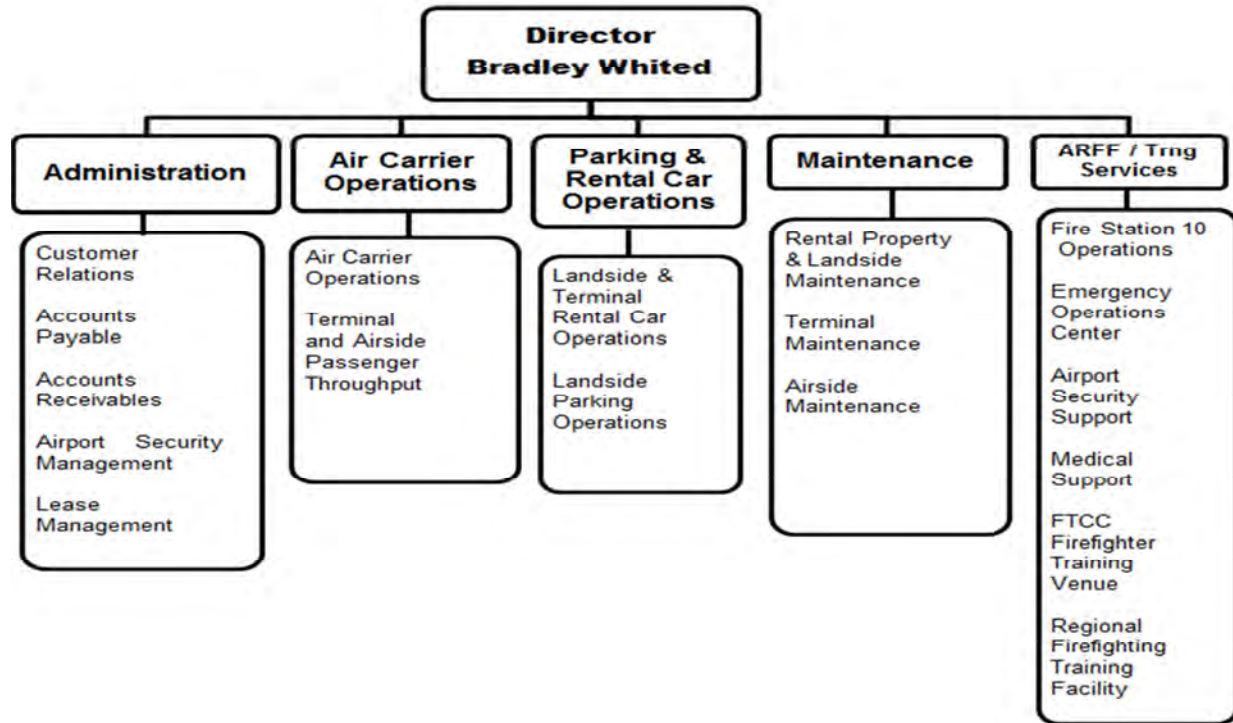
# Operations

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					% Change vs
	2012-13	2013-14	2014-15	2014-15	2013-14
	Actual	Original Budget	Recommended Budget	Adopted Budget	Original Budget
<b>Full-Time Equivalent Positions By Department</b>					
Airport	23.0	22.0	22.0	0.0	0.0%
Environmental Services	90.0	72.0	73.2	0.0	1.7%
Fire & Emergency Management	325.0	325.0	325.0	0.0	0.0%
Parks, Recreation & Maintenance	162.0	162.0	162.0	0.0	0.0%
Police	531.7	551.7	605.7	0.0	9.8%
Transit	92.5	96.5	102.5	0.0	6.2%
<b>Total Authorized FTE's</b>	<b>1,224.2</b>	<b>1,229.2</b>	<b>1,290.4</b>	<b>0.0</b>	<b>5.0%</b>

# Airport

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## MISSION STATEMENT

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

## PROGRAM DESCRIPTIONS

### Air Carrier Operations

#### **Purpose Statement:**

Air Carrier Operations involve the development of approved maintenance schedules for all building maintenance requirements. This program also involves the assignment of qualified senior skilled trades personnel and custodial staff, who perform maintenance and cleaning functions and inspect contracted work for adequacy and compliance with requirements. Air Carrier Operations develops special maintenance methods where necessary.

#### **Highlights:**

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

### Airport Administration

#### **Purpose Statement:**

Airport Administration coordinates with airline, general aviation, military tenants and the general public on the use of airport facilities and reviews tenant activities for compliance with terms of leases and other agreements. This section is also responsible for marketing, airport personnel and payroll management, and accounts receivable and payable management. It compiles and submits the Airport's annual budget. Interactions with regulating agencies such as Federal Aviation Administration, Transportation Security Administration and the North Carolina Department of Transportation - Division of Aviation are also effected through the Administrative program for grants initiation and management and law enforcement officer cost reimbursements.

#### **Highlights:**

- Compliance with federal and state aviation regulations
- Ensure tenant compliance with lease provisions
- Apply for and administer federal and state grants
- Management of accounts payable and accounts receivable
- Provide expertise to Airport Commission
- Administration of a five-year capital improvement plan
- Completion of a pre-design study for the terminal upgrade with planned design and Phase I construction in fiscal year 2015

# Airport

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## Airport Maintenance

### **Purpose Statement:**

Airport Maintenance manages the maintenance of facilities and infrastructure to support the landing and takeoff of commercial, general aviation and military fixed and rotary-winged aircraft. Pilot training, aircraft fueling, aircraft maintenance and avionics maintenance are handled by on-airfield full service and limited fixed base operators. The Airport also develops and maintains aircraft hangars of all types. There are currently 19 hangars in use and there are plans to build additional corporate and t-hangar units.

### **Highlights:**

- Effectiveness of this program reflects in the image that the flying public gets of the City of Fayetteville's only aerial port of embarkation and debarkation
- Maintenance of hangars for aviation tenants
- Support of civilian, military and commercial aircraft operations
- Provide aviation services via other contract services with limited and full service fixed-based operators

## Airport Rescue and Fire Fighting/Fire Training

### **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 of 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:**

- Primary support to aviation stakeholders as operations center for accidents/incidents
- Management of notices to airmen during unsafe and inclement weather conditions
- Control of operational costs

## **Parking and Rental Car Operation**

### **Purpose Statement:**

Primary functions within 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 includes the maintenance of seven residential rental properties and acreage purchased with Airport grant funds.

### **Highlights:**

- Provide long and short-term paid parking spaces
- Provide ready spaces and service areas for rental car tenants
- Rental car and parking operations provide two-thirds of Airport revenue



# Airport

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	2012-13 Actual	2013-14 Original Budget	2014-15 Recommended Budget	2014-15 Adopted Budget	% Change vs 2013-14 Original Budget
<b>Expenditures by Program</b>					
Airport Administration	N/A	N/A	\$671,846	\$0	N/A
Air Carrier Operations	N/A	N/A	1,472,525	0	N/A
Parking and Rental Car Operation	N/A	N/A	226,491	0	N/A
Airport Maintenance	N/A	N/A	385,281	0	N/A
ARFF/Fire Training Services	N/A	N/A	623,167	0	N/A
Non-Program Expenditures	N/A	N/A	1,100,803	0	N/A
<b>Total Expenditures</b>	<b>N/A</b>	<b>N/A</b>	<b>\$4,480,113</b>	<b>\$0</b>	<b>N/A</b>
<b>Expenditures by Type</b>					
Personnel Services	\$1,272,606	\$1,450,148	\$1,487,425	\$0	2.6%
Operating	1,211,184	1,246,296	1,189,665	0	-4.5%
Contract Services	88,090	109,192	137,195	0	25.6%
Capital Outlay	219,280	30,000	143,135	0	377.1%
Transfers to Other Funds	448,781	1,149,719	0	0	-100.0%
Debt Service	0	0	0	0	0.0%
Other Charges	649,859	797,154	1,522,693	0	91.0%
<b>Total Expenditures</b>	<b>\$3,889,800</b>	<b>\$4,782,509</b>	<b>\$4,480,113</b>	<b>\$0</b>	<b>-6.3%</b>
<b>Funding Sources</b>					
Airport Fund	3,889,800	4,782,509	4,480,113	0	-6.3%
<b>Total Funding Sources</b>	<b>\$3,889,800</b>	<b>\$4,782,509</b>	<b>\$4,480,113</b>	<b>\$0</b>	<b>-6.3%</b>
<b>Full-Time Equivalent Positions By Department</b>					
<b>Total Authorized FTEs</b>	<b>23.0</b>	<b>22.0</b>	<b>22.0</b>	<b>0.0</b>	<b>0.0%</b>

## BUDGET HIGHLIGHTS

- Personnel includes \$19,357 for employee pay adjustments
- Operating includes \$414,027 for utilities and stormwater fees, \$370,626 for maintenance of Airport facilities and equipment, and \$100,000 for advertising.
- Contract Services includes \$30,703 for technical consulting, \$10,000 for engineering and architect services, \$18,000 for landscaping services, and \$50,000 for a survey of rates and charges
- Other Charges includes \$460,691 for reimbursements to the General Fund for police services, \$210,567 for indirect cost allocations, and \$833,435 to balance the expenditure budget to projected revenues
- There are no planned transfers to the capital project fund budgeted due to federal approval to use 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 \$833,435 to balance to projected revenues

# Airport

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## PROGRAMS AND PERFORMANCE MEASURES

### Airport Administration

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Airport Fund \$671,846 / 5.0 FTEs

#### City Goal:

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

#### Objective:

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

#### Key Performance Measures:

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
Passenger Facility Charge revenue	\$1,500,000	\$1,000,000	\$1,000,000
Ratio of eligible PFC supported capital projects to non-PFC supported projects	87.4%	90%	90%

### Air Carrier Operations

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Airport Fund \$1,472,525 / 7.6 FTEs

#### 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 a 5% increase in overall customer satisfaction over the next fiscal year.

#### Key Performance Measures:

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of daily air carrier flights (inbound & outbound)	40	38	38
# of enplaned and deplaned passengers	485,053	446,249	446,249
# of retail and food customers	31,296	28,792	28,792
% change in total passengers per year	(4.5%)	(8.0%)	0%
% of satisfied customers (Fayetteville Regional Airport customer satisfaction survey ongoing)	60%	65%	70%

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## Parking and Rental Car Operation

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Airport Fund \$226,491 / 0.9 FTEs

### 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 build and maintain high quality infrastructure for parking that supports all functional services and provides excellent customer service.

### Key Performance Measures:

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of annual short and long-term parking customers	282,792	268,660	268,660
# of annual rental car customers	333,777	317,088	317,088
Average monthly change in rental car users	(4.8%)	(5.0%)	0%
Average monthly change in parking customers	(4.8%)	(5.0%)	0%
% change in annual parking revenue	(4.8%)	(5.0%)	0%
% change in annual rental car revenue	(0.3%)	0%	0%

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## Airport Maintenance

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Airport Fund \$385,281 / 2.5 FTEs

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

### Key Performance Measures:

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of landings and takeoffs	31,698	31,700	31,700
% of annual change in landings and takeoffs	.5%	0%	0%
% of residents very satisfied or satisfied with condition and usability of the Fayetteville Regional Airport (Biennial Citizen Survey 2013)	71.2%	N/A	76%

# Airport

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## Airport Rescue and Fire Fighting/Fire Training

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Airport Fund \$623,167 / 6.0 FTEs

### City Goal:

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

### Objective:

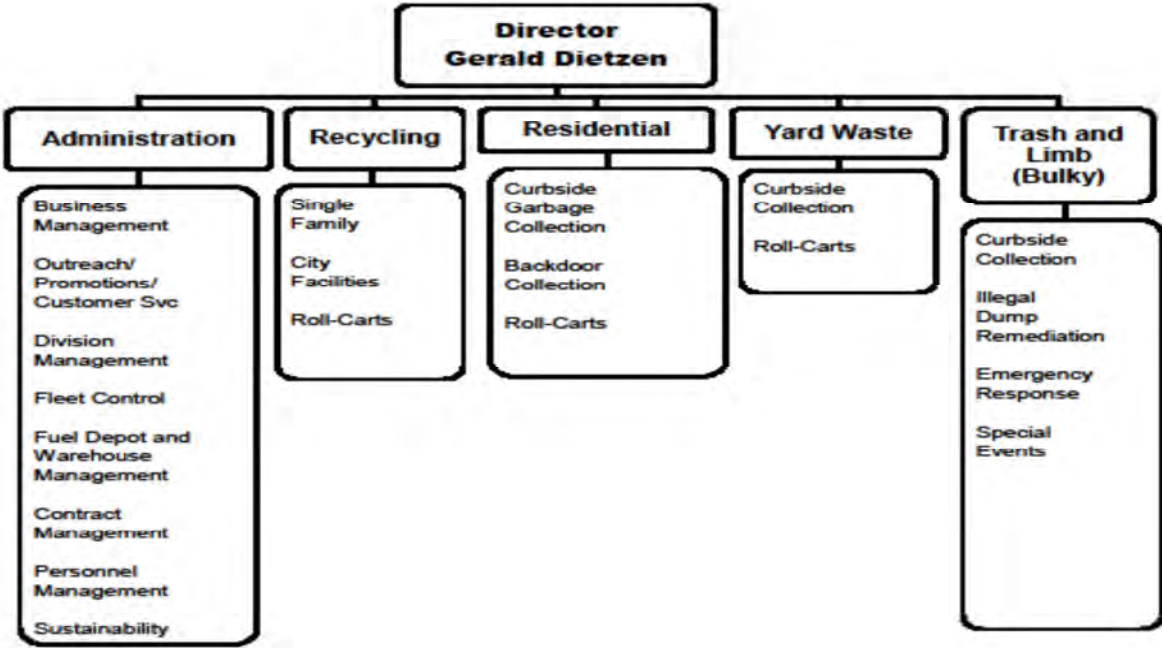
To achieve and maintain Federal Aviation Administration (FAA) compliance for the annual certification inspection and to promote the availability of the Firefighting Training Facility in an effort to improve the Airport's return on investment.

### Key Performance Measures:

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of safety deficiencies noted during annual FAA inspection	2	0	0
# of participants at Firefighting Training Facility	3,093	3,100	3,100
Average cost per fire training participant	\$27.22	\$27.00	\$27.00

# Environmental Services

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# Environmental Services

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## MISSION STATEMENT

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

## PROGRAM DESCRIPTIONS

### Bulky Item Collection

#### Purpose Statement:

The Bulky Item program collects all items placed curbside and generated by residents that will not fit in a cart or bag. Items include, but are not limited to, furniture, mattresses, limb piles, 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. This program is essential during weather related events, being the first responder to remove debris from the streets to clear the way for public safety vehicles to respond in a timely manner. The Bulky Item program mitigates illegal dumpsites throughout the city. For example, there were over 40 mitigated illegal dumpsites in March 2014. This program assists in collections for special events such as the Fayetteville Beautiful annual citywide cleanup, Cross Creek cleanup, the Dogwood Festival, the International Folk Festival and the All-American Marathon.

#### Highlights:

- The Bulky Item collection program received two replacement trucks with a larger capacity. The 40 cubic yard trucks replaced 20 cubic yard trucks. The larger capacity trucks have increased our daily capacity and improved customer response time
- This program provided standby equipment and operators for the ice storm in late January
- This program mitigates an average of 10 illegal dumpsites per week, helping keep Fayetteville clean and beautiful

### Environmental Services Administration

#### Purpose Statement:

Administration manages the resources in the department based upon best practices, to include specifying and purchasing equipment, routing of the trucks for efficiency, hiring and training personnel and developing and managing the annual departmental budget. Other program functions are managing the residential roll cart inventory and the City's fuel depot to make certain we have sufficient fuel daily by maintaining the citywide 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 weekly processing of applications, interviews, on-boarding new employees, mitigating complaints, processing notices of violations. Public relations, outreach programs, community watch meetings,

## Environmental Services

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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.

### **Highlights:**

- The Call Center transitioned out of Environmental Services in February 2014 and is now managed by Corporate Communications
- Implementing CityWorks software to replace our current work order program, MainTrac
- Adding on-board communications for the garbage trucks to provide real time information exchange and work order management

### **Recycling Collection**

#### **Purpose Statement:**

This environmentally valuable program consists of curbside residential collection of recyclables, collecting recycling from City-owned buildings and drop-off sites, and cart delivery and maintenance. Curbside recycling is provided through a vendor contract. The contract has been in place since July 2008, when the curbside program began. The contract is for five years with two two-year extensions, and is 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 5 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 10,327 tons of valuable commodities returning to the production stream to produce new products. By keeping this program viable, the City is extending the life of the Cumberland County Landfill.

#### **Highlights:**

- This program has continued to incrementally increase the amount of recycling collected each year
- This year, over 10,000 tons were collected yielding just over 16% diversion rate
- The County was recognized as being the fourth best county in the State in recycling this year. The City's curbside recycling program is a large contributor to this effort
- This year, we have developed an advertising campaign to promote recycling, litter awareness, as well as containerization of other debris
- Multi-family recycling improved slightly but continues to be less than expected



# Environmental Services

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## Residential Waste Collection

### **Purpose Statement:**

The residential waste collection program is responsible for daily pickup of curbside garbage generated by residents. This program manages the logistics for the daily operations of 18 garbage collection crews and associated equipment needed to serve a total of 60,527 residential households per week. This program includes first responders to quickly resolve collection related complaints in the field. The employees in this program strive to provide excellent customer service.

### **Highlights:**

- In FY14, four rear-loading garbage trucks were replaced with four automated side-loading trucks. These vehicles will increase capacity going forward
- 323 new collection points (single family households) have been added to date in FY14
- On board communications equipment for the trucks was approved for purchase in March to permit real time communications with the new software and the Customer Call Center
- Customer service will improve as these new tools are brought on line and personnel are trained

## Residential Yard Waste Collection

### **Purpose Statement:**

The residential yard waste collection program is responsible for daily pickup of containerized curbside yard and leaf debris generated by our residents. The program provides logistical support to manage 10 or 12 crews, depending upon the season, and the daily equipment needed to service a total of 60,527 residential households per week. This program manages resident complaints related to yard waste. The employees in this program use rear-loading trucks for collection. The program is impacted heavily in the fall due to leaf debris. The crews must complete all of their routes each day, even in inclement weather.

### **Highlights:**

- Served 60,250 residential single family households in FY13
- Collected 23,733.12 tons of yard and leaf debris in FY13. A similar amount is expected to be collected in FY14

## Environmental Services

	2012-13 Actual	2013-14 Original Budget	2014-15 Recommended Budget	2014-15 Adopted Budget	% Change vs 2013-14 Original Budget
<b>Expenditures by Program</b>					
Environmental Services Administration	N/A	N/A	\$924,993	\$0	N/A
Residential Waste Collection	N/A	N/A	4,051,159	0	N/A
Residential Yard Waste Collection	N/A	N/A	1,454,420	0	N/A
Bulky Item Collection	N/A	N/A	1,315,186	0	N/A
Recycling Collection	N/A	N/A	2,346,892	0	N/A
Non-Program Expenditures	N/A	N/A	740,511	0	N/A
<b>Total Expenditures</b>	<b>N/A</b>	<b>N/A</b>	<b>\$10,833,161</b>	<b>\$0</b>	<b>N/A</b>
<b>Expenditures by Type</b>					
Personnel Services	\$3,656,881	\$3,811,135	\$3,861,585	\$0	1.3%
Operating	2,425,783	2,587,550	2,652,707	0	2.5%
Contract Services	2,060,929	2,123,756	2,323,988	0	9.4%
Capital Outlay	1,393,205	1,155,000	1,337,000	0	15.8%
Transfers to Other Funds	803,641	366,000	52,000	0	-85.8%
Debt Service	498,710	0	142,003	0	100.0%
Other Charges	12,162	369,463	463,878	0	25.0%
<b>Total Expenditures</b>	<b>\$10,851,311</b>	<b>\$10,412,904</b>	<b>\$10,833,161</b>	<b>\$0</b>	<b>4.0%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$270,428	\$0	\$0		0.0%
Other General Fund Funding	8,007,689	0	0		0.0%
General Fund Subtotal	8,278,117	0	0		0.0%
Environmental Services Fund	2,573,194	10,412,904	10,833,161	0	4.0%
<b>Total Funding Sources</b>	<b>\$10,851,311</b>	<b>\$10,412,904</b>	<b>\$10,833,161</b>	<b>\$0</b>	<b>4.0%</b>
<b>Full-Time Equivalent Positions By Department</b>					
<b>Total Authorized FTEs</b>	<b>90.0</b>	<b>72.0</b>	<b>73.2</b>	<b>0.0</b>	<b>1.7%</b>

# Environmental Services

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## BUDGET HIGHLIGHTS

- Personnel reflects an increase of \$60,406 for employee pay adjustments, the addition of one routing administrator, and a \$76,000 reduction in temporary services due to efficiencies from the transition to automated collection trucks
- The efficiencies realized from the change to automated trucks will allow the staffing of crew for excess debris collection
- Operating includes \$434,082 for carts and replacement parts, and \$1,844,785 for fuel and vehicle maintenance
- Contract Services includes \$2,126,244 for contracted curbside recycling collection for an estimated 61,127 households and \$150,000 for a comprehensive solid waste study
- Transfers to Other Funds consists of a \$52,000 transfer to a capital project fund for an information technology improvement project (On Board Routing)
- Other Charges includes \$458,357 for an indirect cost allocation
- Non-program expenditures reflect those costs not directly associated with any one program and include retiree benefits, indirect costs, insurance and claim settlements and debt service
- Revenue projections reflect an annual solid waste fee of \$40 per household, an increase of \$2 from FY14
- Intergovernmental revenues include \$5 per household per year from Cumberland County totaling \$305,635, and \$117,000 state-shared solid waste disposal taxes

# Environmental Services

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## PROGRAMS AND PERFORMANCE MEASURES

### Environmental Services Administration

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Environmental Services Fund \$924,993 / 7.3 FTEs

#### City Goal:

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

#### Objective:

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

#### Key Performance Measures:

	FY 2013	FY 2014 Estimated	FY 2015 Recommended
# of work hours lost due to workplace injuries	342	224	213
Average # of training hours per employee	6.64	8.39	8.81
% work hours lost due to injuries per total FTEs	.0022	.0015	.0014
% of employees that are satisfied with overall communications within the City (Biennial Employee Survey 2013)	35.6%	N/A	51.6%
% of employees that rate morale and satisfaction as good (Biennial Employee Survey 2013)	43.2%	N/A	78.5%

### Residential Waste Collection

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Environmental Services Fund \$4,051,159 / 32.3 FTEs

#### 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 regular scheduled collection of municipal solid waste and to ensure adequate resources to complete the work.

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# Environmental Services

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<b>Key Performance Measures:</b>	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of tons of refuse collected annually	53,756	53,000	52,500
# of collection points serviced annually	60,250	60,527	61,127
# of tons of refuse collected per 1,000 collection points	892.22	881.00	867.00
Average collection cost per ton collected	\$65.84	\$53.92	\$61.53
# of service errors per 10,000 collection points	3.23	3.60	2.40
% of surveyed residents that are very satisfied or satisfied with solid waste collection services (Biennial Citizen Survey 2013)	76.4%	N/A	82%

## Residential Yard Waste Collection

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Environmental Services Fund \$1,454,420 / 22.0 FTEs

### 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>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of tons yard waste collected annually	22,903.37	20,862.48	23,300.00
# of collection points serviced annually	60,250	60,527	61,127
# of tons of yard waste collected per 1,000 collection points	393.91	395.00	395.00
% of surveyed residents that are very satisfied or satisfied with yard waste collection service (Biennial Citizen Survey 2013)	70.6%	N/A	72%
# of service errors per 10,000 collection points	N/A	5.5	5.0

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# Environmental Services

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## Bulky Item Collection

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Environmental Services Fund \$1,315,186 / 9.6 FTEs

### 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.

### Key Performance Measures:

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of tons of bulky items collected	48,903.37	52,049.48	53,090.46
# of collection points serviced	60,250	60,527	61,127
Average collection costs per ton collected	16.58	13.85	14.91
% of surveyed residents that are very satisfied or satisfied with bulky collection services (Biennial Citizen Survey 2013)	65.7%	N/A	68%
# of service errors per 10,000 collection points	N/A	5.5	5.0

## Recycling Collection

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Environmental Services Fund \$2,346,892 / 2.0 FTEs

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

### Key Performance Measures:

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of recycling tons collected per year	10,124.62	10,327.11	10,533.65
# of collection points serviced annually	60,250	60,527	61,127
Average collection cost per ton collected	\$251	\$256	\$261

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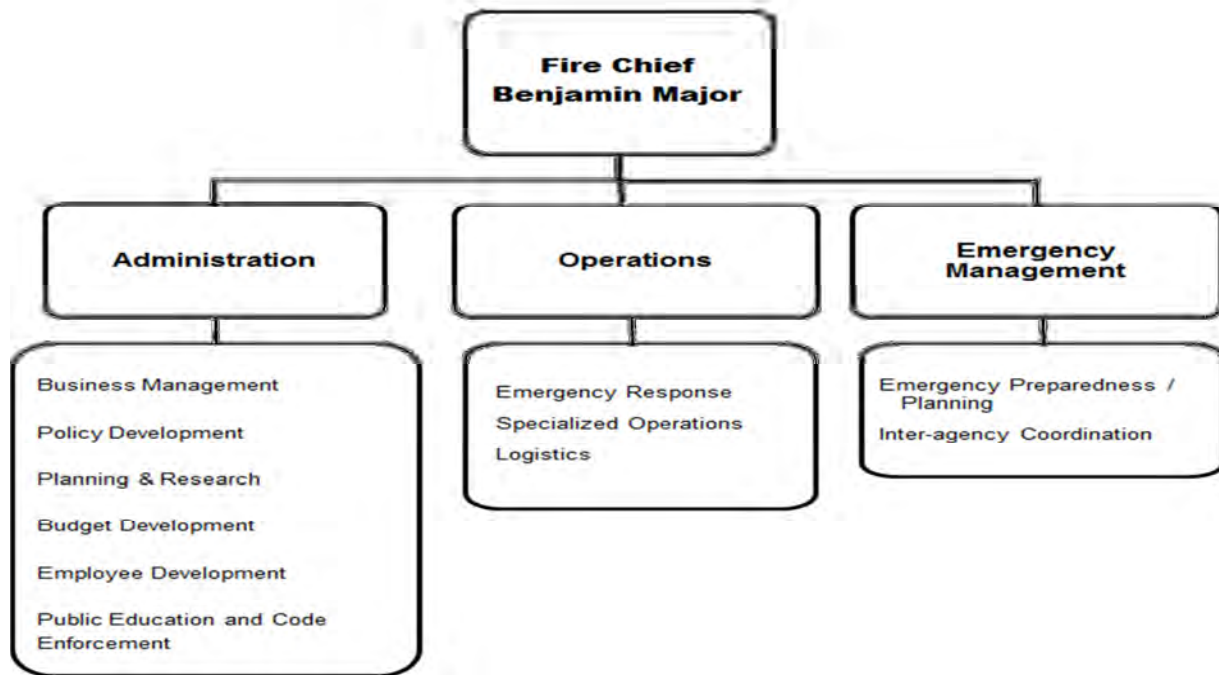
# Environmental Services

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<b>Key Performance Measures:</b>	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of service errors per 10,000 collection points	4.85	4.50	4.00
% of community set-out rate (% of households setting out carts for weekly collection)	70%	70%	70%
Diversion rate (# of tons recycled as % of total tons of refuse and recyclables)	16.10%	16.31%	16.71%
% of surveyed residents very satisfied or satisfied with recycling services (Biennial Citizen Survey 2013)	77.9%	N/A	78%

# Fire and Emergency Management

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# Fire and Emergency Management

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## MISSION STATEMENT

The Fayetteville Fire/Emergency Management Department is committed to the preservation of life, property and the environment 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 DESCRIPTIONS

### Community Risk Reduction

#### **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. 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, reducing the impacts of fire in the community. The role of the Public Education Officer has been expanded, resulting in increased coordination efforts with other agencies. Successes include:

- 500 smoke detectors have been installed in identified high risk areas since inception of the smoke detector program
- An increase in residential inspections not mandated by law
- Implementation of hazard risk assessment program for high risk occupancies

### Emergency Management

#### **Purpose Statement:**

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

#### **Highlights:**

Current year successes of the Emergency Management program include:

- An update of the City's Emergency Operations Plan. The plan was last updated in 2011
- Several exercises have been conducted involving multiple departments and outside agencies
- Improved coordination and collaboration with outside agencies and organizations

# Fire and Emergency Management

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## Emergency Response Services

### **Purpose Statement:**

Emergency Response Services seeks to provide 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 the City, but are extended throughout the state of North Carolina under automatic aid, mutual aid and contractual agreements.

### **Highlights:**

- The department responded to 27,642 calls for service in 2013
- Response data indicates a decrease in Rescue/EMS responses contributed to a change in how we respond to medical facilities with properly trained staff

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

- Fire loss not to exceed 5% of total property value
- 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 Administration, Planning and Research

### **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.

### **Highlights:**

- The department achieved accreditation status in August 2011
- An Annual Compliance Report (ACR) is submitted each year for review to allow the department to maintain its accreditation status. Our ACR was approved in October 2012 and 2013
- Anticipate the 2014 ACR to be accepted and approved in October of this year
- Two phases of a re-structuring process of the department were completed to better accommodate management of divisions and programs to help reach set goals

# Fire and Emergency Management

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## Fire Training and Development

### **Purpose Statement:**

Training and Development 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 fire fighters 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:**

- 327 of the 331 personnel on the department have multiple job related certifications. 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
- The Fayetteville Fire Department sets the following training standards:
  - 18 hours annually per member to be conducted at the department's training facility
  - 16 hours monthly per member (192 annually) of company level 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
  - 50 hours per new driver of Driver Operator training
  - 240 hours of recruit training for new hires
- A 17-week firefighter recruit academy successfully graduated 15 new firefighters to fill vacancies
- Completion of a Captains' Promotional Process, resulting in the promotion of fire captains during the current year

# Fire and Emergency Management

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					%
	2012-13 Actual	2013-14 Original Budget	2014-15 Recommended Budget	2014-15 Adopted Budget	Change vs 2013-14 Original Budget
<b>Expenditures by Program</b>					
Community Risk Reduction	N/A	N/A	\$766,660	\$0	N/A
Emergency Management	N/A	N/A	94,491	0	N/A
Emergency Response Services	N/A	N/A	22,256,417	0	N/A
Fire Planning & Research	N/A	N/A	1,025,734	0	N/A
Fire Training & Development	N/A	N/A	282,094	0	N/A
<b>Total Expenditures</b>	<b>N/A</b>	<b>N/A</b>	<b>\$24,425,396</b>	<b>\$0</b>	<b>N/A</b>
<b>Expenditures by Type</b>					
Personnel Services	\$19,741,733	\$20,597,205	\$20,618,747	\$0	0.1%
Operating	2,022,270	2,186,174	2,181,890	0	-0.2%
Contract Services	585,353	662,757	701,987	0	5.9%
Capital Outlay	1,958,785	1,344,026	709,000	0	-47.2%
Transfers to Other Funds	994	33,627	204,111	0	507.0%
Debt Service	78,779	0	0	0	0.0%
Other Charges	(520)	(356)	9,661	0	2813.8%
<b>Total Expenditures</b>	<b>\$24,387,394</b>	<b>\$24,823,433</b>	<b>\$24,425,396</b>	<b>\$0</b>	<b>-1.6%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$1,153,521	\$927,779	\$866,867	\$0	-6.6%
Other General Fund Funding	23,233,873	23,895,654	23,558,529	0	-1.4%
General Fund Subtotal	24,387,394	24,823,433	24,425,396	0	-1.6%
<b>Total Funding Sources</b>	<b>\$24,387,394</b>	<b>\$24,823,433</b>	<b>\$24,425,396</b>	<b>\$0</b>	<b>-1.6%</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>0.0</b>	<b>0.0%</b>

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# Fire and Emergency Management

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## BUDGET HIGHLIGHTS

- Personnel includes \$383,039 for employee pay adjustments
- Operating includes expenditures to operate 16 fire stations and \$930,356 for vehicle maintenance and fuel
- Contract Services includes \$579,825 for payments to volunteer fire departments for contracted fire protection
- Transfers to Other Funds include \$124,111 for a notification/paging system and \$80,000 for renovations of a temporary station
- Other Charges includes an indirect cost allocation of \$78,721 for HazMat operations offset by a \$75,000 allocation of HazMat costs to the Stormwater Fund

# Fire and Emergency Management

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## PROGRAMS AND PERFORMANCE MEASURES

### Community Risk Reduction

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General Fund \$766,660 / 10.0 FTEs

#### City Goal:

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

#### Objective:

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

#### Key Performance Measures:

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of inspections conducted annually	5,810	5,400	5,535
Average # of inspections conducted per fire inspector	667	700	725
% change in fire incidents occurring in inspectable occupancies	N/A	N/A	TBD
% of residents very satisfied or satisfied with enforcement of fire code (Biennial Citizen Survey 2013)	65.2%	N/A	70%

#### Objective:

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

#### Key Performance Measures:

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of scheduled public education events (outreach efforts)	671	700	721
# of cooking fires (#1 cause of residential fires in jurisdiction)	98	95	90
% change in cooking related fires	(13%)	(3%)	(5%)
% of residents very satisfied or satisfied with City efforts to prevent fires (Biennial Citizen Survey 2013)	65.2%	N/A	67%

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# Fire and 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.

**Key Performance Measures:**

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of smoke detectors installed annually	359	500	550
# of incidents in which smoke detectors provided early notification	60	100	150

**Emergency Management**

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General Fund \$94,491 / 1.0 FTEs

**City Goal:**

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

**Objective:**

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

**Key Performance Measures:**

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
% of departmental plans reviewed and maintained annually	0%	100%	100%
% of the departmental plans tested annually	42%	50%	75%

**Objective:**

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

**Key Performance Measures:**

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
% of eligible employees trained on NIMS	N/A	N/A	100%

# Fire and Emergency Management

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## Emergency Response Services

General Fund \$22,256,417 / 301.0 FTEs

**City Goal:**

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

**Objective:**

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

**Key Performance Measures:**

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of emergency calls responded to per year	27,642	28,000	29,500
# of emergency calls per 1000 population	1.3	1.3	1.4
% of compliance with adopted Standard of Coverage and the Center for Public Safety Excellence	88.16%	90.28%	91.01%
% of residents very satisfied or satisfied with the overall quality of fire protection and rescue services (Biennial Citizen Survey 2013)	85.6%	N/A	90%

**Objective:**

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

**Key Performance Measures:**

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of fire incidents responded to annually	7,666	8,085	8,300
# of calls where fire was confined to the room of origin	111	120	110
Average dollar loss/save ratio	89%	90%	93%

**Objective:**

To maintain an average response time to cardiac incidents at or below 4 minutes in order to achieve a 1% annual increase in the survival rate for cardiac arrest patients.

**Key Performance Measures:**

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of cardiac/respiratory arrests	162	170	150
Average response time to cardiac response incidents	4m, 10s	4m, 5s	4 min
Survival rate of cardiac arrest patients	N/A	N/A	TBD



# Fire and Emergency Management

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## Fire Administration, Planning and Research

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General Fund \$1,025,734 / 10.0 FTEs

### 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 2 Rating.

### Key Performance Measures:

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of policies and procedures reviewed	103	103	103
% of requirements/performance measures met for ISO Classification Rating	100%	100%	100%
% of performance measurements met for re-accreditation	100%	100%	100%

## Fire Training and Development

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General Fund \$282,094 / 3.0 FTEs

### City Goal:

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

### Objective:

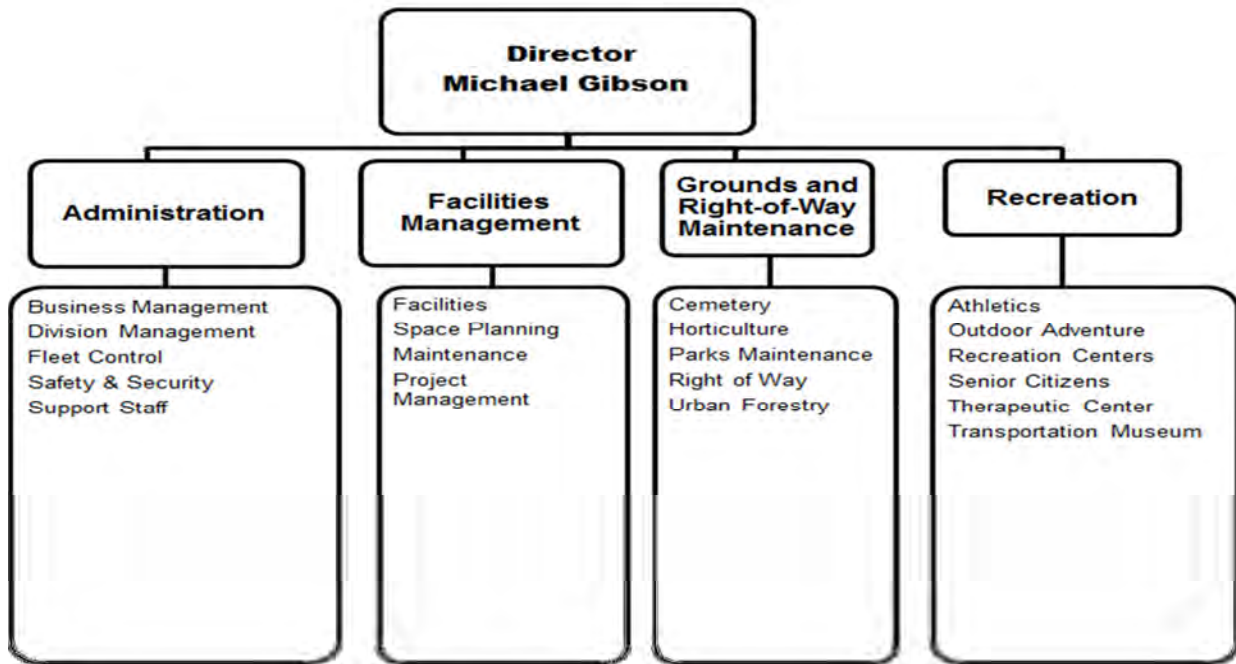
To evaluate training needs annually and develop training plans to ensure all firefighters demonstrate the knowledge and skills necessary to function safely and effectively on emergency scenes and to ensure that employees are able to perform the tasks assigned.

### Key Performance Measures:

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of required training hours	N/A	N/A	TBD
% of personnel in compliance with internal training and development plan	100%	100%	100%

# Parks, Recreation & Maintenance

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# Parks, Recreation & Maintenance

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## MISSION STATEMENT

Parks, Recreation and Maintenance provides quality and affordable parks and recreation facilities and programs for youth, special populations and adults throughout Fayetteville and Cumberland County, improves the City's appearance and provides quality City-owned buildings and facilities.

## PROGRAM DESCRIPTIONS

### Facilities Management

#### **Purpose Statement:**

The Facilities Management program is responsible for providing daily routine and emergency repairs, and preventative maintenance to all City-owned facilities, and oversees office relocations.

#### **Highlights:**

- Currently coordinating the relocation of several offices from City Hall to the Festival Park Plaza building
- Securing plans to renovate City Hall offices on the first, second and third floors

### Grounds and Right-of-Way Maintenance

#### **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, beautiful parks through the maintenance and repair of parks, play units, trails, ball fields, recreation center landscape, downtown landscape, greenways, fountains, pool and splash pad. 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.

#### **Highlights:**

- Linear Park Trail connected to the Cape Fear River by two bridges.
- The plaza surrounding the Lafayette Statue at Cross Creek Park was completed.
- The right-of-way litter crew was re-instated
- On-line services developed so citizens can volunteer for the Fayetteville Beautiful Program
- \$15,000 grant was received from the NC Forest Service to develop a tree inventory in FY2014

# Parks, Recreation & Maintenance

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## Parks Administration

### 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.

## Recreation

### 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:

- Implemented online services for recreation program registration in FY 2014
- In FY 2013, 404 room rentals were made by the general public for a variety of functions
- Tokay Senior Fitness Center had a total attendance of 36,995 with an average daily participation of 149 in FY 2013
- In FY 2013, 17 athletic tournaments were hosted, 449 teams participated and an estimated \$4,026,737 of economic impact was produced as a result
- Received \$15,000 from Cumberland County Tourism Development Authority in FY2014 to market Christmas in the Park

# Parks, Recreation & Maintenance

	2012-13 Actual	2013-14 Original Budget	2014-15 Recommended Budget	2014-15 Adopted Budget	% Change vs 2013-14 Original Budget
<b>Expenditures by Program</b>					
Recreation	N/A	N/A	\$5,111,201	\$0	N/A
Grounds and Right-of-Way Maintenance	N/A	N/A	6,808,634	0	N/A
Facilities Management	N/A	N/A	3,482,985	0	N/A
Parks Administration	N/A	N/A	2,638,199	0	N/A
Non-Program Expenditures	N/A	N/A	580,294	0	N/A
<b>Total Expenditures</b>	<b>N/A</b>	<b>N/A</b>	<b>\$18,621,313</b>	<b>\$0</b>	<b>N/A</b>
<b>Expenditures by Type</b>					
Personnel Services	\$8,997,001	\$9,577,736	\$9,711,229	\$0	1.4%
Operating	4,382,694	4,614,558	4,640,272	0	0.6%
Contract Services	923,695	932,865	1,016,895	0	9.0%
Capital Outlay	498,030	342,500	553,500	0	61.6%
Transfers to Other Funds	1,172,872	2,288,102	1,803,500	0	-21.2%
Debt Service	15,181	0	0	0	0.0%
Other Charges	173,085	142,941	895,917	0	526.8%
<b>Total Expenditures</b>	<b>\$16,162,558</b>	<b>\$17,898,702</b>	<b>\$18,621,313</b>	<b>\$0</b>	<b>4.0%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$5,164,708	\$4,940,895	\$5,652,229	\$0	14.4%
Other General Fund Funding	10,997,850	12,957,807	12,969,084	0	0.1%
General Fund Subtotal	16,162,558	17,898,702	18,621,313	0	4.0%
<b>Total Funding Sources</b>	<b>\$16,162,558</b>	<b>\$17,898,702</b>	<b>\$18,621,313</b>	<b>\$0</b>	<b>4.0%</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>0.0</b>	<b>0.0%</b>

# Parks, Recreation & Maintenance

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## BUDGET HIGHLIGHTS

- Personnel includes \$153,063 for employee pay adjustments
- Operating includes \$1,213,160 for utilities and \$1,445,534 for vehicle fuel and maintenance
- Contract Services includes \$205,000 for recreation program instructor services, \$220,000 for sports officiating services and \$113,100 for alarm monitoring
- Transfers to Other Funds reflects funding for four capital improvement projects for building maintenance and renovations, and 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. This funding had previously been included in the Other Appropriations budget
- Other Charges also includes \$569,667 to balance projected expenditures for the County District to total projected District revenues of \$4,303,656
- Non-Program expenditures reflect costs not directly associated with program operations and includes retiree benefits and the \$569,667 projected to balance District expenditures to projected District revenues
- General Fund Functional Revenues include participant fees and rental fees for parks and recreation centers, and recreation tax proceeds from the County and Eastover

# Parks, Recreation & Maintenance

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## PROGRAMS AND PERFORMANCE MEASURES

### Recreation

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General Fund \$5,111,201 / 55.0 FTEs

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

#### Key Performance Measures:

	FY 2013	FY 2014 Estimated	FY 2015 Recommended
# of recreation centers	18	18	18
# of recreation programs offered	1,045	1,098	1,153
# of recreation participants registered	11,710	12,881	14,169
Average # of FTEs assigned per recreation center	2	2	2
Average # of registrations per program	11	12	13
Average cost per recreation participant	\$39	\$39	\$39
% change in overall participation in programs at recreation centers	N/A	N/A	TBD
% of residents very satisfied or satisfied with the overall quality of Parks and Recreation facilities and programs (Biennial Citizen Survey 2013)	61.1%	N/A	65%
% of available recreation registrations that are occupied	N/A	N/A	TBD
% of residents very satisfied or satisfied with the availability of swimming pools (Biennial Citizen Survey 2013)	28.9%	N/A	43%

#### Objective:

To offer effective Therapeutic Recreation (TR) programs for seniors and special needs youth and adults.

## Parks, Recreation & Maintenance

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<b>Key Performance Measures:</b>	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of therapeutic programs offered	1,062	1,115	1,171
# of therapeutic participants registered	18,626	19,557	20,535
Average # of FTEs assigned to therapeutic program	3	3	3
Average # of therapeutic registrations per program	18	20	22
Average cost per therapeutic participant	\$23	\$23	\$23
% increase in participation in therapeutic programs	N/A	N/A	10%

**Objective:**

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

<b>Key Performance Measures:</b>	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of athletic programs offered	621	652	685
# of athletic participants	11,151	11,709	12,294
Average # of FTEs assigned to athletic program	6	6	6
Average # of registrations per athletic program	18	28	42
Average cost per athletic participant	\$23	\$23	\$23
% increase in overall athletic participation	N/A	N/A	10%
% increase in the # of new athletic programs offered	N/A	N/A	TBD

### Grounds and Right-of-Way Maintenance

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General Fund \$6,808,634 / 73.0 FTEs

**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 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, college and university campuses and government grounds.

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## Parks, Recreation & Maintenance

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<b>Key Performance Measures:</b>	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of recreation centers	18	18	18
# of athletic fields	112	112	112
Average # of recreation site visits per month	4	4	4
Average # FTEs per recreation site visit	16	16	16
Average # of FTEs per athletic field visit	12	12	12
% of recreation centers achieving Level 1 standard	NA	NA	95%
% of athletic fields achieving Level 1 standard	NA	NA	95%
Average # of athletic field site visits per month	5	5	5
% of residents very satisfied or satisfied with the overall quality and condition of City parks and recreation facilities (Biennial Citizen Survey 2013)	65.70%	N/A	73%

### 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>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of parks	101	101	102
Average # of park site visits per month	4	4	4
Average # of FTEs per park site visit	25	25	25
% of park sites achieving Level 2 standard	NA	NA	95%
% of residents very satisfied or satisfied with the overall quality and condition of greenways and trails in the City (Biennial Citizen Survey 2013)	62%	NA	63%

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# Parks, Recreation & Maintenance

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**Objective:**

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

**Key Performance Measures:**

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</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
Cost per mile to maintain	\$18	\$18	\$18
% of right-of-way achieving Level 3 standard	NA	NA	95%

**Facilities Management**

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General Fund \$3,482,985 / 18.0 FTEs

**City Goal:**

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

**Objective:**

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

**Key Performance Measures:**

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of facilities receiving monthly maintenance service	104	104	104
Average # of work orders per month	170	170	170
Average # of maintenance inspections per month	16	16	16

**Objective:**

To provide preventative maintenance on equipment such as roofs, HVAC, interior, exterior water fountains, ice machines, washer/dryers, hot water heaters, dishwashers, stoves/ranges.

# Parks, Recreation & Maintenance

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<b>Key Performance Measures:</b>	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of scheduled PM checks	220	220	220
# of work orders	N/A	N/A	TBD
% of work orders closed within one month	NA	NA	TBD

## Parks Administration

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General Fund \$2,638,199 / 16.0 FTEs

### 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 financial, programmatic and work order systems.

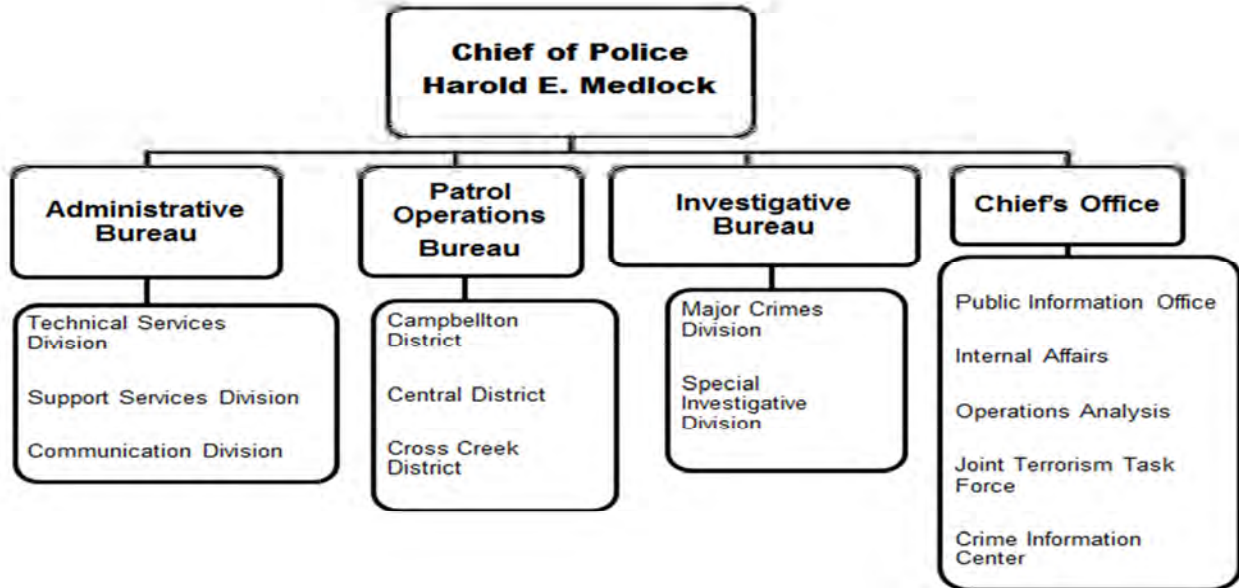
<b>Key Performance Measures:</b>	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of annual JD Edwards accounts payable entries	16,700	NA	TBD
# of FTEs assigned to accounts payable	4	4	4
% of accounts payable accuracy	NA	NA	90%

### Objective:

To ensure that Parks and Recreation's facilities are safe with a goal of reducing preventable employee accidents and safety incidents that are harmful to the general public.

<b>Key Performance Measures:</b>	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of parks and recreation sites	27	27	27
# of employee accidents/injuries claims	18	18	18
# of citizen accident/injury incidents	26	26	26
# of safety inspections completed	17	17	17
% change in preventable employee accidents/ injuries	N/A	N/A	(10%)
% of parks and recreation sites with at least one safety inspection completed within a year.	N/A	N/A	TBD
% change in citizen accident/injury incidents	N/A	N/A	(10%)

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# Police

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## MISSION STATEMENT

We are committed to leading the 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 DESCRIPTIONS

### Crime Prevention

#### **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

### Emergency Communications

#### **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 National Emergency Dispatch Standards and achieved a 94% average rating
- All computers in Communications have been upgraded and put on a three-year upgrade cycle

### Investigations

#### **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:

- Through the investigation of crimes, the Police department encounters victims and property owners who have installed security cameras and video recording technology. Most people do not have any experience with the forensic video field or how the cameras operate and the resulting video quality affects the ability of the department to identify suspects who commit crimes. Not all systems are created equal and the department identified that extracting video from all the various system formats that are used presents a very daunting task. How cameras are installed, and how the back end systems are maintained and managed can make all the difference in how helpful video can be in identifying offenders. Recognizing these challenges, the Forensic Video Specialist developed a program to educate businesses called "Video Done Right"
- Crime Prevention Specialists have been trained to provide guidance on industry standards for best video practices for maintenance and camera positioning
- The Gun/Gang Violence Unit (GGVU) is housed in the Investigative Bureau. The unit focuses on short-term investigations that specifically target the use of firearms in violent crimes, trafficking of firearms and thefts of firearms. The unit also acts as a force multiplier during robbery with firearm investigations, felony assaults involving firearms, drug trafficking involving firearms and homicides involving firearms, since many of the suspects are repeat offenders and/or gang members. The unit has enjoyed early success since its formation in 2012 and has removed hundreds of illegal weapons and weapons used in violent crimes and have made arrests ranging from suspects carrying concealed weapons to murder. Due to the nature and complexity of the investigations, the unit works closely with the Bureau of Alcohol, Tobacco and Firearms (BATF) and an agent from the local BATF office is specifically assigned to the unit for expedient review of cases for federal prosecution
- The Fayetteville Police Department has embarked on investigating prostitution in a different manner. The traditional method of arresting the prostitute and the "John" is effective only short term. The department will use traditional methods, but will also attempt to divert the prostitute from illegal activity. The program called Prostitution Diversion (PDI) has an officer designed to assist the prostitute with the root causes that led the prostitute to the illegal activity. PDI has had some immediate success and has quickly partnered with many outside organizations to aid in the program's success

## Patrol Operations

### Purpose Statement:

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. Patrol is generally the first assignment for new officers who work uniform patrol 24/7, responding to calls for service in the city. 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

# Police

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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:

- Utilizing a sector policing concept, each Policing District: Campbellton, Central and Cross Creek, is divided into three sectors consisting of two to three zones each
- 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 regularly assigned to the same sector providing the opportunity to become knowledgeable with the activity occurring in their sector and to develop community policing strategies to focus on those activities and crime inherent to their area of responsibility
- 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 department and the community. Crime Prevention is a shared responsibility by all patrol personnel for working with businesses and residents, attending community watch meetings and neighborhood events, and conducting community policing initiatives to build safer neighborhood communities.
- 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. Officers can stop and speak with residents and residents may feel more comfortable approaching the officers on bicycle
- 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

## Police Administration

### **Purpose Statement:**

Administrative Bureau is responsible for training all Police staff, oversees the budget for the department, accreditation and grants, payroll, fleet management, building maintenance, alarm monitoring, evidence, supply, central records and E911 operation.

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 Services Bureau provides administrative and logistical support, strategic planning, technology implementation, policy setting and decision making relative to all divisions in the 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
- Plans have been finalized to remodel three areas of the Police Administrative Building. This project, costing over \$250,000, will improve the workspace efficiency and significantly enhance our growing department's overall efficiency
- 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 contract with Wildfire was signed 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



# Police

	2012-13 Actual	2013-14 Original Budget	2014-15 Recommended Budget	2014-15 Adopted Budget	% Change vs 2013-14 Original Budget
<b>Expenditures by Program</b>					
Patrol Operations	N/A	N/A	\$24,948,373	\$0	N/A
Investigations	N/A	N/A	11,221,420	0	N/A
Police Administration	N/A	N/A	10,845,470	0	N/A
Crime Prevention	N/A	N/A	359,545	0	N/A
Emergency Communications	N/A	N/A	4,756,837	0	N/A
<b>Total Expenditures</b>	<b>N/A</b>	<b>N/A</b>	<b>\$52,131,645</b>	<b>\$0</b>	<b>N/A</b>
<b>Expenditures by Type</b>					
Personnel Services	\$35,362,114	\$37,573,656	\$39,458,444	\$0	5.0%
Operating	5,806,383	6,081,836	7,745,671	0	27.4%
Contract Services	489,740	451,254	1,029,392	0	128.1%
Capital Outlay	1,470,869	1,555,282	3,202,097	0	105.9%
Transfers to Other Funds	49,912	37,825	496,800	0	1213.4%
Debt Service	0	0	97,374	0	100.0%
Other Charges	106,350	114,616	101,867	0	-11.1%
<b>Total Expenditures</b>	<b>\$43,285,368</b>	<b>\$45,814,469</b>	<b>\$52,131,645</b>	<b>\$0</b>	<b>13.8%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$1,194,432	\$1,182,256	\$2,013,867	\$0	70.3%
Other General Fund Funding	41,168,946	43,760,519	49,226,449	0	12.5%
General Fund Subtotal	42,363,378	44,942,775	51,240,316	0	14.0%
Emergency Telephone System Fund	921,990	871,694	891,329	0	2.3%
<b>Total Funding Sources</b>	<b>\$43,285,368</b>	<b>\$45,814,469</b>	<b>\$52,131,645</b>	<b>\$0</b>	<b>13.8%</b>
<b>Full-Time Equivalent Positions By Department</b>					
<b>Total Authorized FTEs</b>	<b>531.7</b>	<b>551.7</b>	<b>605.7</b>	<b>0.0</b>	<b>9.8%</b>

## BUDGET HIGHLIGHTS

- Personnel reflects the addition of 56 positions for the police staffing plan, including 2 sergeants, 15 detectives, 24 officers, 4 grant-funded traffic officers, 2 forensic supervisors, 4 civilian crash investigators, 2 dispatchers, 1 property and evidence technician, 1 installation technician, and 1 supply technician
- The 12 remaining positions for the police staffing plan are scheduled to be added in fiscal year 2016
- The police attorney and paralegal positions have been transferred to the City Attorney's Office
- Personnel also includes \$684,817 for employee pay adjustments
- Four full-time and two part-time records clerk positions are frozen to fund temporary services and are not included in the department's FTE count
- Three positions are appropriated in the Special Revenue Fund and are not included in the department FTE count
- Operating includes \$830,980 for supplies, equipment, uniforms, vehicle fuel and maintenance, telephone and training related to the added positions, and lease payments of \$300,000 for the Cross Creek district office, and \$210,190 for 800 MHz hosting lease with Durham
- Contract Services includes additions of \$500,000 for renovations of the leased Cross Creek district office, and \$75,000 for crime laboratory planning
- Capital expenditures include \$2,171,500 for vehicles for the added positions
- Transfers to Other Funds consists of \$179,271 for repayment of an interfund loan for the Cross Creek district office renovations, \$113,673 for local matches for Federal and State grants, and \$203,856 to the capital project fund for a technology project
- Debt Service includes \$97,374 for the E911 share of debt repayment for the 800 MHz system upgrade
- Other Charges includes \$100,000 for confidential/evidence funds

# Police

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## PROGRAMS AND PERFORMANCE MEASURES

### Patrol Operations

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General Fund \$24,948,373 / 314.0 FTEs

**City Goal:**

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

**Objective:**

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

**Key Performance Measures:**

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of moving violations	12,760	14,036	15,439
# of traffic crashes	8,754	8,316	7,900
# of traffic related fatalities	28	25	22
% change in the number of moving violations/citations issued	10%	10%	10%
% change in the number of traffic crashes	(5%)	(5%)	(5%)
% change in the number of traffic related fatalities	(10%)	(25%)	(22%)
# of non-moving violations	16,405	14,764	13,288
% of residents very satisfied or satisfied with enforcement of local traffic laws (Biennial Citizen Survey 2013)	47.2%	N/A	57%

**Objective:**

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

**Key Performance Measures:**

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of violent crimes	1,173	1,056	951
% of proactive policing per officer per hour	N/A	N/A	TBD
% change in Part 1 Crime (Violent crime)	(10%)	(5%)	(5%)

**Objective:**

To reduce property crime by at least 5% annually.

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## Police

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### Key Performance Measures:

	FY 2013	FY 2014 Estimated	FY 2015 Recommended
# of property crimes	12,271	11,657	11,074
% change in property crime	(5%)	(5%)	(5%)
% of residents very satisfied or satisfied with the frequency that police officers patrol their neighborhoods (Biennial Citizen Survey 2013)	40.4%	N/A	51%

### Investigations

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General Fund \$11,221,420 / 133.2 FTEs

#### City Goal:

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

#### Objective:

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

### Key Performance Measures:

	FY 2013	FY 2014 Estimated	FY 2015 Recommended
# of property cases per investigator per month	55	47	TBD
Property Crime Clearance Rate	19.1%	18%	22.7%

#### Objective:

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

### Key Performance Measures:

	FY 2013	FY 2014 Estimated	FY 2015 Recommended
# of violent cases per investigator	115	113	110
Violent Crime Clearance Rate	44.6%	43%	47.6%

### Police Administration

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General Fund \$10,845,470 / 87.5 FTEs

#### 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.

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# Police

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<b>Key Performance Measures:</b>	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of lateral police officers hired	30	15	15
# of total sworn officers hired	70	65	65
Annual turnover rate for sworn officers	4.80%	4.50%	4.25%
% of Basic Law Enforcement Training graduates still employed after 24 months	90%	91%	92%
% of citizens very satisfied or satisfied with the overall quality of police protection (Biennial Citizen Survey 2013)	60.5%	N/A	68%
Sworn officer vacancy rate	4.80%	3.0%	3.0%
% of citizens very satisfied or satisfied with the overall police relationship with the community (Biennial Citizen Survey 2013)	53.5%	N/A	59%

**Objective:**

To evaluate workplace environment and implement strategies to increase productivity through effective training and improve employee satisfaction.

<b>Key Performance Measures:</b>	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of training and educational opportunities for all FPD employees	15	16	17
% of employees satisfied with the overall quality of training (Biennial Employee Survey 2013)	81.6%	N/A	82%
% of employees that feel management keeps employees informed of what is going on (Biennial Employee Survey 2013)	48%	N/A	55.9%
% of employees that rate morale and satisfaction as good (Biennial Employee Survey 2013)	31.2%	N/A	78.5%

**Crime Prevention**

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General Fund \$359,545 / 6.0 FTEs

**City Goal:**

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

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**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>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of active business watch groups	50	55	60
# of active residential community watch groups	140	154	160
# of suspicious-related calls	17,497	18,000	18,500
% change in the number of community watch group meetings	10%	11%	12%
% change in the number of active business community watch groups	10%	11%	12%
% change in the number of community watch groups	10%	11%	12%
% of residents with an overall feeling of safety in Fayetteville (Biennial Citizen Survey 2013)	48.9%	N/A	54%

**Objective:**

To increase level of community awareness through education.

<b>Key Performance Measures:</b>	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of security assessments and safety briefings conducted	106	110	115
# of security assessments and safety briefings completed per crime prevention specialist	10	11	12
% of residents very satisfied or satisfied with Police efforts to prevent crime (Biennial Citizen Survey 2013)	45.10%	N/A	57%

**Objective:**

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

# Police

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## Key Performance Measures:

	FY 2013	FY 2014 Estimated	FY 2015 Recommended
# of schools participating in youth crime prevention programs	25	27	30
% increase in schools participating in youth crime prevention programs	10%	15%	20%

## Emergency Communications

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General Fund \$3,865,508 / 65.0 FTEs

Emergency Telephone System Fund \$891,329 / 0 FTEs

### City Goal:

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

### Objective:

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

## Key Performance Measures:

	FY 2013	FY 2014 Estimated	FY 2015 Recommended
# of 911 calls received	278,335	278,000	277,500
# of calls answered per telecommunicator	8,518	8,300	8,000
% of average time in seconds from CAD entry to dispatch for priority 1 calls (calls requiring immediate response from law enforcement)	2.59 min	2.40 min	2.30 min

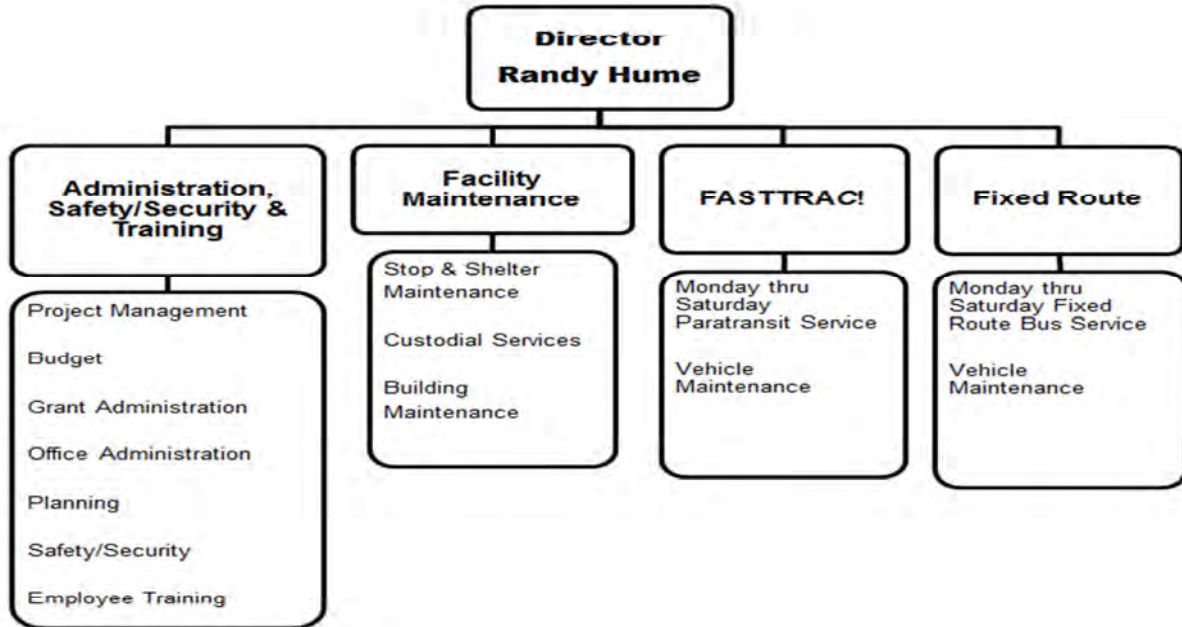
### Objective:

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

## Key Performance Measures:

	FY 2013	FY 2014 Estimated	FY 2015 Recommended
# of priority 1 calls for service	40,963	40,900	39,500
# of priority 1 calls dispatched per sworn officer	N/A	TBD	TBD
Average response time for priority 1 calls	8.2	8.0	8.0
% of residents very satisfied or satisfied with how quickly police respond to emergencies (Biennial Citizen Survey 2013)	53.1%	N/A	60%

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# Transit

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## MISSION STATEMENT

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

## PROGRAM DESCRIPTIONS

### FASTTRAC! Operations

#### 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 of a mile of those routes.

#### Highlights:

- Expanded FASTTRAC! fleet to 16 vehicles, with 10 new vehicles purchased in 2013
- Upgrading current software to include enhanced route optimization and scheduling features

### Fixed Route Operations

#### Purpose Statement:

Fixed Route provides fixed route bus service using a fleet of 24 buses. Three additional buses were delivered in April and expected to enter service in June, 2014. Fixed route service runs from 5:30 AM - 10:30 PM Monday through Friday, and 7:30 a.m.- 10:30 p.m.on Saturday. Transfer points are located at University Estates, Cross Creek Mall, Walter Reed, Cliffdale & 71st School Road, Methodist University and the Main Transfer Center located at 147 Old Wilmington Road.

#### Highlights:

- New fare structure implemented in April 2013
- Increased ridership by 90% and service hours by 32% since FY08
- Expanded evening hours on eight of 13 fixed routes
- New opportunities for partnerships with Fort Bragg and surrounding municipalities
- Received Veterans Transportation and Community Living Initiative grant in FY13 to support transit planning for veterans and their families

### Transit Administration

#### 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 approved by City Council
- FAST has been awarded several grants to fund its expansion of service, including Jobs Access / Reverse Commute (JARC) to offset operating costs related to new routes and New Freedom to install ADA accessible sidewalks along bus routes
- FAST received an \$8 million competitive Bus Livability Grant to construct the new FAST Multi-Modal Transit Center. Construction on the new facility is expected to begin in late FY14, with a grand opening expected in early FY16
- 62 stops have shelters and an additional 26 have benches

**Transit Facilities Maintenance****Purpose Statement:**

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

**Highlights:**

- FAST maintenance facility renovated in FY14
- FAST administrative/maintenance facility parking lot and yard resurfaced in FY14
- Stop & Shelter maintenance program implemented in FY14 through a partnership with Parks & Recreation in an effort to maintain stops and shelters on a regular schedule (emptying trash cans, mowing, cleaning, installing signage and general routine maintenance)

# Transit

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	2012-13 Actual	2013-14 Original Budget	2014-15 Recommended Budget	2014-15 Adopted Budget	% Change vs 2013-14 Original Budget
<b>Expenditures by Program</b>					
Transit Administration	N/A	N/A	\$1,541,478	\$0	N/A
Fixed Route	N/A	N/A	4,631,253	0	N/A
FASTTRAC	N/A	N/A	1,569,261	0	N/A
Transit Facilities Maintenance	N/A	N/A	201,361	0	N/A
Non-Program Expenditures	N/A	N/A	65,862	0	N/A
<b>Total Expenditures</b>	<b>N/A</b>	<b>N/A</b>	<b>\$8,009,215</b>	<b>\$0</b>	<b>N/A</b>
<b>Expenditures by Type</b>					
Personnel Services	\$4,301,623	\$5,045,260	\$5,232,918	\$0	3.7%
Operating	1,511,340	1,632,745	1,709,003	0	4.7%
Contract Services	34,793	82,354	106,131	0	28.9%
Capital Outlay	0	3,000	10,750	0	258.3%
Transfers to Other Funds	0	0	529,485	0	100.0%
Debt Service	21,011	21,018	19,267	0	-8.3%
Other Charges	422,839	501,434	401,661	0	-19.9%
<b>Total Expenditures</b>	<b>\$6,291,606</b>	<b>\$7,285,811</b>	<b>\$8,009,215</b>	<b>\$0</b>	<b>9.9%</b>
<b>Funding Sources</b>					
Transit Fund	6,291,606	7,285,811	8,009,215	0	9.9%
<b>Total Funding Sources</b>	<b>\$6,291,606</b>	<b>\$7,285,811</b>	<b>\$8,009,215</b>	<b>\$0</b>	<b>9.9%</b>
<b>Full-Time Equivalent Positions By Department</b>					
<b>Total Authorized FTEs</b>	<b>92.5</b>	<b>96.5</b>	<b>102.5</b>	<b>0.0</b>	<b>6.2%</b>

## BUDGET HIGHLIGHTS

- Personnel reflects the addition of a civil rights analyst in the place of an office assistant, the addition of 4 full-time bus operators in the place of overtime and temporary employees, and the addition of two full-time customer service representatives in the place of temporary agency services
- Also included in Personnel is \$78,162 for employee pay adjustments
- Operating includes \$457,000 for vehicle parts and contracted maintenance, and \$891,600 for fuel costs
- Contract Services includes \$27,000 for bus shelter maintenance services to be performed by the Parks, Recreation and Maintenance Department, \$52,000 for a contracted security guard at the Transfer Center, and \$14,000 for collection of vehicle license taxes by the NCDMV
- Transfers to Other Funds includes \$529,485 for required local match funds for capital and planning grants which were previously budgeted in Other Appropriations
- Other Charges includes \$535,563 for indirect cost allocations offset by a \$143,202 cost redistribution to the planning grant
- Non-program expenditures consist of \$46,595 for retiree benefits and \$19,267 for debt service

# Transit

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## PROGRAMS AND PERFORMANCE MEASURES

### Transit Administration

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Transit Fund \$1,541,478 / 8.7 FTEs

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

#### Key Performance Measures:

	FY 2013	FY 2014 Estimated	FY 2015 Recommended
% of bus stops with a shelter	9.69%	10.10%	11.00%
% of ADA accessible bus stops	58%	60%	63%

#### Objective:

To reduce or maintain preventable vehicle accidents and passenger incidents.

#### Key Performance Measures:

	FY 2013	FY 2014 Estimated	FY 2015 Recommended
# of vehicular accidents per 100,000 miles	2.91	2.45	2.00
# of passenger incidents per 100,000 miles	2.36	1.00	1.00

#### Objective:

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

#### Key Performance Measures:

	FY 2013	FY 2014 Estimated	FY 2015 Recommended
% of residents very satisfied or satisfied with the overall quality of the public transportation system, the Fayetteville Area System of Transit (Biennial Citizen Survey 2013)	37.7%	N/A	39%
% of residents very satisfied or satisfied with the availability of the public transportation system, the Fayetteville Area System of Transit (Biennial Citizen Survey 2013)	42.8%	N/A	48%

## Fixed Route Operations

Transit Fund \$4,631,253 / 68.0 FTEs

**City Goal:**

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

**Objective:**

To increase average daily ridership by 5%.

**Key Performance Measures:**

	FY 2013	FY 2014 Estimated	FY 2015 Recommended
# of passengers	1,685,978	1,535,000	1,650,000
# of revenue hours	71,398	73,000	80,000
% of farebox recovery (total passenger fare revenue divided by total operating cost)	20.51%	20.68%	21.00%
average daily fixed route ridership	5,867	5,585	5,865

**Objective:**

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

**Key Performance Measures:**

	FY 2013	FY 2014 Estimated	FY 2015 Recommended
# of valid customer complaints related to on-time performance	12	10	8
# of routes which operate within zero to five minutes of published schedules at least 75% of the time	8	11	12

## FASTTRAC! Operations

Transit Fund \$1,569,261 / 24.1 FTEs

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

# Transit

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<b>Key Performance Measures:</b>	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of FASTTRAC! Passengers	53,319	52,908	54,600
# of FASTTRAC! revenue hours	22,248	20,920	21,000
Average FASTTRAC! passengers per revenue hour	2.4	2.5	2.6
Average daily FASTTRAC! ridership	194	191	200

**Objective:**

To improve timeliness of ADA application processing to no more than 10 days.

<b>Key Performance Measures:</b>	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
Average number of days to process an application	N/A	21	10
% of applications processed within 10 days	N/A	85%	90%

**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 1 minute.

<b>Key Performance Measures:</b>	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of FASTTRAC! calls received	46,337	51,460	55,000
Average wait time per call	:22	:23	:21
# of trip denials	7	18	10
# of no shows	1,765	2,000	1,700

## Transit Facilities Maintenance

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Transit Fund \$201,361 / 1.7 FTEs

**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>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of calls for service to bus shelters/stops	N/A	20	15

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# **Section G**

## **Support Services & Administration Portfolio**



# Support Services and Administration

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City Manager’s Office ..... G-10

Corporate Communications ..... G-18

Finance ..... G-28

Human Resource Development ..... G-37

Information Technology ..... G-49

Mayor, Council & City Clerk ..... G-57

## Support Services and Administration

					%
	2012-13	2013-14	2014-15	2014-15	Change vs
	Actual	Original	Recommended	Adopted	2013-14
		Budget	Budget	Budget	Original
					Budget
<b>Expenditures by Department</b>					
City Attorney's Office	\$1,125,728	\$1,154,285	\$1,403,583	\$0	21.6%
City Manager's Office	1,196,096	1,420,357	1,350,850	0	-4.9%
Corporate Communications	697,284	948,868	988,456	0	4.2%
Finance	5,307,330	6,197,309	6,247,239	0	0.8%
Human Resource Development	13,001,647	15,474,266	16,387,214	0	5.9%
Information Technology	4,383,274	5,640,118	5,043,635	0	-10.6%
Mayor, Council and City Clerk	555,221	945,671	874,345	0	-7.5%
<b>Total Expenditures</b>	<b>\$26,266,580</b>	<b>\$31,780,874</b>	<b>\$32,295,322</b>	<b>\$0</b>	<b>1.6%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$6,436,008	\$7,618,652	\$7,884,809	\$0	3.5%
Operating	16,219,460	18,525,599	18,976,205	0	2.4%
Contract Services	2,472,161	3,219,038	3,883,858	0	20.7%
Capital Outlay	84,858	33,000	6,000	0	-81.8%
Transfers to Other Funds	1,076,114	1,846,619	2,273,000	0	23.1%
Debt Service	0	0	0	0	0.0%
Other Charges	(22,021)	537,966	(728,550)	0	-235.4%
<b>Total Expenditures</b>	<b>\$26,266,580</b>	<b>\$31,780,874</b>	<b>\$32,295,322</b>	<b>\$0</b>	<b>1.6%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$0	\$85,000	\$2,000	\$0	-97.6%
Other General Fund Funding	11,547,856	13,982,434	13,609,300	0	-2.7%
General Fund Subtotal	11,547,856	14,067,434	13,611,300	0	-3.2%
Risk Management Fund	14,718,724	17,713,440	18,684,022	0	5.5%
<b>Total Funding Sources</b>	<b>\$26,266,580</b>	<b>\$31,780,874</b>	<b>\$32,295,322</b>	<b>\$0</b>	<b>1.6%</b>

## Support Services and Administration

---

	2012-13 Actual	2013-14 Original Budget	2014-15 Recommended Budget	2014-15 Adopted Budget	% Change vs 2013-14 Original Budget
<b>Full-Time Equivalent Positions By Department</b>					
City Attorney's Office	6.0	6.0	9.0	0.0	50.0%
City Manager's Office	8.0	9.0	8.0	0.0	-11.1%
Corporate Communications	6.0	14.0	14.0	0.0	0.0%
Finance	22.0	23.0	23.0	0.0	0.0%
Human Resource Development	16.5	19.0	19.0	0.0	0.0%
Information Technology	23.0	24.0	26.0	0.0	8.3%
Mayor, Council and City Clerk	3.0	3.0	3.0	0.0	0.0%
<b>Total Authorized FTEs</b>	<b>84.5</b>	<b>98.0</b>	<b>102.0</b>	<b>0.0</b>	<b>4.1%</b>

# City Attorney's Office

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## MISSION STATEMENT

The mission of the City Attorney's Office is to provide high quality legal support services to the City Council and City departments in a timely and efficient manner.

## PROGRAM DESCRIPTIONS

### Legal Reviews, Advice and Opinions

#### **Purpose Statement:**

Legal Reviews, Advice, and Opinions provides services to City Council, 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:**

- Litigation efforts are being provided in a timely, professional and effective manner
- Employment claims initiated by employees are being denied, resulting in no loss to the City
- Code violations are being abated as a result of environmental court

### Litigation

#### **Purpose Statement:**

Litigation 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:**

- Legal reviews, advice, and opinions are being provided in a timely manner
- Began providing legal advice and counsel to PWC

# City Attorney's Office

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	2012-13 Actual	2013-14 Original Budget	2014-15 Recommended Budget	2014-15 Adopted Budget	% Change vs 2013-14 Original Budget
<b>Expenditures by Program</b>					
Litigation	N/A	N/A	\$772,598	\$0	N/A
Legal Reviews, Advice & Opinions	N/A	N/A	630,985	0	N/A
<b>Total Expenditures</b>	<b>N/A</b>	<b>N/A</b>	<b>\$1,403,583</b>	<b>\$0</b>	<b>N/A</b>
<b>Expenditures by Type</b>					
Personnel Services	\$499,198	\$617,973	\$873,335	\$0	41.3%
Operating	35,302	35,978	56,788	0	57.8%
Contract Services	590,941	500,000	1,303,100	0	160.6%
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	287	334	(829,640)	0	-248495.2%
<b>Total Expenditures</b>	<b>\$1,125,728</b>	<b>\$1,154,285</b>	<b>\$1,403,583</b>	<b>\$0</b>	<b>21.6%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	1,125,728	1,154,285	1,403,583	0	21.6%
General Fund Subtotal	1,125,728	1,154,285	1,403,583	0	21.6%
<b>Total Funding Sources</b>	<b>\$1,125,728</b>	<b>\$1,154,285</b>	<b>\$1,403,583</b>	<b>\$0</b>	<b>21.6%</b>
<b>Full-Time Equivalent Positions By Department</b>					
<b>Total Authorized FTEs</b>	6.0	6.0	9.0	0.0	50.0%

### **BUDGET HIGHLIGHTS**

- Personnel reflects the transfer of one assistant city attorney and one paralegal that were previously budgeted in the Police department's budget, the addition of an assistant city attorney to support Police, and \$11,218 for employee pay adjustments
- Operating reflects increases to support the transferred and added positions
- Contract Services consists of contracted legal services and increased by \$803,000 for City processing of all PWC legal fee invoices
- Other Charges reflects a cost redistribution to PWC for \$803,000 of contracted legal services and an additional \$27,000 for the City Attorney service level agreement

# City Attorney's Office

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## PROGRAMS AND PERFORMANCE MEASURES

### Litigation

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General Fund \$772,598 / 2.9 FTEs

#### City Goal:

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

#### Objective:

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

#### Key Performance Measures:

	FY 2013	FY 2014 Estimated	FY 2015 Recommended
# of State/Federal lawsuits open during fiscal year	N/A	12	9
# of State/Federal lawsuits closed during fiscal year	N/A	3	9
# of employment claims open during fiscal year	N/A	6	2
# of employment claims closed during fiscal year	N/A	4	2
# of environmental court cases open during fiscal year	N/A	50	50
# of full-time attorneys providing litigation services	3	5	5
Average # of hours expended in litigation per attorney per fiscal year	N/A	N/A	900
% of litigation represented in-house	N/A	87%	87%
% of litigation resulting in a favorable disposition during the fiscal year of either a dismissal or a settlement	N/A	100%	100%
# of environmental court cases closed during fiscal year	N/A	50	50



**Legal Reviews, Advice and Opinions**

General Fund \$630,985 / 6.1 FTEs

**City Goal:**

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

**Objective:**

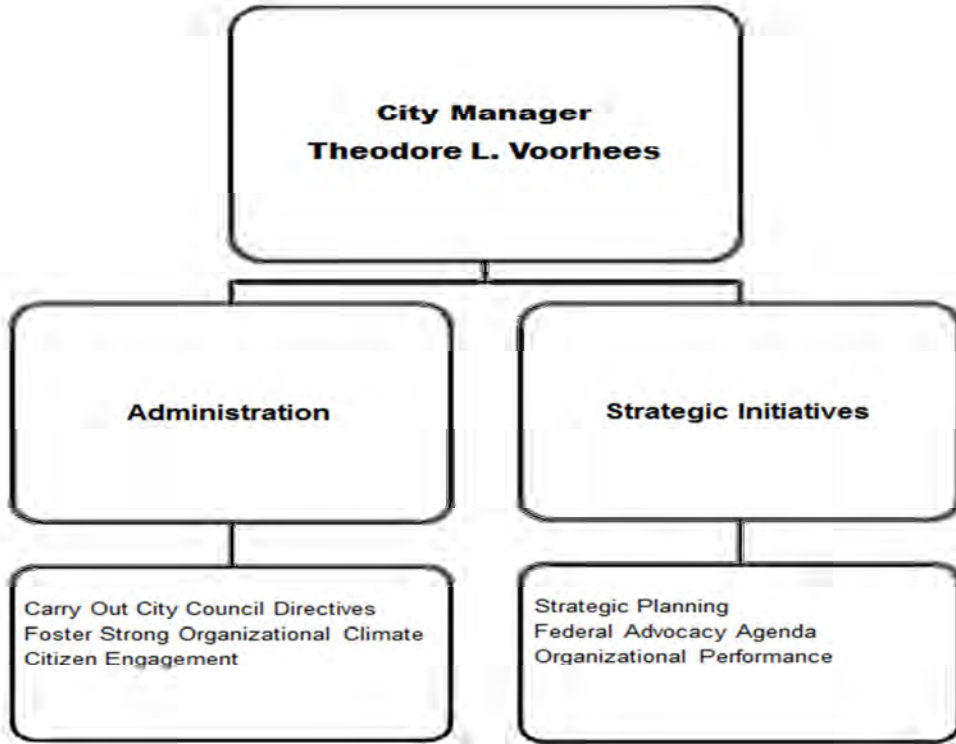
To provide legal reviews, advice and opinions in a timely manner.

**Key Performance Measures:**

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
% of total staff hours expended for advice and opinions for the administration and support services departments	30.07%	34.83%	34.83%
% of total staff hours expended for advice and opinions for the community investment departments per fiscal year	38.49%	26.01%	26.01%
% of total staff hours expended for advice and opinions for operations departments per fiscal year	23.37%	30.21%	30.21%
% of total staff hours expended for advice and opinions for governing body per fiscal year	7.20%	5.56%	5.56%
% of total staff hours expended for advice and opinions for Public Works Commission per fiscal year	.87%	3.39%	3.39%
# of full-time attorneys providing services	3	5	5
Average # of hours expended for advice and opinions per attorney per fiscal year	1,259	1,466	1,466
% of services responded to within a timely manner, meeting departmental deadline	N/A	N/A	100%

# City Manager's Office

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## MISSION STATEMENT

To promote a dynamic partnership among citizens, City Council and our employees that fosters result-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 DESCRIPTIONS

### City Administration

#### **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 17 operating units of City government.

#### **Highlights:**

- Initiated ASOM service contract under new NDAA 331 Authority
- Continued to advance the Best Practices Review with PWC
- Successful departmental reorganization
- Successfully orientated new City Council
- Established the Economic Development Task Force and Crime Summit
- Implemented and participated in the monthly employee appreciation breakfast and brown bag luncheons with department staff

### Strategic Initiatives

#### **Purpose Statement:**

Strategic Initiatives provides strategic planning and organizational performance oversight, which aligns resources to the City's Strategic Plan, maximizing performance for a positive impact on citizens. 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 develops and adopts the Federal Advocacy Agenda. Preparation of supporting materials, lobbying and monitoring are undertaken to ensure the City's interests are supported and that the community works aggressively against harmful legislation.

## City Manager's Office

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### Highlights:

- Successful oversight of the development and implementation of the Strategic Plan
- According to the City's Employee Survey 2013, 93% of City employees understand how their job supports the City's mission and goals. This question had one of the top three positive responses in the employee survey
- Implemented a performance management system and transitioned the City to program budgeting methodology
- Advancement of strategic initiatives communicated in a strategic report to City Council and the community
- Developed State & Federal legislative agendas, which were adopted by City Council
- Development and adoption of a Memorandum of Understanding and a new Federal Advocacy Agenda program, in partnership with the Fayetteville Regional Chamber and Cumberland County
- Creation of a new City Legislative Action Team and Legislation Watch List
- Successful lobbying for RAMP and proactive advocacy efforts for saving the 440th Airlift Wing at Pope Airfield
- The City Manager's Office engaged North Carolina military host cities to form a Military Community Coalition
- Faculty member of the City's Supervisory Operational Skills (S.O.S.) Certificate Program

## City Manager's Office

	2012-13 Actual	2013-14 Original Budget	2014-15 Recommended Budget	2014-15 Adopted Budget	% Change vs 2013-14 Original Budget
<b>Expenditures by Program</b>					
City Administration	N/A	N/A	\$1,168,675	\$0	N/A
Strategic Initiatives	N/A	N/A	182,175	0	N/A
<b>Total Expenditures</b>	<b>N/A</b>	<b>N/A</b>	<b>\$1,350,850</b>	<b>\$0</b>	<b>N/A</b>
<b>Expenditures by Type</b>					
Personnel Services	\$955,186	\$1,192,117	\$1,025,576	\$0	-14.0%
Operating	70,276	71,490	83,903	0	17.4%
Contract Services	167,282	154,000	238,491	0	54.9%
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	3,352	2,750	2,880	0	4.7%
<b>Total Expenditures</b>	<b>\$1,196,096</b>	<b>\$1,420,357</b>	<b>\$1,350,850</b>	<b>\$0</b>	<b>-4.9%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	1,196,096	1,420,357	1,350,850	0	-4.9%
General Fund Subtotal	1,196,096	1,420,357	1,350,850	0	-4.9%
<b>Total Funding Sources</b>	<b>\$1,196,096</b>	<b>\$1,420,357</b>	<b>\$1,350,850</b>	<b>\$0</b>	<b>-4.9%</b>
<b>Full-Time Equivalent Positions By Department</b>					
<b>Total Authorized FTEs</b>	<b>8.0</b>	<b>9.0</b>	<b>8.0</b>	<b>0.0</b>	<b>-11.1%</b>

## City Manager's Office

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### BUDGET HIGHLIGHTS

- Personnel reflects the repurposing and transfer of the special projects director position to the Economic & Business Development department, as well as \$21,791 for employee pay adjustments
- Operating includes \$6,000 for departmental small equipment, \$20,417 for memberships and dues, and \$34,782 for travel and training
- Contract Services includes \$175,000 for organizational development studies, \$34,325 for strategic plan development, \$21,166 for a citizen survey, and \$8,000 for an employee survey consultancy
- Other Charges includes \$1,500 for employee appreciation and \$1,380 for community relations

**PROGRAMS AND PERFORMANCE MEASURES**

**City Administration**

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General Fund \$1,168,675 / 6.7 FTEs

**City Goal:**

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

**Objective:**

To maintain effective communication, planning and organization so that City Council is able to make sound decisions to achieve the vision, mission and policy goals set forth in the City's Strategic Plan.

**Key Performance Measures:**

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
% of residents very satisfied or satisfied with the overall quality of services provided by the City of Fayetteville (Biennial Citizen Survey 2013)	60.1%	N/A	63%
% of residents that think the level of public involvement is high and/or acceptable (Biennial Citizen Survey 2013)	39.2%	N/A	41%
% of agenda items referred back to staff due to insufficient information	N/A	N/A	5%

**Objective:**

To provide an organizational climate for employees that will support excellent service delivery while adhering to Core Values and providing exceptional customer service to our citizens.

**Key Performance Measures:**

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of City employee recognition and engagement events attended by CMO	N/A	40	45
# of employees attending customer service training	N/A	1,500	1,500
% of reviewed administrative policies per year	N/A	0%	10%
% of residents very satisfied or satisfied with overall quality of customer service received from City employees (Biennial Citizen Survey 2013)	59.4%	N/A	62%

# City Manager's Office

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## Strategic Initiatives

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General Fund \$182,175 / 1.3 FTEs

### City Goal:

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

### Objective:

To ensure development of a strategic planning framework, which supports a system of organizational performance evaluation designed to encourage innovation, productivity and efficiency.

### Key Performance Measures:

	FY 2013	FY 2014 Estimated	FY 2015 Recommended
# of active performance measures	0	400	420
% of Targets for Action (strategic initiatives) meeting performance targets	66%	100%	100%
% of performance reports approved by City Council	100%	100%	100%
% of citywide departments submitting performance data on time	0%	50%	100%
% of active performance measures showing improvement	0%	0%	TBD
% of departmental performance measures that are efficiency or outcome measures	0%	N/A	TBD
% of residents that heard about the City's Strategic Plan (Biennial Citizen Survey 2013)	19.5%	N/A	25%
% of employees that believe the City Manager's Office demonstrates a strong personal commitment toward achieving the City's goals (Biennial Employee Survey 2013)	83.2%	N/A	85%

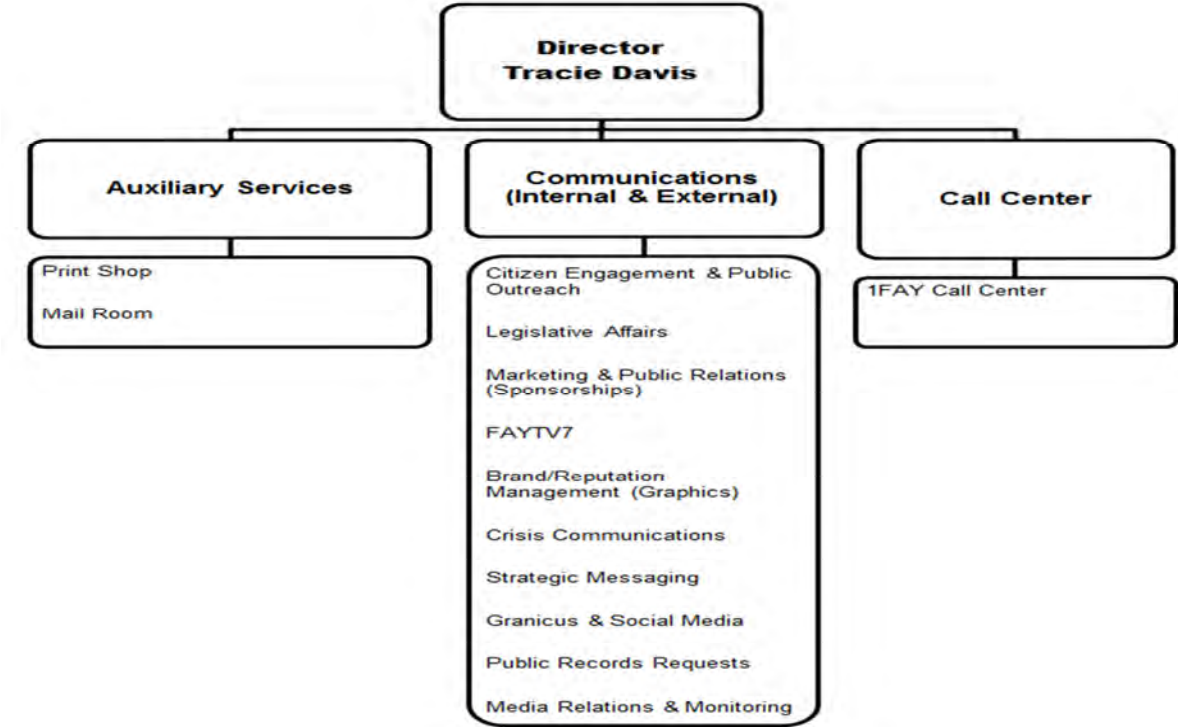
### Objective:

To prepare the City's Federal agenda for timely introduction to our elected officials and proactively advocate on behalf of the City's interests.

### Key Performance Measures:

	FY 2013	FY 2014 Estimated	FY 2015 Recommended
% of Federal advocacy agendas adopted by City Council	100%	100%	100%





# Corporate Communications

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## MISSION STATEMENT

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

## PROGRAM DESCRIPTIONS

### Auxiliary Services

#### **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.

#### **Highlights:**

- Provided Print Shop and Mailroom services for the City at cost

### Communications

#### **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 (graphics), citizen engagement and public outreach, marketing and public relations services through various Corporate Communications functions, including, but not limited to monitoring media outlets, FAYTV7, social media, marketing plans, media relations, crisis communications, sponsorships and citizen engagement tools.

#### **Highlights:**

##### Accomplishments

- Reorganized into new Corporate Communications Department
- Successfully provided ongoing communications plan for initial PWC Realignment Study
- Improved media relationships
- Coordinated and relocated into new offices at Festival Park Plaza
- Successfully launched FAYTV7 in July 2013
- Successfully launched Fayetteville Outfront in January 2014
- Rebranded Kaleidoscope into a bimonthly Public Safety magazine show

- 74% growth in YouTube views since July 1, 2013
- 64% growth in average Facebook total reach since July 1, 2013
- Developed Community Conversations branding and marketing
- Awards for Excellence in Communications from North Carolina City and County Communicators (NC3C): Second Place in Marketing Tools (Branding) and Printed Publications (2013)
- Established new Communications Liaison Group
- Established efficient means of delivering communications resources and requests on City's COFWEB Intranet

### Key Activities

- External and internal communications
- FAYTV7 Government Access Channel
- Media relations and monitoring
- Brand/reputation management
- Citizen engagement and public outreach
- Marketing/communication plans and strategies
- Unified strategic messaging and support for Council & City staff
- Fayetteville Outfront and social media management
- Graphic design and City branding guidelines
- Media inquiries and public information requests
- State legislative affairs
- Crisis communications
- Keep City employees informed and connected to the organization

### Customer Call Center

#### **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:**

- Provide quality customer service by responding to inquiries and tracking call/work order progress
- Worked with IT to brown paper map Call Center processes for effectiveness & efficiency

## Corporate Communications

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	2012-13 Actual	2013-14 Original Budget	2014-15 Recommended Budget	2014-15 Adopted Budget	% Change vs 2013-14 Original Budget
<b>Expenditures by Program</b>					
Communications	N/A	N/A	\$617,446	\$0	N/A
Customer Call Center	N/A	N/A	207,689	0	N/A
Auxiliary Services	N/A	N/A	163,321	0	N/A
<b>Total Expenditures</b>	<b>N/A</b>	<b>N/A</b>	<b>\$988,456</b>	<b>\$0</b>	<b>N/A</b>
<b>Expenditures by Type</b>					
Personnel Services	\$557,563	\$800,432	\$826,572	\$0	3.3%
Operating	90,698	143,228	187,354	0	30.8%
Contract Services	38,458	34,570	93,470	0	170.4%
Capital Outlay	42,117	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	(31,552)	(29,362)	(118,940)	0	305.1%
<b>Total Expenditures</b>	<b>\$697,284</b>	<b>\$948,868</b>	<b>\$988,456</b>	<b>\$0</b>	<b>4.2%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$0	\$85,000	\$0	\$0	-100.0%
Other General Fund Funding	697,284	863,868	988,456	0	14.4%
General Fund Subtotal	697,284	948,868	988,456	0	4.2%
<b>Total Funding Sources</b>	<b>\$697,284</b>	<b>\$948,868</b>	<b>\$988,456</b>	<b>\$0</b>	<b>4.2%</b>
<b>Full-Time Equivalent Positions By Department</b>					
<b>Total Authorized FTEs</b>	<b>6.0</b>	<b>14.0</b>	<b>14.0</b>	<b>0.0</b>	<b>0.0%</b>

### **BUDGET HIGHLIGHTS**

- Personnel includes \$12,958 for employee pay adjustments
- Operating includes \$20,121 for small equipment and computers, including press backdrops, camera and studio equipment, an interactive white board, and software and digital content licensing fees, \$41,775 for advertising, and \$18,730 for travel and training
- Contract Services includes \$75,000 for a Parks & Recreation bond education campaign, \$7,300 for closed captioning services, and \$9,600 for public safety video production
- Other Charges includes \$118,100 for postage and printing inventories, offset by \$238,000 in service charges to other departments

# Corporate Communications

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## PROGRAMS AND PERFORMANCE MEASURES

### Communications

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General Fund \$617,446 / 7.0 FTEs

#### City Goal:

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

#### Objective:

To inform and engage employees in an effort to achieve a 5% increase in employee satisfaction in communication and to enhance efforts to speak with a unified voice about City programs and policies.

#### Key Performance Measures:

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of employee newsletters	0	2	6
Average # FTE hours to develop one employee newsletter	0	20	20
% employees satisfied that managers clearly communicate the reasons behind policy decisions (Biennial Employee Survey 2013)	51.4%	N/A	56%
% employees satisfied that management keeps employees informed of what is going on (Biennial Employee Survey 2013)	52.5%	N/A	55.9%
% employees satisfied with communications within the City (Biennial Employee Survey 2013)	46.6%	N/A	51.6%
# of annual training opportunities provided to communication liaisons	N/A	3	4
# of communication liaison public outreach training participants	N/A	5	7
% of communication liaisons who have participated in public outreach training	N/A	N/A	60%
# of communication liaison meetings	0	8	10
# of City employees designated as communication liaisons	0	19	19

**Objective:**

To produce timely, engaging and informative 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>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of new videos produced in-house	N/A	50	60
# of FTE video production hours for FAYTV7	N/A	431	511
Average # FTE hours per video production on FAYTV7	N/A	8.62	8.51
% of residents very satisfied or satisfied with availability of information about City programs and services (Biennial Citizen Survey 2013)	60.6%	N/A	63%
% of residents indicating they receive information about the City via Channel 7 FAYTV7, previously community access, now government access (Biennial Citizen Survey 2013)	24%	N/A	29%

**Objective:**

To ensure a mutually beneficial two-way communication with the community and media about City issues and services, leading to a more responsive government, positive branding and stories and a high level of public confidence.

<b>Key Performance Measures:</b>	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of public records requests	48	61	64
# of information requests	134	155	158
Average # of graphic design requests per month	30	40	45
Average # of press releases per month	8	8	10
% of residents very satisfied or satisfied with the level of public involvement in local decisions (Biennial Citizen Survey 2013)	37.6%	N/A	41%

## Corporate Communications

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<b>Key Performance Measures:</b>	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
% of media requests responded to in 24 hours	N/A	90%	95%
% of customers very satisfied or satisfied with graphic design services (Internal survey)	N/A	N/A	70%
% of Council and citizen requests responded to in 24 hours	N/A	90%	95%
% change in the number of unique visitors to the City's website	4%	10%	12%
% of residents very satisfied or satisfied with the overall effectiveness of communication with the public (Biennial Citizen Survey 2013)	51.2%	N/A	53%

### Objective:

To effectively inform and engage citizens through the City's social media platforms, including Fayetteville Outfront, Facebook, Twitter and YouTube, achieving a 20% increase in social media outreach next fiscal year.

<b>Key Performance Measures:</b>	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of Twitter followers	2,100	2,150	2,580
Total Twitter reach (avg. # Twitter accounts reached)	N/A	87,000	90,000
# of Tweets	660	700	750
# of Facebook likes	1,638	2,400	2,800
Total average Facebook reach, per post (Average # of Facebook accounts reached per post)	436	650	780
# of FayTV7 YouTube views per year	11,673	12,000	13,000
# of surveys or resident ideation opportunities posted on Fayetteville Outfront	N/A	30	50
# of Fayetteville Outfront subscribers	N/A	250	400
% change in average social media reach (Average reach Facebook posts, Twitter reach, YouTube views, Fayetteville Outfront subscribers)	N/A	20%	20%

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## Corporate Communications

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### Key Performance Measures:

	FY 2013	FY 2014 Estimated	FY 2015 Recommended
% change in number of Fayetteville Outfront subscribers	N/A	N/A	20%
% change in discussion forums, projects, forums and surveys posted on Fayetteville Outfront	N/A	N/A	20%

### Objective:

To prepare the City's state legislative agenda for timely introduction to our elected officials and proactively advocate on behalf of the City's interests.

### Key Performance Measures:

	FY 2013	FY 2014 Estimated	FY 2015 Recommended
% of state legislative advocacy agendas adopted by City Council	100%	100%	100%

### Customer Call Center

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General Fund \$207,689 / 4.5 FTEs

### City Goal:

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

### Objective:

To improve quality monitoring phone audits by 10% over the next fiscal year.

### Key Performance Measures:

	FY 2013	FY 2014 Estimated	FY 2015 Recommended
# of certified customer service representatives	N/A	0%	100%
# of call center service phone audits (customer satisfaction rating)	N/A	104	208
% increase in phone audit score for Call Center (customer satisfaction rating)	N/A	10%	10%

### Objective:

To provide citizens prompt service and resolution through an increase in efficiency by decreasing talk time per call by 25%.

## Corporate Communications

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<b>Key Performance Measures:</b>	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of incoming calls	70,710	49,258	62,473
Average talk time per call	N/A	2:08	2:00
% change in talk time per call	N/A	(25%)	(25%)
# of customer service representatives	6	4	4
Average # of calls taken per customer service representatives daily	N/A	60	75

### Auxiliary Services

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General Fund \$163,321 / 2.5 FTEs

#### City Goal:

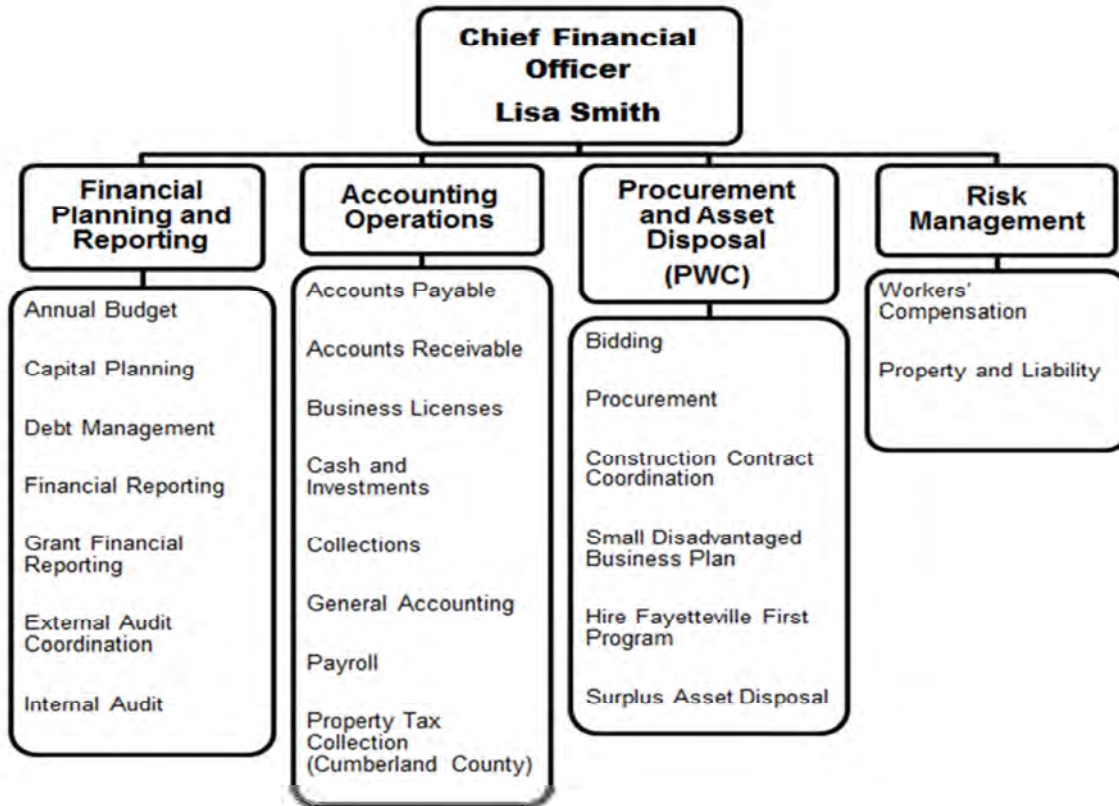
The City of Fayetteville will develop and maintain strong and active community connections.

#### Objective:

To ensure the Print Shop and Mail Room provide effective departmental support in a cost-effective manner.

<b>Key Performance Measures:</b>	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of print request tickets	1,850	1,925	2,075
% of error free print requests (by client or print shop)	N/A	80%	85%
% of print requests processed within deadline	N/A	98%	98%
% of U.S. mail posted at a discount rate (bulk)	N/A	50%	60%
% of incoming packages distributed within one business day	100%	100%	100%
% of customers very satisfied or satisfied with Print Shop services (Internal survey)	N/A	N/A	75%

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# Finance

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## MISSION STATEMENT

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

## PROGRAM DESCRIPTIONS

### Accounting Operations

#### Purpose Statement:

Accounting Operations processes and records financial transactions, including payroll, accounts payable, accounts receivable and collections. The program also provides cash, investment portfolio, debt management, and banking services oversight and management. The program issues business privilege licenses and provides centralized collection of many City revenues. Accounting Operations also provides capital asset accounting and includes the inter-local property tax collection contract with Cumberland County.

#### Highlights:

- Completed a major upgrade of the financial software system in FY2014
- External auditors issued an unmodified opinion on the FY2013 CAFR and reported no financial compliance findings
- Collected over \$2.39 million in business privilege license revenue in FY2013 and project to collect over \$1.04 million in FY14. The decrease is due to the elimination of the Internet sweepstakes cafe license fee
- Working with the Information Technology Department to implement a new business privilege license system to improve the efficiency and effectiveness of the licensing process
- Collected approximately \$144,000 in lot cleaning/demolition assessments and interest in FY2013
- Working with the Information Technology Department to place outstanding street, lot cleaning and demolition assessments on the City's website. This initiative will improve customer service and significantly improve the efficiency of the collection process

### Financial Planning and Reporting

#### Purpose Statement:

Financial Planning and Reporting provides development and oversight of the annual budget process, capital funding plan and financial reporting, including the comprehensive annual financial report. This program is responsible for periodic financial reports for federal, state and other agencies and provides grant financial compliance oversight. The program provides internal audit services and coordination of external audits, as well as debt planning and issuance.

### **Highlights:**

- Received the Certificate of Achievement for Excellence in Financial Reporting for the FY2012 Comprehensive Annual Financial Report (CAFR)
- Coordinated development of the recommended FY2015 Annual Operating Budget and developed the recommended funding plan for the recommended FY2015-19 Capital Improvement and Information Technology Improvement Plans (CIP/ITP)
- Participated in a collaborative effort with the City Manager's Office and Information Technology Department to transition to program budgeting
- Coordinated issuance of the installment financing agreement for the public safety radio system upgrade in December 2013
- By June 2014, staff will recommend an installment financing proposal for approximately \$2.2 million for vehicles/equipment

### **Procurement and Asset Disposal**

#### **Purpose Statement:**

This program, administered through the City's Public Work Commission, provides procurement processes for supplies, materials and equipment, contract bidding and coordination, surplus asset disposal and administration of the Hire Fayetteville First and Small Disadvantaged Business Enterprise programs.

#### **Highlights:**

- Continue to support best practices efforts with the City's Public Works Commission for procurement activities and contract management
- Over \$268,000 in revenue generated from the on-line auction system in FY2013

### **Risk Management**

#### **Purpose Statement:**

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

#### **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

# Finance

	2012-13 Actual	2013-14 Original Budget	2014-15 Recommended Budget	2014-15 Adopted Budget	% Change vs 2013-14 Original Budget
<b>Expenditures by Program</b>					
Financial Planning & Reporting	N/A	N/A	\$618,544	\$0	N/A
Accounting Operations	N/A	N/A	1,711,477	0	N/A
Risk Management	N/A	N/A	3,497,846	0	N/A
Procurement and Asset Disposal	N/A	N/A	419,300	0	N/A
Non-Program Expenditures	N/A	N/A	72	0	N/A
<b>Total Expenditures</b>	<b>N/A</b>	<b>N/A</b>	<b>\$6,247,239</b>	<b>\$0</b>	<b>N/A</b>
<b>Expenditures by Type</b>					
Personnel Services	\$1,396,031	\$1,510,432	\$1,532,619	\$0	1.5%
Operating	2,729,954	3,313,297	3,387,957	0	2.3%
Contract Services	1,181,152	1,373,005	1,326,318	0	-3.4%
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	193	575	345	0	-40.0%
<b>Total Expenditures</b>	<b>\$5,307,330</b>	<b>\$6,197,309</b>	<b>\$6,247,239</b>	<b>\$0</b>	<b>0.8%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	2,477,730	2,756,236	2,749,321	0	-0.3%
General Fund Subtotal	2,477,730	2,756,236	2,749,321	0	-0.3%
Risk Management Fund	2,829,600	3,441,073	3,497,918	0	1.7%
<b>Total Funding Sources</b>	<b>\$5,307,330</b>	<b>\$6,197,309</b>	<b>\$6,247,239</b>	<b>\$0</b>	<b>0.8%</b>
<b>Full-Time Equivalent Positions By Department</b>					
<b>Total Authorized FTEs</b>	<b>22.0</b>	<b>23.0</b>	<b>23.0</b>	<b>0.0</b>	<b>0.0%</b>

### **BUDGET HIGHLIGHTS**

- Personnel includes \$25,629 for employee pay adjustments
- Operating includes \$1,838,200 for claims administration, payments, and reinsurance costs for workers' compensation, \$1,302,672 for property and liability insurance, claims administration and settlements, \$142,486 for repairs to city vehicles and property to be subrogated against responsible parties, \$22,035 for employee training and development, and \$20,035 for equipment and software maintenance agreements
- Contract Services includes \$708,000 for property tax collection services, \$372,300 for purchasing services by the Public Works Commission, \$75,000 for broker and consulting services for property and liability coverage, and \$64,800 for the annual audit
- Non-program expenditures reflect costs for benefits for retirees from the Risk Management fund

# Finance

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## PROGRAMS AND PERFORMANCE MEASURES

### Financial Planning and Reporting

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General Fund \$618,544 / 6.6 FTEs

#### City Goal:

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

#### Objective:

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

#### Key Performance Measures:

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of budget staff FTEs per 1,000 population	0.010	0.010	.010
# of portfolios that exceed annual budget appropriation	0	0	0
General Fund Unassigned Fund Balance as a % of the Subsequent Year's Budget	12.0%	10.9%	11.0%

#### Objective:

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

#### Key Performance Measures:

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of grants managed (federal, state, local and non-governmental)	89	71	75
Average # of grants managed per FTE	57	45	45
Did the CAFR achieve GFOA award?	Yes	Yes	Yes
General obligation bond ratings	AA+/Aa1	AA+/Aa1	AA+/Aa1
Was the audit opinion unmodified?	Yes	Yes	Yes
# of financial compliance findings reported in annual audit	0	0	0



**Accounting Operations**

General Fund \$1,711,477 / 14.8 FTEs

**City Goal:**

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

**Objective:**

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

**Key Performance Measures:**

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of paychecks/direct deposits issued	50,686	50,662	51,560

**Objective:**

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

**Key Performance Measures:**

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of invoices processed for payment	38,506	39,549	40,300

**Objective:**

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

**Key Performance Measures:**

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
Average pooled cash/investment balance	\$118.9M	N/A	TBD

**Objective:**

To ensure that the County tax collector and NC Department of Motor Vehicles maintain a combined property tax collection rate of 99.0% in the year of assessment.

**Key Performance Measures:**

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
% of property tax collection in the year of assessment	97.53%	98.53%	99.24%

# Finance

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## Objective:

To maximize revenues by effectively administering the privilege license program.

## Key Performance Measures:

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of privilege licenses issued annually	5,580	5,280	5,300
# of new privilege licenses issued resulting from discovery efforts	N/A	N/A	25

## Risk Management

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Risk Management Fund \$3,497,846 / 1.6 FTEs

## 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 workers' compensation claims by the third party administrator.

## Key Performance Measures:

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of new claims received	156	167	160
Average cost to administer a Medical Only Claim	\$170	\$170	\$170
Closing Ratio (# claims closed / # of new claims)	90%	70%	80%

## Objective:

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

## Key Performance Measures:

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of new claims received	185	180	180
Average cost to administer an Auto Liability Claim	\$415	\$415	\$415
Closing Ratio (# claims closed / # of new claims)	90%	95%	95%

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**Procurement and Asset Disposal**

General Fund \$419,300 / 0 FTEs

**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 of commodities within five business days.

**Key Performance Measures:**

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of purchase orders issued	2,054	2,064	2,100
# of new contracts administered	37	58	50
Cost per purchase order/contract (based on agreement)	N/A	N/A	TBD
% of purchase orders issued within five business days	N/A	N/A	TBD

**Objective:**

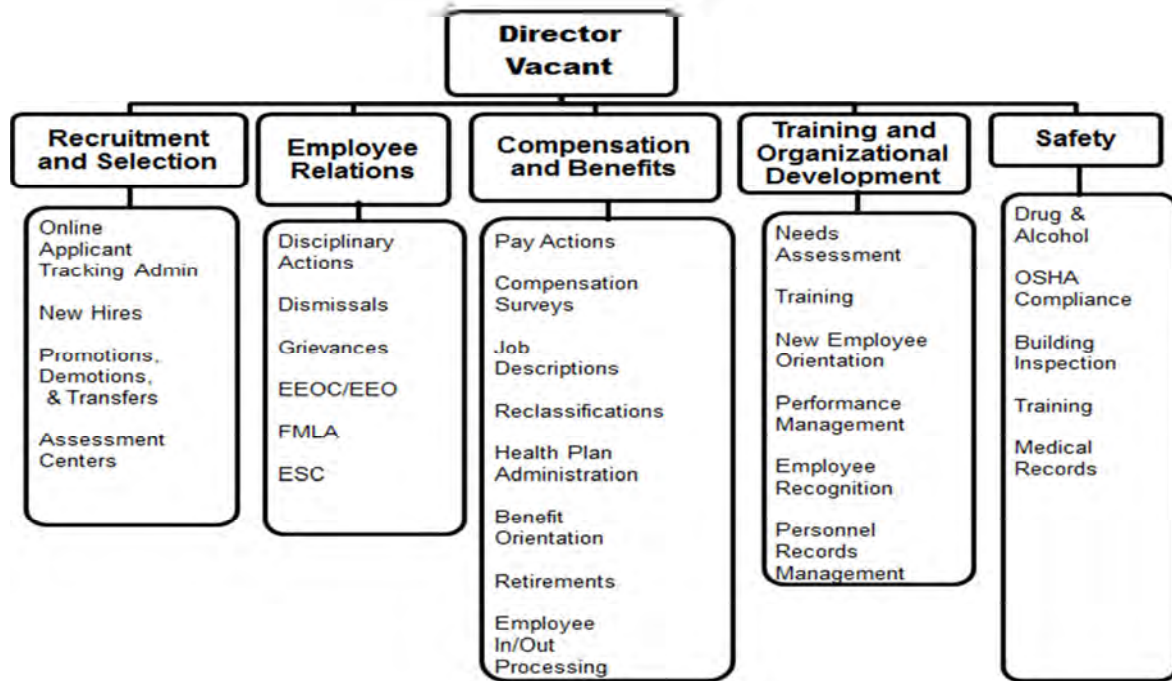
To maximize revenues generated from the timely disposal of surplus assets through an online bidding program.

**Key Performance Measures:**

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of items disposed	71	55	65
Average disposal cost as a % of revenue	10.25%	10.06%	10.15%

# Human Resource Development

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## MISSION STATEMENT

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 so they can provide high-quality services.

## PROGRAM DESCRIPTIONS

### Compensation/Benefits

#### **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:**

- Responsible for ensuring the City is offering competitive pay and benefits to assist with recruitment and retention
- Actively seeks survey data to ensure competitiveness and make recommendations for the pay plan and the benefits package

### Employee Relations

#### **Purpose Statement:**

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

#### **Highlights:**

- Responsible for the intake of all inquiries from management and employees regarding policy and procedure and provides guidance for efficient and consistent resolution of issues
- Tracks all disciplinary actions, drafts all Consideration of Dismissals (CODs), and prepares materials for grievance hearings
- Manages all documentation related to leave under FMLA and all other leaves of absence

### Recruitment

#### **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.

# Human Resource Development

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## Highlights:

- The Recruitment function processes on average approximately 12,000 applications per year with the most recent year resulting in over 13,000 applications received
- The applicant pool is managed through NEOGOV, which is an online applicant tracking administration system used to process all hires
- Staff also assists departments with assessment centers for promotional processes and executive level positions

## Safety

### Purpose Statement:

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

### Highlights:

- Promotes workplace safety and a hazard-free work environment by offering classroom and online training to approximately 1,000 employees annually
- Activities conducted to promote a safe work environment, including over 300 random drug tests per year
- Conducting over 40 scheduled safety audits of City buildings
- Conducting 15 unannounced worksite safety observations per year in compliance with OSHA rules and regulations

## Training and Organizational Development

### Purpose Statement:

Training and Organizational Development provides training opportunities that enhance work-related skills and abilities allowing employees to provide more efficient and effective services. This program also manages an employee recognition program that recognizes employees for their length of service and outstanding contribution to the City's Mission.

### Highlights:

- Develops a city-wide training curriculum based on a bi-annual organizational, task, and performance needs analysis and then designs/develops courses to address needs
- Offers over 50 courses to include city-mandated compliance courses
- Promotes a culture of recognition and appreciation by managing the employee recognition program that recognizes over 200 employees annually and organizes employee appreciation events attended by almost 900 employees per year

## Human Resource Development

	2012-13 Actual	2013-14 Original Budget	2014-15 Recommended Budget	2014-15 Adopted Budget	% Change vs 2013-14 Original Budget
<b>Expenditures by Program</b>					
Recruitment	N/A	N/A	\$280,758	\$0	N/A
Retention/Employee Relations	N/A	N/A	181,570	0	N/A
Compensation/Benefits	N/A	N/A	14,093,957	0	N/A
Training and Development	N/A	N/A	395,409	0	N/A
Safety	N/A	N/A	224,499	0	N/A
Non-Program Expenditures	N/A	N/A	1,211,021	0	N/A
<b>Total Expenditures</b>	<b>N/A</b>	<b>N/A</b>	<b>\$16,387,214</b>	<b>\$0</b>	<b>N/A</b>
<b>Expenditures by Type</b>					
Personnel Services	\$1,127,532	\$1,264,473	\$1,301,644	\$0	2.9%
Operating	11,713,939	13,297,462	13,349,675	0	0.4%
Contract Services	159,567	351,262	328,695	0	-6.4%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	0	0	1,200,000	0	100.0%
Debt Service	0	0	0	0	0.0%
Other Charges	609	561,069	207,200	0	-63.1%
<b>Total Expenditures</b>	<b>\$13,001,647</b>	<b>\$15,474,266</b>	<b>\$16,387,214</b>	<b>\$0</b>	<b>5.9%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	1,112,523	1,201,899	1,201,110	0	-0.1%
General Fund Subtotal	1,112,523	1,201,899	1,201,110	0	-0.1%
Risk Management Fund	11,889,124	14,272,367	15,186,104	0	6.4%
<b>Total Funding Sources</b>	<b>\$13,001,647</b>	<b>\$15,474,266</b>	<b>\$16,387,214</b>	<b>\$0</b>	<b>5.9%</b>
<b>Full-Time Equivalent Positions By Department</b>					
<b>Total Authorized FTEs</b>	<b>16.5</b>	<b>19.0</b>	<b>19.0</b>	<b>0.0</b>	<b>0.0%</b>

# Human Resource Development

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## BUDGET HIGHLIGHTS

- Personnel includes \$20,664 for employee pay adjustments
- Operating includes \$13,130,000 for claims administration, payments and reinsurance costs for employee and retiree health, life and dental benefits, \$26,906 for wellness program incentive items, and \$91,827 for city-wide internal development and training
- Contract Services includes \$20,137 for the Employee Assistance Program, \$24,243 for Flexible Spending Account administration, \$62,876 for medical services related to employee health and safety, \$103,119 for benefit plan enrollment services, \$79,320 for healthcare plan consulting, and \$39,000 for website services for health risk assessments
- Transfers to Other Funds includes Risk Management interfund loans of \$500,000 for the Murchison Road redevelopment project, \$500,000 for renovations of the Cross Creek district office, and \$200,000 for the Cape Fear River Trail project
- Other Charges includes \$180,000 for Affordable Care Act fees and \$27,000 for employee relations activities, including the employee picnic
- Non-program expenditures primarily consist of the interfund loans discussed above



# Human Resource Development

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## PROGRAMS AND PERFORMANCE MEASURES

### Recruitment

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General Fund \$280,758 / 4.1 FTEs

#### 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.

#### Key Performance Measures:

	FY 2013	FY 2014 Estimated	FY 2015 Recommended
# of hires per month	24	20	20
# of postings per year	130	125	125
# of positions filled per year	288	240	240
# of applications received per year	13,456	12,500	12,500
# of applications reviewed per FTE	N/A	3,500	3,500
# of positions filled per FTE	144	120	120
Average city-wide fill time (from posting date to new hire start date)	72 days	85 days	60 days
Average departmental fill time (from applications turned over to dept. to new hire start date)	N/A	75 days	50 days
% of positions filled at or before 60 days (from initial posting date to start date)	N/A	N/A	50%

### Employee Relations

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General Fund \$181,570 / 2.5 FTEs

#### City Goal:

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

#### 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.

## Human Resource Development

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<b>Key Performance Measures:</b>	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of separations per year due to retirement, dismissal, resignation pending discipline or "other"	133	150	150
# of disciplinary actions issued per year	166	160	150
# of Considerations for Dismissal (CODs) issued per year	20	20	20
# of grievance hearings conducted per year	11	10	10
# of CODs processed per FTE	20	20	20
# of grievance hearings conducted per FTE	6	8	8
# of employee meetings/contacts regarding policy/procedure conducted per FTE	N/A	1,800	1,800
% of hires who successfully complete probationary period	N/A	N/A	90%
% retention rate	N/A	N/A	90%
% of employees that believe grievances are fairly settled and kept confidential (Biennial Employee Survey 2013)	59.3%	N/A	65%

### Compensation/Benefits

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General Fund \$343,373 / 4.5 FTEs

Risk Management Fund \$13,750,584 / 2.0 FTEs

#### City Goal:

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

#### Objective:

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

<b>Key Performance Measures:</b>	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of pay actions completed per year (not including pay for performance)	470	475	475
# of positions reviewed per year for market competitiveness	N/A	20	60

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## Human Resource Development

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<b>Key Performance Measures:</b>	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of salary surveys completed per year	55	50	50
# of pay actions completed per FTE per year	470	315	315
# of salary surveys completed per FTE per year	55	35	35
% of pay actions requiring special retroactive pay due to HRD	N/A	0%	0%
% of positions reviewed for marketplace competitiveness	N/A	8.5%	25%
% of employees that feel they are paid fairly for the work they do (Biennial Employee Survey 2013)	30.7%	N/A	48.5%
% of employees that are satisfied with their pay (Biennial Employee Survey 2013)	28.0%	N/A	40.7%

### **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.

<b>Key Performance Measures:</b>	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of non-retirees out-processed (COBRA) per year	N/A	140	140
# of retirees out-processed per year	N/A	10	10
# of 401(k) and 457 information sessions offered per year	N/A	6	6
# of retirees out-processed per FTE	N/A	5	5
# of employee benefit related visits/contacts to HRD per FTE	N/A	1,950	1,950
% of non-sworn employees participating in 401(k) with no COF contribution	N/A	31%	40%
% of employees completing open enrollment by deadline	N/A	74%	100%
% of employees that understand what employee benefits provide (Biennial Employee Survey 2013)	90.8%	N/A	91.7%

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## Human Resource Development

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### 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>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of employer benefit surveys completed per year	N/A	4	10
# of benefit review meetings with benefits consultant per year	16	12	12
# of employer sponsored health plan benchmarking analyses completed	N/A	1	1
# of employer benefit surveys completed per FTE	N/A	2	5
% change in annual health plan renewal cost	2%	2%	5% or less
Benchmark of health plan	Median	Median	Median
% of employees that are satisfied with employee benefits provided (Biennial Employee Survey 2013)	64.8%	N/A	70.7%

### Training and Organizational Development

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General Fund \$395,409 / 3.6 FTEs

### City Goal:

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

### Objective:

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

<b>Key Performance Measures:</b>	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of training programs offered per month	8	11	14
# of employees voluntarily attending training programs	720	950	1,050
# of employees completing compliance training programs	426	1,657	1,657

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## Human Resource Development

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<b>Key Performance Measures:</b>	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
Annual cost per participant of voluntary training programs	\$95.00	\$110.00	\$120.00
Annual cost per participant of online compliance training programs	\$9.00	\$5.00	\$6.00
Average cost per participant of training	\$52.00	\$56.00	\$63.00
% of employees scoring 80% and above on course completion tests	N/A	90%	90%
% of supervisor responses indicating enhanced employee performance in areas trained	N/A	80%	80%
% of participant responses indicating a positive impact on performance in areas trained	N/A	80%	80%

**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>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of service award ceremonies per year	2	2	2
# of employees recognized for years of service	237	237	253
# of employees recognized for outstanding contributions	N/A	N/A	TBD
% of positive responses from employees on the years of service awards program	N/A	80%	90%

**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.

## Human Resource Development

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<b>Key Performance Measures:</b>	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of employee job results reviewed	1,453	1,453	1,453
# of performance evaluation forms reviewed	1,453	1,453	1,453
# of employees trained in the employee performance management system	109	80	100
# of performance evaluations reviewed per FTE	726	726	726
# of job results reviewed per FTE	1,453	1,453	1,453
% of supervisors trained in performance management	N/A	70%	90%
% of performance evaluation forms completed on time	98%	98%	100%
% of employees that feel performance is fairly evaluated and delivered in a timely manner (Biennial Employee Survey 2013)	71.3%	N/A	75.8%
% of employees that understand how the City's performance evaluation system works (Biennial Employee Survey 2013)	68.1%	N/A	75.2%
% of employees that believe the organization deals effectively and consistently with employees who have poor job performance (Biennial Employee Survey 2013)	41.6%	N/A	47.9%

### Safety

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Risk Management Fund \$224,499 / 2.3 FTEs

#### 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.

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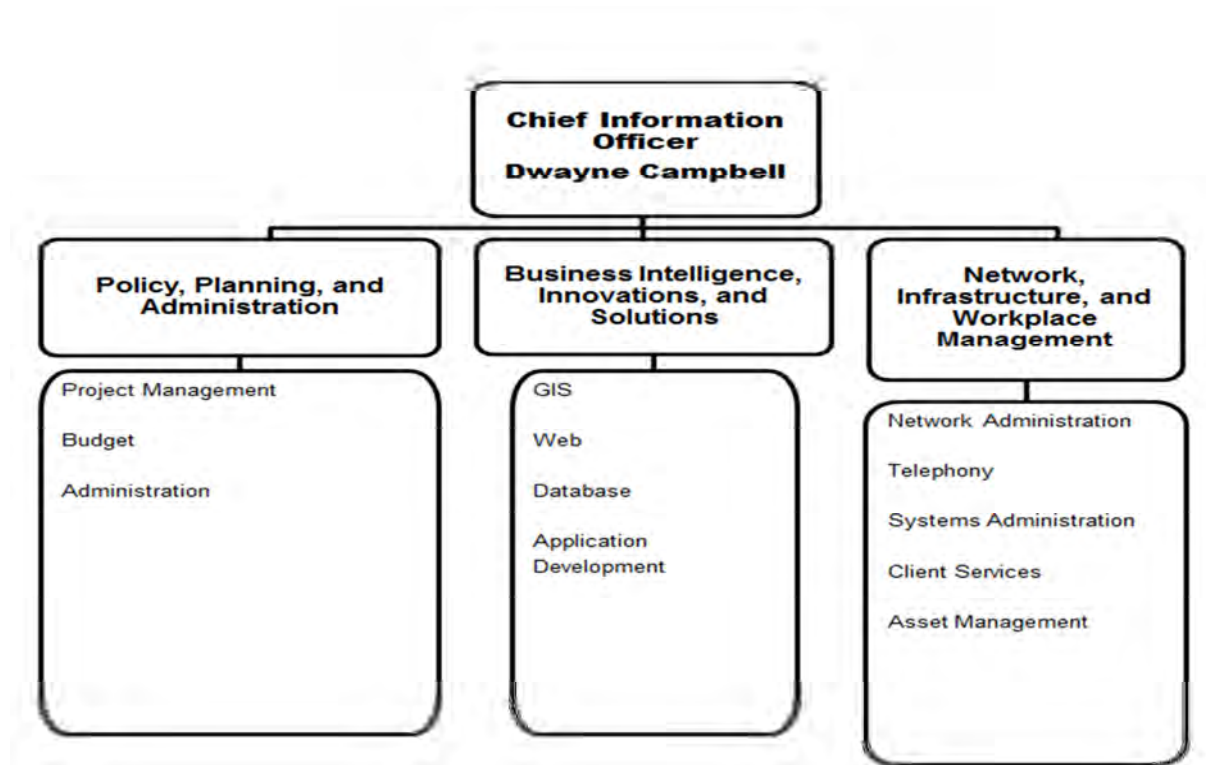
## Human Resource Development

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<b>Key Performance Measures:</b>	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of safety training classes offered per month (not including on-line courses)	5	5	5
# of employees attending safety training classes per year	955	1,100	1,645
# of unannounced worksite safety observations per year	15	30	30
# of scheduled City building audits	41	42	42
# of random drug tests administered	303	337	340
Average cost of drug test per employee	\$17.95	\$13.27	\$14.21
Average cost per participant of safety training	\$2.00	\$2.00	\$2.00
% reduction of workplace injuries	N/A	N/A	10%
% reduction of loss time days	N/A	N/A	10%
% reduction of restricted duty days	N/A	N/A	10%
DART Score (Days Away, Restriction or Transfer)	N/A	N/A	3.56%
% of employees drug tested at least once a year	27%	30%	30%

# Information Technology

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## MISSION STATEMENT

Information Technology will provide high quality, cost effective technology products and services that facilitate the creation of dynamic partnerships between the City of Fayetteville and its citizens. We will accomplish this mission by:

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

## PROGRAM DESCRIPTIONS

### Business Intelligence, Innovation and Solutions

#### 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 maintenance and support to existing software systems, 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:

##### Key Activities/Events/Projects

- Developed Program Based Budgeting Application
- Managed implementation of Fayetteville-Beautiful/Adopt-A-Street Program
- Provided several City departments with interactive GIS Web and Story Maps
- Implemented FPD ArcGIS Server Consolidation
- Implemented Google Transit application for Transit Department
- Launched Forensic Master Log application for Police Forensic Division
- Expanded SQL Server Reporting Services to City departments
- Developed Nuisance Abatement module for RAMP application
- Building Enterprise GIS environment

##### Challenges

- Lack of FTEs to manage enterprise level applications
- Increased department demand for data driven reports

# Information Technology

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## Information Technology Policy, Planning and Administration

### **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, as well as 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:**

#### Key Activities/Events/Projects

- IT Technology Day
- Partnered with Cumberland County Schools and Parks, Recreation and Maintenance to implement Wi-Fi access and install Chromebooks at 10 recreation facilities
- Implemented CityWorks Asset Management/Permits, Land & Licensing enterprise application (June 2014)
- Implemented Granicus Legislative Management Suite/Fayetteville OutFront web application
- Implemented BluePoint On-Line Learning & Education application
- Setup managed service for tier 1 technology support
- Implemented IT operations change management philosophy
- Conducted over 275 hours of technology training to City employees

#### Accolades

- 2014 Digital Cities Survey winner #9 (Population 125,000 - 249,999)
- Implemented web interface for our JDE Finance system

#### Challenges

- Lack of formalized change management practices
- Multiple major projects
- Limited IT Resources

## Network, Infrastructure and Workplace

### **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:

#### Key Activities/Events/Projects:

- Implemented Wi-Fi services at City facilities, which led to improved business processes and increased citizen engagement
- Partnered with Cumberland County Schools to increase public access devices and wireless coverage to 10 additional City recreation centers
- Upgraded the Public Safety remote connection server to increase the speed and reliability of Police Department and Fire Department user connectivity while responding to public safety calls
- Completed an upgrade of the Fayetteville PD in car video camera system to allow police users to upload in car video faster and more reliably
- Reorganized the City and Public Safety user domains to make access and management of user accounts more efficient
- Completed City and Public Safety server backup project, lowering the cost of the City's overall backup strategy
- Implemented a citywide patch management solution to automate software updates and installations across all City and Public Safety computers
- Constructed the infrastructure for the rollout of 175 virtual desktop computers to City employees
- Upgraded computers across City public lab environments to less expensive virtual desktop computers

#### Accolades

- Recognized by Netapp for innovative virtual desktop solution used to support our Public Safety departments

#### Challenges

- Increase in information security threats. Limited resources to actively monitor and respond in real time to security threats on our network
- Increase demand for bandwidth due to increased number of Internet applications and video surveillance initiatives

# Information Technology

	2012-13 Actual	2013-14 Original Budget	2014-15 Recommended Budget	2014-15 Adopted Budget	% Change vs 2013-14 Original Budget
<b>Expenditures by Program</b>					
IT Policy, Planning and Administration	N/A	N/A	\$2,394,496	\$0	N/A
Business Intelligence, Innovation and Solutions	N/A	N/A	750,756	0	N/A
Network, Infrastructure and Workplace Management	N/A	N/A	1,898,383	0	N/A
<b>Total Expenditures</b>	<b>N/A</b>	<b>N/A</b>	<b>\$5,043,635</b>	<b>\$0</b>	<b>N/A</b>
<b>Expenditures by Type</b>					
Personnel Services	\$1,542,324	\$1,758,517	\$1,867,327	\$0	6.2%
Operating	1,446,918	1,503,883	1,719,624	0	14.3%
Contract Services	274,399	497,999	372,084	0	-25.3%
Capital Outlay	42,741	33,000	6,000	0	-81.8%
Transfers to Other Funds	1,076,114	1,846,619	1,073,000	0	-41.9%
Debt Service	0	0	0	0	0.0%
Other Charges	778	100	5,600	0	5500.0%
<b>Total Expenditures</b>	<b>\$4,383,274</b>	<b>\$5,640,118</b>	<b>\$5,043,635</b>	<b>\$0</b>	<b>-10.6%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$2,000	\$0	0.0%
Other General Fund Funding	4,383,274	5,640,118	5,041,635	0	-10.6%
General Fund Subtotal	4,383,274	5,640,118	5,043,635	0	-10.6%
<b>Total Funding Sources</b>	<b>\$4,383,274</b>	<b>\$5,640,118</b>	<b>\$5,043,635</b>	<b>\$0</b>	<b>-10.6%</b>
<b>Full-Time Equivalent Positions By Department</b>					
<b>Total Authorized FTEs</b>	<b>23.0</b>	<b>24.0</b>	<b>26.0</b>	<b>0.0</b>	<b>8.3%</b>

### BUDGET HIGHLIGHTS

- Personnel reflects the addition of three desktop support specialists and also includes \$32,948 for employee pay adjustments
- One desktop support specialist position was eliminated during FY14 to fund contracted helpdesk services
- Operating includes \$1,264,816 for hardware and software maintenance and licensing, \$71,990 for a variety of small computer equipment, \$137,372 for telephone services and repairs, \$91,500 for departmental travel and training, \$50,000 for technology training for user departments, and \$19,427 for a hardware lease
- Contract Services includes services for technical consulting and programming, telephone maintenance and wiring, and other support services. Significant contracts include \$168,000 for implementation of the CityWorks system, \$84,000 for contracted help-desk support services and \$40,000 for network security services
- Transfers to Other Funds consists of transfers to capital project funds totaling \$1,073,000 for various Information Technology Plan projects as listed in the capital listing on page J - 43

# Information Technology

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## PROGRAMS AND PERFORMANCE MEASURES

### Information Technology Policy, Planning and Administration

General Fund \$2,394,496 / 8.0 FTEs

**City Goal:**

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

**Objective:**

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

**Key Performance Measures:**

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of process improvement initiatives completed	N/A	4	6
Cost per client served	N/A	N/A	\$60
% positive customer survey responses (Internal customer survey)	N/A	75%	85%

### Business Intelligence, Innovation and Solutions

General Fund \$750,756 / 5.0 FTEs

**City Goal:**

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

**Objective:**

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

**Key Performance Measures:**

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of technology solutions developed, implemented and supported	N/A	47	60
# of City employees served per BIIS FTE	N/A	200	120
% of positive responses in customer survey	N/A	90%	85%
% of time Service Level Agreement was met	N/A	N/A	85%

## Network, Infrastructure and Workplace

General Fund \$1,898,383 / 13.0 FTEs

### City Goal:

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

### Objective:

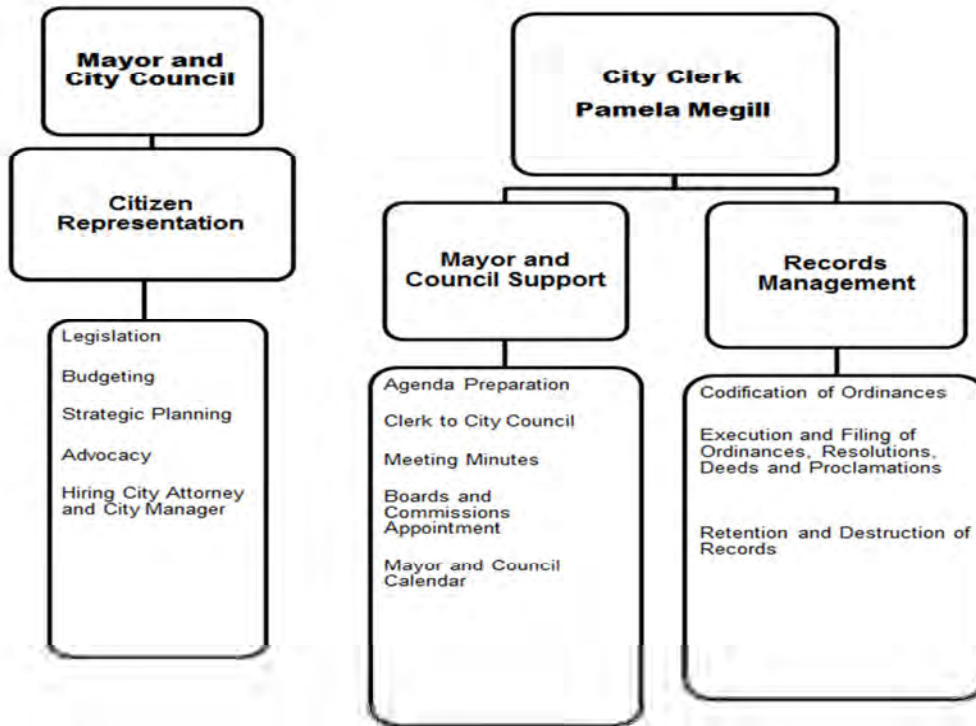
Support end user ability to meet City objectives by maintaining a safe and secure network environment.

### Key Performance Measures:

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of network devices supported	1,089	1,150	1,300
% of system availability	92%	92%	95%
% of compliance with quarterly security level audit	N/A	50%	75%

# Mayor, Council and City Clerk

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## MISSION STATEMENT

The City Council and Clerk's office exists 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 DESCRIPTIONS

### Citizen Representation

#### **Purpose Statement:**

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

#### **Highlights:**

- Enacted budget
- Adopted the Strategic Plan
- Passed ordinances and resolutions
- Adopted Federal and State advocacy and legislative agendas
- Supervised City Manager and City Attorney
- Appointed members to boards and commissions

### City Council Support

#### **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 also creates correspondence and ensures proper calendaring for Mayor and City Council. The City Clerk's Office also produces proclamations and furnishes direction for citizen concerns.

#### **Highlights:**

- Clerks City Council meetings
- Produces minutes and documents official actions
- Facilitates board and commission appointments
- Will implement automated board and commission application process
- Clerks newly added City Council committees
- Planned and executed last year's inauguration and onboarding of newly elected Council
- Implemented Granicus automated agenda process
- Produces agenda packets and distributes to Council

# Mayor, Council and City Clerk

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## Records Management

### **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. Records Management issues cemetery deeds and going-out-of-business licenses, coordinates codification of the Fayetteville City Code, administers oaths of office, accepts public record requests, certifies documents and accepts appeal requests.

### **Highlights:**

- Assists all City employees with adherence to the public records law (G.S. §132)
- Facilitates training for State Records Retention and Disposition Schedule
- Prepares ordinances and resolutions
- Scans all signed ordinances and resolutions into laserfiche and files them in the vault
- Contracted with vendor to organize records facility
- Provides oversight of storage facility and the City Hall legal document vault
- Files annexations ordinances with Cumberland County Register of Deeds Office
- Files contracts, agreements and deeds in vault

## Mayor, Council and City Clerk

	2012-13 Actual	2013-14 Original Budget	2014-15 Recommended Budget	2014-15 Adopted Budget	% Change vs 2013-14 Original Budget
<b>Expenditures by Program</b>					
Citizen Representation	N/A	N/A	\$678,690	\$0	N/A
City Council Support	N/A	N/A	122,545	0	N/A
Records Management	N/A	N/A	73,110	0	N/A
<b>Total Expenditures</b>	<b>N/A</b>	<b>N/A</b>	<b>\$874,345</b>	<b>\$0</b>	<b>N/A</b>
<b>Expenditures by Type</b>					
Personnel Services	\$358,174	\$474,708	\$457,736	\$0	-3.6%
Operating	132,373	160,261	190,904	0	19.1%
Contract Services	60,362	308,202	221,700	0	-28.1%
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	4,312	2,500	4,005	0	60.2%
<b>Total Expenditures</b>	<b>\$555,221</b>	<b>\$945,671</b>	<b>\$874,345</b>	<b>\$0</b>	<b>-7.5%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	555,221	945,671	874,345	0	-7.5%
General Fund Subtotal	555,221	945,671	874,345	0	-7.5%
<b>Total Funding Sources</b>	<b>\$555,221</b>	<b>\$945,671</b>	<b>\$874,345</b>	<b>\$0</b>	<b>-7.5%</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>0.0</b>	<b>0.0%</b>

## Mayor, Council and City Clerk

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### BUDGET HIGHLIGHTS

- Personnel includes \$8,270 for employee and council pay adjustments
- Operating includes \$6,000 for codification service software license fees, \$46,355 for travel and training, and \$113,464 for organizational memberships and dues
- Contract Services includes \$150,000 for the Parks & Recreation bond referendum, \$32,500 for the legislative affairs agreement through the Chamber of Commerce, \$20,000 for the second phase of a records management project, and \$16,000 for codification services
- Other Charges consists of \$4,005 for community relations activities

**PROGRAMS AND PERFORMANCE MEASURES**

**Citizen Representation**

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General Fund \$678,690 / 1.0 FTEs

**City Goal:**

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

**Objective:**

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

**Key Performance Measures:**

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
% of residents that feel the City is moving in the right direction (Biennial Citizen Survey 2013)	48.4%	NA	53%
% of residents that rate the City as an excellent or good partner with its citizens (Biennial Citizen Survey 2013)	36.9%	N/A	42%
% of residents very satisfied or satisfied with the overall image and appearance of the City (Biennial Citizen Survey 2013)	44.7%	N/A	68%
% of residents that are very satisfied or satisfied with the overall quality of life in the City (Biennial Citizen Survey 2013)	50.2%	N/A	80%
% of residents very satisfied or satisfied with the overall value received for City tax dollars/fees (Biennial Citizen Survey 2013)	30.8%	N/A	45%

**City Council Support**

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General Fund \$122,545 / 1.5 FTEs

**City Goal:**

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

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## Mayor, Council and City Clerk

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### Objective:

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

### Key Performance Measures:

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of meeting notices prepared per year	122	130	TBD
% of minutes prepared and presented for Council approval within one month	30%	75%	80%
% of meetings noticed at least 48 hours in advance	98%	98%	100%
% of agenda packets provided to City Council and available to the public at least five days in advance of the Council meeting	N/A	85%	95%

### Objective:

To facilitate an effective system of appointing volunteer applicants to boards and commissions in support of the boards and commissions appointment committee to ensure quorum is attainable.

### Key Performance Measures:

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of boards and commission seats	164	164	TBD
# of applicants per year	96	96	TBD
# of boards and commission vacancies	83	75	TBD
% of surveyed boards and commissions appointment committee members satisfied with the appointment process	100%	100%	100%
% of newly appointed boards and commission members that attend the City orientation	N/A	75%	85%

## Records Management

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General Fund \$73,110 / 0.5 FTEs

### City Goal:

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

### Objective:

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

### Key Performance Measures:

	<b>FY 2013</b>	<b>FY 2014 Estimated</b>	<b>FY 2015 Recommended</b>
# of ordinances and resolutions prepared per year	136	136	TBD
# of boxes of out of date records identified	878	N/A	TBD
% of ordinances and resolutions distributed within five business days of Council action	N/A	95%	95%
% of out of date records destroyed	1.5%	N/A	95%
% of contracts attested to and returned within three business days	N/A	N/A	TBD

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# Section H

## Other Appropriations

## 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 2015 are listed below by expenditure category.

### Personnel Services

- \$1,316,262 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.
- \$623,737 to fund separation allowance payments for retired law enforcement officers.
- \$23,000 to fund unemployment insurance expenditures. In fiscal year 2014, unemployment insurance expenditures are projected to total \$374,625 due to requirements by the State for governmental employers to establish an account reserve to fund future benefit payments.
- \$12,469 to fund 25% of the Warehouse Coordinator position for duties associated with operating the City's fuel site.

### Operating Expenditures

- \$1,066,478 for insurance and claim settlement funding for General Fund operations.
- \$795,850 for rent payments to the City of Fayetteville Finance Corporation to fund debt service for city facilities.
- \$19,830 for miscellaneous utility expenditures and stormwater utility fees for General Fund facilities.
- \$19,763 for operating expenditures for the City's fuel site.

### Contract Services

- \$6,547,635 for payments to the County and other municipalities for the sales tax agreement.
- \$164,768 for payments to Spring Lake for the Fort Bragg annexation agreement for sharing of state revenues (\$88,349 for Powell Bill proceeds, \$17,911 for Beer & Wine taxes, and \$58,508 for Video Programming utility taxes).
- \$52,500 for professional services for arbitrage calculation and sales tax reallocation services.
- \$16,000 for collection services.

### Transfers to Other Funds

- \$6,113,672 from the General Fund to the Environmental Services Fund to support operations.
- \$3,481,020 from the General Fund to the Transit Fund to support operations.
- \$3,142,600 from the General Fund to the City's Public Works Commission for water and sewer infrastructure improvements for the Phase V annexation area.

## Other Appropriations

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- \$725,597 from the General Fund to the Risk Management fund for interfund loan repayments.
- \$385,200 from the General Fund to the City's Public Works Commission for debt service.
- \$133,771 from the General Fund to the Parking Fund to support operations.
- \$100,000 from the General Fund to the Economic and Physical Development capital project fund for improvements at the former Texfi site.
- \$51,599 from the Lake Valley Drive MSD Fund to the General Fund for an infrastructure improvement loan repayment.

### Debt Service

- \$6,050,122 for Capital Funding Plan debt service in the General Fund.
- \$792,250 for City of Fayetteville Finance Corporation debt service.

### Other Charges

- \$1,552,320 for fuel inventory purchase for the City's fuel site, offset by \$1,606,420 in cost redistributions to City departments for fuel usage.
- \$80,500 service charges for credit and debit card payments to the city.
- \$20,000 for tax refunds.
- \$3,600 for bank administration charges for the City of Fayetteville Finance Corporation.
- \$246,315 and \$2,844 respectively for the LEOSSA and Lake Valley Drive MSD Funds for expected increases to fund balance. Similarly, fiscal year 2014 year end projections include \$837,694 for an anticipated increase in fund balance reserved in the General Fund for the Capital Funding Plan.

## Other Appropriations

					%
	2012-13	2013-14	2014-15	2014-15	Change vs
	Actual	Original	Recommended	Adopted	2013-14
		Budget	Budget	Budget	Original
					Budget
<b>Expenditures by Department</b>					
Other Appropriations	\$25,408,375	\$33,541,133	\$31,933,282	\$0	-4.8%
<b>Total Expenditures</b>	<b>\$25,408,375</b>	<b>\$33,541,133</b>	<b>\$31,933,282</b>	<b>\$0</b>	<b>-4.8%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$692,802	\$1,076,168	\$1,975,468	\$0	83.6%
Operating	1,732,332	1,919,909	1,901,921	0	-0.9%
Contract Services	7,630,689	7,948,883	6,780,903	0	-14.7%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	8,137,654	15,201,881	14,133,459	0	-7.0%
Debt Service	6,807,179	6,893,506	6,842,372	0	-0.7%
Other Charges	407,719	500,786	299,159	0	-40.3%
<b>Total Expenditures</b>	<b>\$25,408,375</b>	<b>\$33,541,133</b>	<b>\$31,933,282</b>	<b>\$0</b>	<b>-4.8%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	23,916,550	31,873,983	30,212,937	0	-5.2%
General Fund Subtotal	23,916,550	31,873,983	30,212,937	0	-5.2%
Lake Valley Drive MSD Fund	55,889	79,767	54,443	0	-31.7%
City of Fayetteville Finance Corp	816,510	806,750	795,850	0	-1.4%
LEOSSA Fund	619,426	780,633	870,052	0	11.5%
<b>Total Funding Sources</b>	<b>\$25,408,375</b>	<b>\$33,541,133</b>	<b>\$31,933,282</b>	<b>\$0</b>	<b>-4.8%</b>
<b>Full-Time Equivalent Positions</b>					
<b>By Department</b>					
Other Appropriations	0.5	0.5	0.3	0.0	-40.0%
<b>Total Authorized FTEs</b>	<b>0.5</b>	<b>0.5</b>	<b>0.3</b>	<b>0.0</b>	<b>-40.0%</b>

## Other Appropriations

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City of  
**Fayetteville**  
*North Carolina*



# Section I

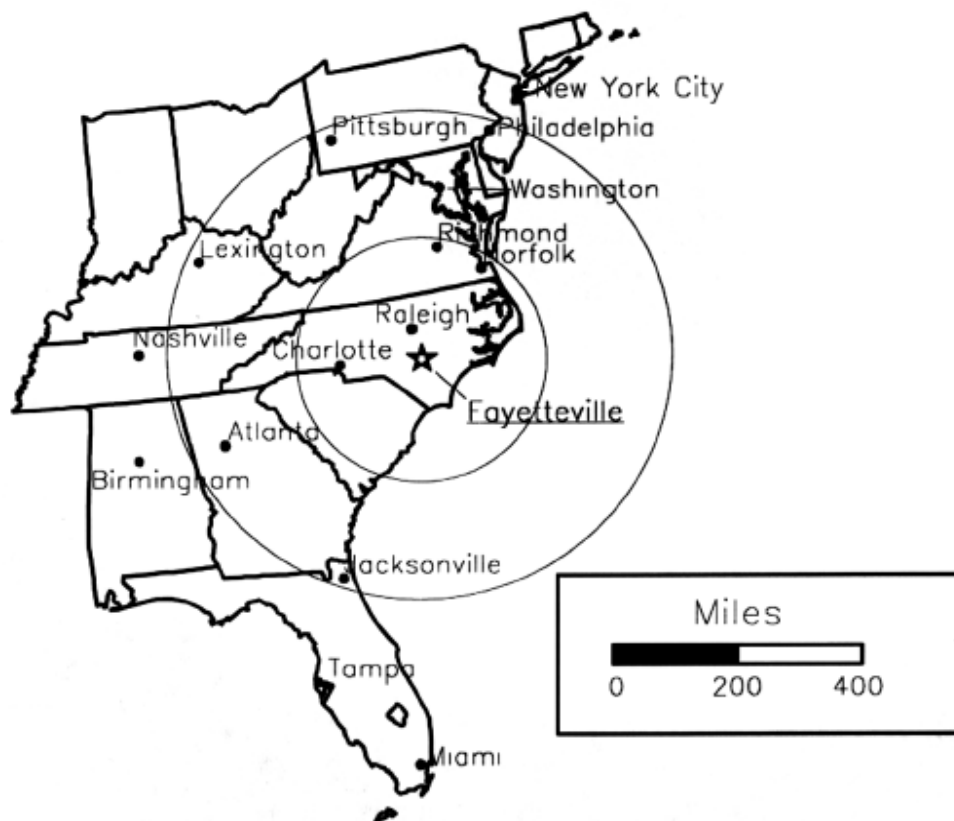
## Fayetteville at a Glance

## Geographic Location

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

The City encompasses Fort Bragg Army Post and is adjacent to Pope Army Airfield, which together form one of the largest military complexes in the world. The bases add significantly to the Fayetteville area economy and to the culture of the community.



# Fayetteville at a Glance

## Demographic Characteristics

Estimated Population	209,080
Median Age*	29.8
Median Education*	24.3% with 4 or more yrs of college
Median Household Income*	\$44,756
Median Value of Owner Occupied Housing Unit*	\$123,300

\*Source – U.S. Census Bureau, Bureau of Labor Statistics  
2008-2012 American Community Survey Data for Fayetteville

## Climate

Average Annual Sunny Days – 216
Average Annual Precipitation – 46.78 inches
Average Relative Humidity
Sunrise - 85%
Afternoon - 55%
Average Daily Temperature
January – 41.7° (F)
July – 80.4° (F)
October – 61.7° (F)
Annual – 61.2° (F)

## Economy/Employment

Rates of Unemployment (March 2014)
Fayetteville – 7.5 %
North Carolina – 6.3 %
United States – 6.7 %

## Building Construction

<u>Year</u>	<u># of Permits</u>	<u>\$ Value</u>
2004	2,053	194.8M
2005	2,784	289.7M
2006	3,377	358.9M
2007	2,660	211.9M
2008	2,835	233.1M
2009	2,555	175.4M
2010	3,202	264.6M
2011	3,655	351.3M
2012	4,177	305.4M
2013	4,063	253.4M

## City of Fayetteville's Major Employers\*\*

U.S. Dept. of Defense (Civilian)	14,515
Cumberland County Schools	6,531
Cape Fear Valley Health System	5,401
Wal-Mart	2,864
Cumberland County Government	2,353
The Goodyear Tire & Rubber Co	2,334
City of Fayetteville	2,056
FTCC	1,391
Veterans Administration	1,250
Fayetteville State University	840

\*\*Source: City of Fayetteville Comprehensive Annual Financial Report 2013

## Fayetteville's Ten Largest Taxpayers\*\*

<u>Name</u>	<u>Type of Enterprise</u>	<u>Assessed Valuation 01/31/12</u>	<u>% of Total Valuation</u>
Cross Creek Mall LLC	Investment Company	\$113,194,500	0.84%
Carolina Telephone	Utility	54,129,382	0.40%
Piedmont Natural Gas Co., Inc.	Utility	50,112,011	0.37%
Wal-Mart	Retail	39,767,050	0.29%
Westlake at Morganton LLC	Property Rental	28,107,800	0.21%
Hidden Creek Village	Property Rental	24,803,500	0.18%
Independence Place West Fay	Property Rental	24,064,200	0.18%
DDRM Fayetteville Pavilion LLC	Real Estate	23,862,500	0.18%
Eagle Point Village Apartments	Property Rental	22,919,500	0.17%
Fayetteville Publishing Co	Publications	22,361,840	0.17%





# Section J

## Fiscal Information

## **What is a Budget?**

The City of Fayetteville is a full-service, chartered municipality governed by the General Statutes of the State of North Carolina.

The City provides a wide variety of services for its estimated 209,080 residents. Municipal services are financed through a variety of taxes, fees, intergovernmental assistance and charges for services. The City adopts an annual budget to plan for effective delivery of services and to efficiently manage the revenues, which support those services.

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

## **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>Finance prepares budget instructions and conducts budget workshops for department heads and budget representatives</li> <li>Department requests for capital improvement and information technology projects reviewed</li> </ul>	<ul style="list-style-type: none"> <li>Departments prepare current year estimates and new year base operating requirements</li> <li>Departments prepare capital requests, new initiatives and program priorities</li> <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 Officer 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> <li>Adopted budget document is printed and distributed</li> </ul>

## **Budget Implementation and Monitoring**

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

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

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

# Basics of Budgeting

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## Basis of Budgeting

The City budgets revenues and expenditures on a modified accrual basis. Revenues are recognized in the accounting period in which they become measurable and available. Expenditures are recognized in the accounting period in which the liability is incurred, except for bond principal and interest, which 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
- Special Projects

### Operations

- Airport
- Environmental Services
- Fire and Emergency Management
- Parks, Recreation and Maintenance
- Police and Emergency Communications
- Transit

### Support Services and Administration

- City Attorney's Office
- Mayor, Council and City Clerk
- City Manager's Office
- Corporate Communications
- Finance
- Human Resource Development
- Information Technology

### 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 statutory designated budget officer, is authorized to transfer funds among line-items within each appropriation authorization; however, amending the overall appropriation level of 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 City 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 proceeds of general obligation bonds, transfers from other funds, and grants. The City has capital project funds for the following activities: general government; economic and physical development; public safety; recreation and culture; transportation; and bond improvements.
- **Federal and State Financial Assistance Fund** - The Federal and State Financial Assistance Fund is a special revenue fund used to account for proceeds from various sources that are legally restricted to expenditures associated with specific projects such as community development and public safety. Revenues in the fund include federal forfeiture funds, donations and grants.

## Proprietary Funds

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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. Prior to fiscal year 2014, this fund was the Recycling fund and accounted only for program costs and revenues for the recycling program.
- **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 medical, dental, life, 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 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 2015 fiscal year.

## **GENERAL FUND REVENUES**

### **Ad Valorem Taxes**

The recommended tax rate for fiscal year 2015 is 49.8 cents per 100 dollars of property valuation, with total taxable values estimated to be \$13,795,972,112 and collection rates estimated at 99.25 percent for real and personal property and 99.13 percent for motor vehicles. This tax rate represents a 4.2 cent increase over the fiscal year 2014 tax rate of 45.6 cents.

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 2015 current year property tax collections are projected to be \$68,182,118, which represents an 8.3 percent increase over the fiscal year 2014 estimate. The increase primarily results from the 9.2 percent tax rate adjustment, offset by the return to 12 cycles of motor vehicle tax collections. Prior year taxes and penalties are projected to total \$1,075,100.

Real and personal property taxable values are projected to be 1.0 percent over estimated fiscal year 2014 values based upon data provided by the Cumberland County Tax Office on March 4, 2014. Excluding values associated with late listings and discoveries

during fiscal year 2014, growth of real and personal property taxable values is projected at 1.84 per cent.

Motor vehicle taxable property values for fiscal year 2015 are projected to grow by 2.0 percent over fiscal year 2014 values. As previously noted, revenue projections for motor vehicle taxes 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 \$615,000 for fiscal year 2015, a decline of \$155,300 from projected fiscal year 2014 collections due to the four-month Tag and Tax Together overlap impacting fiscal year 2014.

Privilege license tax revenue is projected to be \$1,067,500, as compared to the fiscal year 2014 year-end projections of \$1,118,200, with the projection roughly based on average collections for fiscal years 2013 and 2014.

Vehicle gross receipts tax revenues are collected on rental vehicles and heavy equipment and collections are projected to total \$577,700 for fiscal year 2015.

### **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.

# Revenue Assumptions

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## Federal Revenues

Federal intergovernmental revenue projections for fiscal year 2015 total \$561,918, and include funding from federal law enforcement agencies of \$74,900 for existing agreements for police expenditures and \$388,372 in anticipated grant revenues to fund four additional patrol officers, and \$98,646 in interest subsidies from the IRS. This represents an increase of \$351,583 from total projected revenues for fiscal year 2014 primarily reflecting the anticipated grant revenues for the four patrol officers.

## State Shared Revenues

Major state intergovernmental revenues include distributions of sales tax, utility tax and beer and wine tax proceeds and state street aid proceeds. Revenues for these distributions are estimated based on historical trends and statewide projections provided by the North Carolina League of Municipalities (NCLM).

## Sales Tax Distributions

The City currently receives state distributions from three separate sales taxes. Article 40 tax is a half-cent sales tax from which local governments receive distributions of state-wide collections on a per capita basis. Article 39 and 42 taxes are one-cent and half-cent sales taxes from which local governments receive distributions based upon taxes generated by sales that occur in the county, 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 2014, 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 lagged state-wide sales tax revenues in growth as compared to the first six months of the prior year (-1.1 percent vs. 5.2 percent growth).

For fiscal year 2014, the NCLM is projecting state-wide sales tax collections to be up 4.5 percent over fiscal year 2013. For the remaining six months of fiscal year 2014, the City's sales tax revenue projections assume that sales taxes collections based on statewide sales are 3.8 percent above the last six months of fiscal year 2013, while sales tax collections based on local sales are 1.0 percent below the last six months of fiscal year 2013. Total City sales tax revenues and hold harmless payments projected for fiscal year 2014 are \$34,270,276, 3.1 percent below the original budget of \$35,361,844. 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 \$6,345,134.

For fiscal year 2015, the NCLM is projecting state-wide sales tax collections to be up 3.75 percent, and that growth projection has been assumed for sales tax revenues derived from statewide sales. After the fiscal year 2014 decline in local point-of-delivery sales tax collections, fiscal year 2015 projections assume a rebound to 3.0 percent growth over fiscal year 2014. On that basis, projections of total sales tax distributions to the county as a whole are projected to be up 3.19 percent for fiscal year 2015.

## Revenue Assumptions

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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 2015, the City is projected to receive \$35,417,611 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 \$6,547,635.

### Utility Tax Distributions

Utility tax distributions from the State are projected to be \$11,091,700 in fiscal year 2014, down 0.4 percent from the fiscal year 2014 original budget projection of \$11,141,267, primarily reflecting declining telecommunication tax collections due to technology shifts by consumers.

Beginning in fiscal year 2015, municipalities will 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 will serve as a baseline for each municipality's share of the sales tax in fiscal year 2015. If sales tax collections are not sufficient to provide each municipality with at least the fiscal year 2014 baseline amount, every municipality's distribution will be reduced proportionately. If excess revenues are generated, the excess will be allocated to municipalities on an ad valorem basis.

For fiscal year 2015, \$11,166,100 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, and the change from electric and natural gas taxes.

Based upon projections of electric and video programming tax revenues to be generated from the Fort Bragg annexation during fiscal year 2014, \$958,592 is projected to be paid to fund water infrastructure projects for Fort Bragg, and \$154,959 must be shared with Spring Lake in accordance with the Fort Bragg annexation agreement. Due to the changes in taxation for electric sales, for fiscal year 2015 only \$58,508 from video programming tax revenues is projected to be shared with Spring Lake.

### 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 \$862,700 in beer and wine tax proceeds for fiscal year 2014, and \$877,800 for fiscal year 2015. These projections reflect an increase in per capita revenues of 2.2 percent in fiscal year 2014 and growth of 1.75 percent in fiscal year 2015 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 2015, the per capita rate is projected to be \$20.71 with a population estimate of 209,080, and the per mile rate is projected to be \$1,640 with a municipal street mileage estimate of 735.69. Powell Bill revenues are expected to total \$5,536,578 in fiscal year 2015, a 0.5 percent increase from fiscal year 2014. This revenue source must be used for street and sidewalk construction, maintenance or debt service.

Consistent with the Fort Bragg annexation agreement, the City must remit payments to Spring Lake to ensure a 70 percent to 30

## Revenue Assumptions

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percent share of state-shared revenues related to the Fort Bragg annexation. For fiscal year 2015, projected payments related to Powell Bill and beer and wine taxes total \$106,260.

### 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.

Total local intergovernmental revenues are projected to total \$4,474,260 in fiscal year 2015, an increase of \$441,259 over fiscal year 2014 projections. The reimbursement formulas and methodologies for the programs are projected to continue in fiscal year 2015 under the same provisions that existed in fiscal year 2014. Proceeds from the County for the recreation district are projected to be \$364,000 higher in fiscal year 2015, primarily due to recreation district tax proceeds retained by the County in fiscal year 2014 for improvements to real property.

The fiscal year 2015 budget also includes anticipated reimbursements of \$15,004 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 2015 for the General Fund include \$166,950 related to a variety of proposed fee adjustments for Development Services fees, permits and planning services, and \$35,015 for proposed fee increases for Parks and Recreation fees. The fee schedule in the appendix includes a comprehensive list of the current and recommended fees for fiscal year 2015.

Permit and fee revenues for fiscal year 2014 are projected to be \$2,406,110, which is 21.8 percent below the current budget and 18.0 percent below actual fiscal year 2013 revenues. The revenue decline primarily reflects decreased building and inspection permit revenues. Fiscal year 2015 revenue projections total \$2,698,350, reflecting slight increases in permit activity and \$167,000 for fee increases as discussed above.

Property lease revenues for fiscal year 2015 are projected to total \$459,736. Significant lease revenues projected for fiscal year 2015 include \$331,747 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 2014 are projected to be \$413,250, 2.7 percent above the current year budget. Projections for fiscal year 2015 total \$412,400, generally assuming a continuation of current levels of activity and revenues.

Development Services planning revenues for fiscal year 2014 and fiscal year 2015 are projected to be \$67,726 and \$67,150, respectively.

Public safety revenues for fiscal year 2014 are projected to be \$1,025,418, or 10.6 percent below budget, primarily reflecting declines in officer fees, police citations for code

## Revenue Assumptions

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violations, fire inspection fees and code violation citations, and hazardous waste service fees. Fiscal year 2015 revenues are projected to be \$1,097,597, up 7.0 percent, reflecting increased revenues for fire inspection fees and code violation citations.

Parks and Recreation revenues are projected to be \$1,493,214, or 3.8 percent above budget for fiscal year 2014, primarily reflecting greater than projected participation in recreation programs and increased park facility rentals. Fiscal year 2015 revenues are projected to increase to \$1,522,229, primarily reflecting a \$35,015 increase from after-school and summer program fees.

### **Other Revenues**

Miscellaneous revenue sources are generally estimated based on historical trends. For fiscal year 2014 and 2015, revenue projections include \$54,000 and \$108,000 respectively for custodial services to be provided under contract for the Airborne and Special Operations Museum.

### **Investment Earnings**

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 2015 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.

The Electric Fund transfer from the Public Works Commission (PWC) to the General Fund is budgeted at \$12,527,800.

Other transfers projected to be received by the General Fund include: \$51,599 from the Lake Valley Municipal Service District Fund to repay an interfund loan; \$25,000 from the Central Business Tax District Fund to assist in funding debt service for the Franklin Street Parking Deck; \$500,000 from the Risk Management Fund to provide an interfund loan to finance the cost of renovations at the leased Cross Creek District Office; and \$1,001,875 from the Transit Capital Fund to return Capital Funding Plan proceeds initially transferred for projects pending State grant awards.

The City anticipates financing \$2,107,111 for the purchase of General Fund vehicles.

### **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 2015 fund balance appropriation for the General Fund of \$1,919,934 is associated with specific planned expenditures totaling \$2,219,213, offset by \$285,998 in excess revenues from the 4.2 cent tax increase that will be dedicated to future year expenditures for funded initiatives and a miscellaneous fund balance reduction of \$13,281 to balance the recommended budget.

The funded expenditures include: a total of \$508,000 for capital and information technology improvement plan projects comprised of \$300,000 for the Ray Avenue

## Revenue Assumptions

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extension project, \$75,000 for the Legend Avenue relocation project and \$133,000 for the Integrated Work Order and Permitting project; \$354,185 for carryover of funding dedicated to Transit improvements; \$225,000 for the costs of the referendum and education campaign for Parks and Recreation bonds; and \$1,132,028 for capital funding plan expenditures in excess of dedicated current year revenues.

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

The recommended tax rate for the Central Business Tax District for fiscal year 2015 remains at 10.0 cents per 100 dollars of property valuation, with total taxable values estimated to be \$130,361,197 and collection rates estimated at 97.6 percent for real and personal property and 100.0 percent for motor vehicles. On this basis, fiscal year 2015 current year property tax collections are projected to be \$127,385, a decline of 1.5 percent from fiscal year 2014 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 2015, the E911 Fund is projected to receive \$805,520 in these dedicated revenues from

the State, the same amount projected to be received in fiscal year 2014.

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

The tax rate for the Lake Valley Municipal Service District Fund for fiscal year 2015 is recommended to be 24.5 cents per 100 dollars of property valuation, a decrease of 10.0 cents from the fiscal year 2014 rate of 34.5 cents. Total taxable values for fiscal year 2015 are estimated to be \$22,221,698. With a projected collection rate of 100 percent, property tax collections are estimated to be \$54,443 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 \$273,015 in fiscal year 2014, which is in-line with fiscal year 2013 actuals, but 13.0 percent below the fiscal year 2014 budget. These revenue projections for fiscal year 2015 total \$269,990.

For fiscal year 2015, lease rates for all lots are recommended to remain at \$50 per month.

The Public Works Commission is projected to pay \$40,454 in fiscal year 2015 to fund its proportionate share of parking deck operating costs and capital reserves.

As the 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 is being exhausted, the General Fund will be required to provide transfers of \$14,310 in fiscal year 2014 and \$133,771 in fiscal year 2015 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 \$3,531,959 in fiscal year 2015 based upon known leases and agreements and historical trends. These revenues are expected to comprise 78.8 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 2015 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 \$366,751 in fiscal year 2015.

As noted in the fee schedule in the appendix, the Airport is recommending implementation of a customer facility charge for rental car operations. The proceeds of the fee will be dedicated to funding capital improvements for rental car operations and are, therefore, not reflected in the operating budget.

### ENVIRONMENTAL SERVICES FUND

The residential solid waste fee is the primary fee supporting the Environmental Services operations. For fiscal year 2015, the annual fee is proposed to increase from \$38 to \$40 per single-family residential unit. Based upon the recommended fee of \$40 per year, current year fee revenues for fiscal year 2015 are projected to total \$2,417,900.

Intergovernmental revenue projections for fiscal year 2015 include \$305,635 from

Cumberland County based upon agreed payments of \$5 per household and \$117,000 in proceeds from the solid waste disposal tax collected by the State.

A fund balance appropriation of \$472,334 is planned for fiscal year 2015 to fund specific items including \$245,000 for a replacement collector truck, \$150,000 for a comprehensive solid waste services study, \$52,000 for completion of an enhanced communication and software system project, and \$25,334 for temporary personnel costs for four collectors for three months pending staffing reductions from operational efficiencies related to new collector trucks.

The City anticipates financing \$1,092,000 for the purchase of Environmental Services vehicles.

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 2015, the transfer is projected to total \$6,113,672 as compared to the fiscal year 2014 original budget of \$7,009,221. The reduction primarily reflects the planned financing proceeds, offset by expenditure increases including \$142,003 for the debt service on the vehicle financings.

### STORMWATER FUND

The current monthly stormwater fee of \$3.00 is recommended to increase to \$3.50 for fiscal year 2015 to increase funding for infrastructure improvements.

Stormwater fee revenue projections for fiscal year 2014 are projected to total \$5,287,100, a 0.1 percent increase over the original budget. With the proposed fee increase for fiscal year 2015, stormwater fee revenues are projected to total \$6,204,100, a 17.3 percent increase over projected revenues for fiscal year 2014.



## Revenue Assumptions

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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 2015, unchanged from fiscal year 2014 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 \$1,940,741 in fiscal year 2015. The grant proceeds fund ADA services, vehicle and general maintenance, limited operating costs and specific service enhancements.

The Transit Fund also receives funding under the State Maintenance Assistance Program. Fiscal year 2015 proceeds from this revenue are projected to be \$716,474, in-line with fiscal year 2014 receipts.

In fiscal year 2009, the City implemented a \$5 vehicle license tax dedicated to support transit operations. In fiscal year 2014, \$785,300 is projected to be generated from this tax. For fiscal year 2015, \$625,500 is projected to be received, reflecting the return from 16 to 12 months of collections following the transition to the Tag and Tax Together program in fiscal year 2014.

The Transit system is projected to generate a total of \$1,121,500 in fare revenue in fiscal year 2015 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 2015 budget.

The Transit Department has recommended implementing new fees for replacement identification cards. The fee schedule

included in the appendix provides details of the proposed fees.

For fiscal years 2014 and 2015, \$91,960 is projected to be received from PWC for the operation of the FAST shuttle route.

Transit operating costs not funded from the revenues above and other miscellaneous revenues must be funded by a transfer from the General Fund. For fiscal year 2014, the transfer is projected to total \$2,832,712 compared to the originally budgeted transfer of \$2,842,604. For fiscal year 2015, the General Fund transfer to the Transit Fund is projected to total \$3,481,020. The increase reflects the impact of \$529,485 for transfers for Transit capital and planning grant matches now reported with the Transit operating fund due to the transition to program budgeting. Transit operating cost increases account for \$118,823 of the increased General Fund transfer as compared to the projected transfer for fiscal year 2014.

### 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.

## Revenue Assumptions

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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 2015, the General Fund is projected to transfer \$904,868 to the Risk Management fund for repayment of interfund loans.

# Community Development

Description	FY 2013 Actual	FY 2014 Original Budget	FY 2014 Estimate	FY 2015 Recommend	FY 2015 Adopted
Salaries & Wages	158,203	158,898	168,480	166,372	0
Social Security & Pension	21,952	23,394	24,289	24,536	0
Insurance & Benefits	32,290	30,821	34,047	20,668	0
Temporary Services	0	0	0	0	0
<b>Personnel Services</b>	<b>212,445</b>	<b>213,113</b>	<b>226,816</b>	<b>211,576</b>	<b>0</b>
Utilities	288	288	288	290	0
Supplies	13,568	32,200	29,118	24,000	0
Small Equipment/Computers	2,669	0	1,809	500	0
General Maintenance	0	385	385	385	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	12,547	16,050	20,308	14,186	0
Travel and Development	2,442	4,155	4,155	5,600	0
Memberships and Dues	1,892	1,805	1,805	1,830	0
Insurance	0	0	0	0	0
Other Services	600	0	0	0	0
<b>Operating</b>	<b>34,006</b>	<b>54,883</b>	<b>57,868</b>	<b>46,791</b>	<b>0</b>
Accounting, Auditing & Legal	11270	0	15000	15000	0
Medical Services	0	0	0	0	0
Other Contract Services	425,449	233,242	436,001	26,521	0
<b>Contract Services</b>	<b>436,719</b>	<b>233,242</b>	<b>451,001</b>	<b>41,521</b>	<b>0</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>554313</b>	<b>206323</b>	<b>93832</b>	<b>121985</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	2,507	0	0	7,445	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	28125	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
<b>Other Charges</b>	<b>2,507</b>	<b>0</b>	<b>0</b>	<b>35,570</b>	<b>0</b>
<b>Total Expenditures</b>	<b>1,239,990</b>	<b>707,561</b>	<b>829,517</b>	<b>457,443</b>	<b>0</b>

## Development Services

Description	FY 2013 Actual	FY 2014 Original Budget	FY 2014 Estimate	FY 2015 Recommend	FY 2015 Adopted
Salaries & Wages	2,243,599	2,328,670	2,372,676	2,562,078	0
Social Security & Pension	315,528	342,335	343,927	379,043	0
Insurance & Benefits	374,939	388,147	393,352	368,895	0
Temporary Services	6,149	0	18,847	0	0
<b>Personnel Services</b>	<b>2,940,215</b>	<b>3,059,152</b>	<b>3,128,802</b>	<b>3,310,016</b>	<b>0</b>
Utilities	0	0	0	0	0
Supplies	27,681	35,069	27,198	35,110	0
Small Equipment/Computers	2,392	4,443	37,336	11,358	0
General Maintenance	15,726	45,051	28,312	29,146	0
Vehicle Maintenance	14,015	61,432	40,740	27,176	0
Vehicle Fuel	6,193	24,593	24,000	37,034	0
Communications	98,175	137,160	119,422	109,118	0
Travel and Development	137,728	79,731	138,436	60,835	0
Memberships and Dues	7,538	11,120	11,120	13,079	0
Insurance	0	0	0	0	0
Other Services	0	200	200	200	0
<b>Operating</b>	<b>309,448</b>	<b>398,799</b>	<b>426,764</b>	<b>323,056</b>	<b>0</b>
Accounting, Auditing & Legal	26	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	352,305	658,846	756,521	677,605	0
<b>Contract Services</b>	<b>352,331</b>	<b>658,846</b>	<b>756,521</b>	<b>677,605</b>	<b>0</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	182,578	278,425	323,703	38,374	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>182,578</b>	<b>278,425</b>	<b>323,703</b>	<b>38,374</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>71,273</b>	<b>0</b>	<b>80,000</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	91	0	0	120	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	3,686	0	5,148	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
<b>Other Charges</b>	<b>3,777</b>	<b>0</b>	<b>5,148</b>	<b>120</b>	<b>0</b>
<b>Total Expenditures</b>	<b>3,859,622</b>	<b>4,395,222</b>	<b>4,720,938</b>	<b>4,349,171</b>	<b>0</b>

## Economic & Business Development

Description	FY 2013 Actual	FY 2014 Original Budget	FY 2014 Estimate	FY 2015 Recommend	FY 2015 Adopted
Salaries & Wages	0	0	0	190,839	0
Social Security & Pension	0	0	0	28,279	0
Insurance & Benefits	0	0	0	21,869	0
Temporary Services	0	0	0	0	0
<b>Personnel Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>240,987</b>	<b>0</b>
Utilities	0	0	0	0	0
Supplies	0	0	0	5,100	0
Small Equipment/Computers	0	0	0	41,500	0
General Maintenance	0	0	0	0	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	0	0	0	17,310	0
Travel and Development	0	0	0	9,025	0
Memberships and Dues	0	0	0	2,000	0
Insurance	0	0	0	0	0
Other Services	0	0	0	0	0
<b>Operating</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>74,935</b>	<b>0</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	0	0	0	238,708	0
<b>Contract Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>238,708</b>	<b>0</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<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	0	150	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	100,000	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>0</b>	<b>100,150</b>	<b>0</b>
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>654,780</b>	<b>0</b>

## Engineering & Infrastructure

Description	FY 2013 Actual	FY 2014 Original Budget	FY 2014 Estimate	FY 2015 Recommend	FY 2015 Adopted
Salaries & Wages	4,266,426	4,726,706	4,664,926	4,831,734	0
Social Security & Pension	597,440	695,692	680,976	715,972	0
Insurance & Benefits	811,011	860,043	811,194	795,078	0
Temporary Services	6,733	0	21,721	36,980	0
<b>Personnel Services</b>	<b>5,681,610</b>	<b>6,282,441</b>	<b>6,178,817</b>	<b>6,379,764</b>	<b>0</b>
Utilities	324,010	350,225	331,550	341,430	0
Supplies	554,067	565,136	608,709	565,764	0
Small Equipment/Computers	10,879	3,059	6,399	0	0
General Maintenance	118,613	201,558	181,105	177,083	0
Vehicle Maintenance	733,763	697,100	861,015	876,270	0
Vehicle Fuel	290,775	328,538	313,900	308,700	0
Communications	95,441	127,129	127,608	122,730	0
Travel and Development	64,628	73,960	81,713	82,090	0
Memberships and Dues	7,893	10,614	11,072	12,094	0
Insurance	22,183	22,595	21,471	21,945	0
Other Services	142,109	144,986	142,726	144,552	0
<b>Operating</b>	<b>2,364,361</b>	<b>2,524,900</b>	<b>2,687,268</b>	<b>2,652,658</b>	<b>0</b>
Accounting, Auditing & Legal	7,620	5,300	3,500	3,500	0
Medical Services	524	1,884	1,288	1,288	0
Other Contract Services	933,360	1,439,697	1,452,521	1,380,809	0
<b>Contract Services</b>	<b>941,504</b>	<b>1,446,881</b>	<b>1,457,309</b>	<b>1,385,597</b>	<b>0</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	28,183	0	0	12,000	0
Equipment - Other	195,163	0	8,064	135,000	0
Equipment - Motor Vehicles	177,777	29,000	29,000	62,500	0
Infrastructure	0	5,100	5,100	0	0
<b>Capital Outlay</b>	<b>401,123</b>	<b>34,100</b>	<b>42,164</b>	<b>209,500</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>9,678,507</b>	<b>7,442,255</b>	<b>7,486,152</b>	<b>8,479,606</b>	<b>0</b>
<b>Debt Service</b>	<b>1,388,787</b>	<b>1,376,168</b>	<b>1,347,399</b>	<b>1,376,381</b>	<b>0</b>
Other Charges	2,788	12,221	11,005	7,360	0
Indirect Cost Allocation	140,245	75,581	180,472	185,887	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	75,000	75,000	75,000	75,000	0
<b>Other Charges</b>	<b>218,033</b>	<b>162,802</b>	<b>266,477</b>	<b>268,247</b>	<b>0</b>
<b>Total Expenditures</b>	<b>20,673,925</b>	<b>19,269,547</b>	<b>19,465,586</b>	<b>20,751,753</b>	<b>0</b>

# Human Relations

Description	FY 2013 Actual	FY 2014 Original Budget	FY 2014 Estimate	FY 2015 Recommend	FY 2015 Adopted
Salaries & Wages	184,262	185,419	197,579	194,215	0
Social Security & Pension	25,715	27,297	28,663	28,770	0
Insurance & Benefits	18,526	22,580	25,215	23,206	0
Temporary Services	0	0	0	0	0
<b>Personnel Services</b>	<b>228,503</b>	<b>235,296</b>	<b>251,457</b>	<b>246,191</b>	<b>0</b>
Utilities	0	0	0	0	0
Supplies	9,870	12,050	9,929	14,800	0
Small Equipment/Computers	0	0	0	5,000	0
General Maintenance	0	0	0	0	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	3,690	7,350	5,577	3,864	0
Travel and Development	286	6,000	4,750	4,950	0
Memberships and Dues	1,337	1,769	1,069	1,070	0
Insurance	0	0	0	0	0
Other Services	661	3,000	1,500	1,500	0
<b>Operating</b>	<b>15,844</b>	<b>30,169</b>	<b>22,825</b>	<b>31,184</b>	<b>0</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	532	15,200	22,200	3,200	0
<b>Contract Services</b>	<b>532</b>	<b>15,200</b>	<b>22,200</b>	<b>3,200</b>	<b>0</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<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	1,353	7,000	2,200	1,400	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	3,348	0	6,370	11,070	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
<b>Other Charges</b>	<b>4,701</b>	<b>7,000</b>	<b>8,570</b>	<b>12,470</b>	<b>0</b>
<b>Total Expenditures</b>	<b>249,580</b>	<b>287,665</b>	<b>305,052</b>	<b>293,045</b>	<b>0</b>

## Airport

Description	FY 2013 Actual	FY 2014 Original Budget	FY 2014 Estimate	FY 2015 Recommend	FY 2015 Adopted
Salaries & Wages	911,272	1,039,527	974,904	1,082,453	0
Social Security & Pension	128,262	153,597	147,341	160,249	0
Insurance & Benefits	140,170	158,192	146,554	168,823	0
Temporary Services	92,902	98,832	68,185	75,900	0
<b>Personnel Services</b>	<b>1,272,606</b>	<b>1,450,148</b>	<b>1,336,984</b>	<b>1,487,425</b>	<b>0</b>
Utilities	424,307	440,258	404,367	414,027	0
Supplies	95,683	131,160	97,051	122,110	0
Small Equipment/Computers	46,418	15,000	26,671	24,200	0
General Maintenance	300,178	302,780	355,703	294,630	0
Vehicle Maintenance	80,358	82,143	75,300	75,996	0
Vehicle Fuel	55,132	53,467	54,700	54,700	0
Communications	137,464	138,148	136,448	119,766	0
Travel and Development	19,403	26,750	26,750	26,750	0
Memberships and Dues	1,290	1,445	1,445	1,945	0
Insurance	50,951	55,145	50,955	55,541	0
Other Services	0	0	0	0	0
<b>Operating</b>	<b>1,211,184</b>	<b>1,246,296</b>	<b>1,229,390</b>	<b>1,189,665</b>	<b>0</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	42	42	42	0
Other Contract Services	88,090	109,150	757,538	137,153	0
<b>Contract Services</b>	<b>88,090</b>	<b>109,192</b>	<b>757,580</b>	<b>137,195</b>	<b>0</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	219,280	30,000	30,000	143,135	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>219,280</b>	<b>30,000</b>	<b>30,000</b>	<b>143,135</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>448,781</b>	<b>1,149,719</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	440,758	591,922	452,955	1,297,126	0
Indirect Cost Allocation	198,481	190,232	204,434	210,567	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	10,620	15,000	15,000	15,000	0
Cost Redistribution	0	0	0	0	0
<b>Other Charges</b>	<b>649,859</b>	<b>797,154</b>	<b>672,389</b>	<b>1,522,693</b>	<b>0</b>
<b>Total Expenditures</b>	<b>3,889,800</b>	<b>4,782,509</b>	<b>4,026,343</b>	<b>4,480,113</b>	<b>0</b>



## Environmental Services

Description	FY 2013 Actual	FY 2014 Original Budget	FY 2014 Estimate	FY 2015 Recommend	FY 2015 Adopted
Salaries & Wages	2,492,731	2,558,017	2,553,870	2,637,270	0
Social Security & Pension	348,842	376,297	373,081	387,152	0
Insurance & Benefits	501,740	532,222	493,288	553,511	0
Temporary Services	313,568	344,599	288,300	283,652	0
<b>Personnel Services</b>	<b>3,656,881</b>	<b>3,811,135</b>	<b>3,708,539</b>	<b>3,861,585</b>	<b>0</b>
Utilities	27,427	37,210	32,820	33,800	0
Supplies	380,720	428,323	441,276	476,922	0
Small Equipment/Computers	817	10,320	13,420	3,900	0
General Maintenance	7,828	11,750	11,750	42,058	0
Vehicle Maintenance	1,281,729	1,150,548	1,173,868	1,193,645	0
Vehicle Fuel	665,828	708,302	664,200	651,200	0
Communications	53,144	133,677	134,518	134,612	0
Travel and Development	5,792	9,280	9,280	15,760	0
Memberships and Dues	1,895	4,171	4,171	4,183	0
Insurance	603	93,969	65,828	96,627	0
Other Services	0	0	0	0	0
<b>Operating</b>	<b>2,425,783</b>	<b>2,587,550</b>	<b>2,551,131</b>	<b>2,652,707</b>	<b>0</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	603	1,656	1,656	1,806	0
Other Contract Services	2,060,326	2,122,100	2,108,892	2,322,182	0
<b>Contract Services</b>	<b>2,060,929</b>	<b>2,123,756</b>	<b>2,110,548</b>	<b>2,323,988</b>	<b>0</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	1,393,205	1,155,000	1,155,000	1,337,000	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>1,393,205</b>	<b>1,155,000</b>	<b>1,155,000</b>	<b>1,337,000</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>803,641</b>	<b>366,000</b>	<b>360,000</b>	<b>52,000</b>	
<b>Debt Service</b>	<b>498,710</b>	<b>0</b>	<b>0</b>	<b>142,003</b>	<b>0</b>
Other Charges	12,162	3,520	5,520	5,521	0
Indirect Cost Allocation	0	365,943	445,007	458,357	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>12,162</b>	<b>369,463</b>	<b>450,527</b>	<b>463,878</b>	<b>0</b>
<b>Total Expenditures</b>	<b>10,851,311</b>	<b>10,412,904</b>	<b>10,335,745</b>	<b>10,833,161</b>	<b>0</b>

## Fire & Emergency Management

Description	FY 2013 Actual	FY 2014 Original Budget	FY 2014 Estimate	FY 2015 Recommend	FY 2015 Adopted
Salaries & Wages	14,723,928	15,355,039	15,211,074	15,806,235	0
Social Security & Pension	2,059,707	2,262,107	2,217,838	2,343,172	0
Insurance & Benefits	2,957,769	2,980,059	3,039,662	2,469,340	0
Temporary Services	329	0	0	0	0
<b>Personnel Services</b>	<b>19,741,733</b>	<b>20,597,205</b>	<b>20,468,574</b>	<b>20,618,747</b>	<b>0</b>
Utilities	167,776	193,800	185,020	190,570	0
Supplies	573,494	661,290	681,523	608,320	0
Small Equipment/Computers	68,664	91,500	103,602	90,937	0
General Maintenance	111,255	125,350	128,850	146,754	0
Vehicle Maintenance	556,306	523,700	727,217	643,956	0
Vehicle Fuel	304,984	302,422	291,700	286,400	0
Communications	142,660	154,931	156,330	86,626	0
Travel and Development	41,186	58,504	59,064	68,716	0
Memberships and Dues	18,307	20,677	20,677	19,611	0
Insurance	37,638	54,000	38,000	38,000	0
Other Services	0	0	800	2,000	0
<b>Operating</b>	<b>2,022,270</b>	<b>2,186,174</b>	<b>2,392,783</b>	<b>2,181,890</b>	<b>0</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	77,032	113,380	113,380	114,943	0
Other Contract Services	508,321	549,377	551,096	587,044	0
<b>Contract Services</b>	<b>585,353</b>	<b>662,757</b>	<b>664,476</b>	<b>701,987</b>	<b>0</b>
Land	0	0	0	0	0
Buildings	23,134	0	0	0	0
Improvements	0	0	0	41,500	0
Equipment - Office	0	0	0	0	0
Equipment - Other	26,010	45,826	45,826	27,500	0
Equipment - Motor Vehicles	1,909,641	1,298,200	1,314,651	640,000	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>1,958,785</b>	<b>1,344,026</b>	<b>1,360,477</b>	<b>709,000</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>994</b>	<b>33,627</b>	<b>33,626</b>	<b>204,111</b>	<b>0</b>
<b>Debt Service</b>	<b>78,779</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	278	5,300	5,300	5,940	0
Indirect Cost Allocation	74,202	69,344	76,428	78,721	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	-75,000	-75,000	-75,000	-75,000	0
<b>Other Charges</b>	<b>-520</b>	<b>-356</b>	<b>6,728</b>	<b>9,661</b>	<b>0</b>
<b>Total Expenditures</b>	<b>24,387,394</b>	<b>24,823,433</b>	<b>24,926,664</b>	<b>24,425,396</b>	<b>0</b>

## Parks, Recreation & Maintenance

Description	FY 2013 Actual	FY 2014 Original Budget	FY 2014 Estimate	FY 2015 Recommend	FY 2015 Adopted
Salaries & Wages	6,505,121	6,943,828	6,831,824	7,058,795	0
Social Security & Pension	883,920	993,360	952,004	1,014,715	0
Insurance & Benefits	1,211,962	1,228,212	1,223,449	1,175,383	0
Temporary Services	395,998	412,336	390,336	462,336	0
<b>Personnel Services</b>	<b>8,997,001</b>	<b>9,577,736</b>	<b>9,397,613</b>	<b>9,711,229</b>	<b>0</b>
Utilities	1,071,372	1,176,109	1,178,842	1,213,160	0
Supplies	868,708	899,256	997,144	897,745	0
Small Equipment/Computers	5,182	67,000	123,271	31,375	0
General Maintenance	641,412	616,205	574,061	599,761	0
Vehicle Maintenance	977,861	890,141	1,089,867	1,106,134	0
Vehicle Fuel	338,599	378,771	344,100	339,400	0
Communications	283,106	335,865	318,616	189,775	0
Travel and Development	29,951	33,832	35,307	31,592	0
Memberships and Dues	7,224	6,732	6,810	6,860	0
Insurance	133,102	126,750	135,570	137,218	0
Other Services	26,177	83,897	197,332	87,252	0
<b>Operating</b>	<b>4,382,694</b>	<b>4,614,558</b>	<b>5,000,920</b>	<b>4,640,272</b>	<b>0</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	390	654	701	701	0
Other Contract Services	923,305	932,211	1,002,033	1,016,194	0
<b>Contract Services</b>	<b>923,695</b>	<b>932,865</b>	<b>1,002,734</b>	<b>1,016,895</b>	<b>0</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	132,754	165,000	226,341	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	173,391	104,500	238,500	299,000	0
Equipment - Motor Vehicles	191,885	73,000	127,237	254,500	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>498,030</b>	<b>342,500</b>	<b>592,078</b>	<b>553,500</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>1,172,872</b>	<b>2,288,102</b>	<b>2,288,102</b>	<b>1,803,500</b>	<b>0</b>
<b>Debt Service</b>	<b>15,181</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	113,085	82,941	153,535	656,667	0
Indirect Cost Allocation	60,000	60,000	60,000	60,000	0
Non-Profit/Gov't Agencies	0	0	0	179,250	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
<b>Other Charges</b>	<b>173,085</b>	<b>142,941</b>	<b>213,535</b>	<b>895,917</b>	<b>0</b>
<b>Total Expenditures</b>	<b>16,162,558</b>	<b>17,898,702</b>	<b>18,494,982</b>	<b>18,621,313</b>	<b>0</b>

## Police

Description	FY 2013 Actual	FY 2014 Original Budget	FY 2014 Estimate	FY 2015 Recommend	FY 2015 Adopted
Salaries & Wages	25,679,805	27,050,606	27,432,726	28,603,268	0
Social Security & Pension	5,379,058	5,826,477	5,910,361	6,264,813	0
Insurance & Benefits	4,118,187	4,529,367	4,441,010	4,371,175	0
Temporary Services	185,064	167,206	200,199	219,188	0
<b>Personnel Services</b>	<b>35,362,114</b>	<b>37,573,656</b>	<b>37,984,296</b>	<b>39,458,444</b>	<b>0</b>
Utilities	185,551	203,898	207,100	213,320	0
Supplies	906,662	1,041,777	1,043,760	1,286,186	0
Small Equipment/Computers	150,623	136,353	204,471	260,610	0
General Maintenance	503,890	665,872	710,975	1,067,327	0
Vehicle Maintenance	1,370,229	1,204,059	1,506,146	1,630,031	0
Vehicle Fuel	1,276,306	1,369,650	1,299,900	1,461,750	0
Communications	980,497	1,051,271	972,148	768,233	0
Travel and Development	207,103	175,742	201,874	230,561	0
Memberships and Dues	8,345	8,043	8,732	9,075	0
Insurance	0	0	0	0	0
Other Services	217,177	225,171	229,325	818,578	0
<b>Operating</b>	<b>5,806,383</b>	<b>6,081,836</b>	<b>6,384,431</b>	<b>7,745,671</b>	<b>0</b>
Accounting, Auditing & Legal	3,641	5,741	5,741	5,741	0
Medical Services	41,605	40,160	49,000	49,000	0
Other Contract Services	444,494	405,353	501,180	974,651	0
<b>Contract Services</b>	<b>489,740</b>	<b>451,254</b>	<b>555,921</b>	<b>1,029,392</b>	<b>0</b>
Land	0	0	0	0	0
Buildings	0	0	3,172	0	0
Improvements	6,521	0	1,111	0	0
Equipment - Office	318,950	11,549	59,857	0	0
Equipment - Other	186,413	198,733	237,959	73,597	0
Equipment - Motor Vehicles	958,985	1,345,000	1,378,306	3,128,500	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>1,470,869</b>	<b>1,555,282</b>	<b>1,680,405</b>	<b>3,202,097</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>49,912</b>	<b>37,825</b>	<b>34,947</b>	<b>496,800</b>	<b>0</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>97,374</b>	<b>0</b>
Other Charges	103,353	111,616	127,072	130,518	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	3,000	3,000	3,000	3,000	0
Inventory	0	0	0	0	0
Cost Redistribution	-3	0	-30,000	-31,651	0
<b>Other Charges</b>	<b>106,350</b>	<b>114,616</b>	<b>100,072</b>	<b>101,867</b>	<b>0</b>
<b>Total Expenditures</b>	<b>43,285,368</b>	<b>45,814,469</b>	<b>46,740,072</b>	<b>52,131,645</b>	<b>0</b>

# Transit

Description	FY 2013 Actual	FY 2014 Original Budget	FY 2014 Estimate	FY 2015 Recommend	FY 2015 Adopted
Salaries & Wages	3,212,904	3,707,181	3,542,885	3,862,807	0
Social Security & Pension	450,562	541,494	520,101	573,289	0
Insurance & Benefits	607,820	769,233	663,371	796,822	0
Temporary Services	30,337	27,352	26,234	0	0
<b>Personnel Services</b>	<b>4,301,623</b>	<b>5,045,260</b>	<b>4,752,591</b>	<b>5,232,918</b>	<b>0</b>
Utilities	39,857	42,080	42,302	43,500	0
Supplies	81,548	86,542	100,083	93,415	0
Small Equipment/Computers	8,090	3,330	11,496	0	0
General Maintenance	56,161	54,100	92,422	69,766	0
Vehicle Maintenance	336,158	329,502	443,200	457,000	0
Vehicle Fuel	844,481	958,135	865,100	891,600	0
Communications	72,596	64,460	65,960	57,776	0
Travel and Development	2,023	8,080	7,780	7,595	0
Memberships and Dues	2,903	3,244	3,244	3,499	0
Insurance	67,523	83,272	49,944	84,852	0
Other Services	0	0	0	0	0
<b>Operating</b>	<b>1,511,340</b>	<b>1,632,745</b>	<b>1,681,531</b>	<b>1,709,003</b>	<b>0</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	2,817	3,200	3,200	3,500	0
Other Contract Services	31,976	79,154	109,009	102,631	0
<b>Contract Services</b>	<b>34,793</b>	<b>82,354</b>	<b>112,209</b>	<b>106,131</b>	<b>0</b>
Land	0	0	133,827	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	26,237	0	0
Equipment - Motor Vehicles	0	3,000	10,606	10,750	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>0</b>	<b>3,000</b>	<b>170,670</b>	<b>10,750</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>529,485</b>	<b>0</b>
<b>Debt Service</b>	<b>21,011</b>	<b>21,018</b>	<b>21,018</b>	<b>19,267</b>	<b>0</b>
Other Charges	6,452	7,075	9,290	9,300	0
Indirect Cost Allocation	504,815	589,359	519,961	535,563	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	-911	0	0	0	0
Cost Redistribution	-87,517	-95,000	-80,000	-143,202	0
<b>Other Charges</b>	<b>422,839</b>	<b>501,434</b>	<b>449,251</b>	<b>401,661</b>	<b>0</b>
<b>Total Expenditures</b>	<b>6,291,606</b>	<b>7,285,811</b>	<b>7,187,270</b>	<b>8,009,215</b>	<b>0</b>

## City Attorney's Office

Description	FY 2013 Actual	FY 2014 Original Budget	FY 2014 Estimate	FY 2015 Recommend	FY 2015 Adopted
Salaries & Wages	402,354	499,353	515,263	701,364	0
Social Security & Pension	53,392	70,075	70,342	100,524	0
Insurance & Benefits	43,452	48,545	51,832	71,447	0
Temporary Services	0	0	0	0	0
<b>Personnel Services</b>	<b>499,198</b>	<b>617,973</b>	<b>637,437</b>	<b>873,335</b>	<b>0</b>
Utilities	0	0	0	0	0
Supplies	18,668	18,952	19,855	29,252	0
Small Equipment/Computers	1,772	0	0	7,500	0
General Maintenance	0	0	0	0	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	4,018	4,402	4,230	4,012	0
Travel and Development	7,469	8,909	8,909	11,509	0
Memberships and Dues	3,375	3,715	3,715	4,515	0
Insurance	0	0	0	0	0
Other Services	0	0	0	0	0
<b>Operating</b>	<b>35,302</b>	<b>35,978</b>	<b>36,709</b>	<b>56,788</b>	<b>0</b>
Accounting, Auditing & Legal	590,848	500,000	500,000	1,303,000	0
Medical Services	0	0	0	0	0
Other Contract Services	93	0	100	100	0
<b>Contract Services</b>	<b>590,941</b>	<b>500,000</b>	<b>500,100</b>	<b>1,303,100</b>	<b>0</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Tranfers 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	287	334	449	360	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	-13,500	-830,000	0
<b>Other Charges</b>	<b>287</b>	<b>334</b>	<b>-13,051</b>	<b>-829,640</b>	<b>0</b>
<b>Total Expenditures</b>	<b>1,125,728</b>	<b>1,154,285</b>	<b>1,161,195</b>	<b>1,403,583</b>	<b>0</b>

# City Manager's Office

Description	FY 2013 Actual	FY 2014 Original Budget	FY 2014 Estimate	FY 2015 Recommend	FY 2015 Adopted
Salaries & Wages	756,164	972,883	969,440	841,512	0
Social Security & Pension	101,464	130,649	127,509	113,403	0
Insurance & Benefits	79,675	88,585	90,834	70,661	0
Temporary Services	17,883	0	1,138	0	0
<b>Personnel Services</b>	<b>955,186</b>	<b>1,192,117</b>	<b>1,188,921</b>	<b>1,025,576</b>	<b>0</b>
Utilities	0	0	0	0	0
Supplies	6,988	8,450	10,192	9,100	0
Small Equipment/Computers	18,911	0	2,377	6,800	0
General Maintenance	0	0	0	0	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	15,979	16,982	14,636	12,704	0
Travel and Development	22,071	29,180	29,204	34,882	0
Memberships and Dues	6,327	16,878	16,928	20,417	0
Insurance	0	0	0	0	0
Other Services	0	0	0	0	0
<b>Operating</b>	<b>70,276</b>	<b>71,490</b>	<b>73,337</b>	<b>83,903</b>	<b>0</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	167,282	154,000	232,139	238,491	0
<b>Contract Services</b>	<b>167,282</b>	<b>154,000</b>	<b>232,139</b>	<b>238,491</b>	<b>0</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<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	3,352	2,750	2,730	2,880	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
<b>Other Charges</b>	<b>3,352</b>	<b>2,750</b>	<b>2,730</b>	<b>2,880</b>	<b>0</b>
<b>Total Expenditures</b>	<b>1,196,096</b>	<b>1,420,357</b>	<b>1,497,127</b>	<b>1,350,850</b>	<b>0</b>

## Corporate Communications

Description	FY 2013 Actual	FY 2014 Original Budget	FY 2014 Estimate	FY 2015 Recommend	FY 2015 Adopted
Salaries & Wages	405,645	612,005	548,619	638,731	0
Social Security & Pension	54,782	89,878	79,226	92,728	0
Insurance & Benefits	69,595	98,549	79,860	95,113	0
Temporary Services	27,541	0	52,036	0	0
<b>Personnel Services</b>	<b>557,563</b>	<b>800,432</b>	<b>759,741</b>	<b>826,572</b>	<b>0</b>
Utilities	0	0	0	0	0
Supplies	14,239	18,690	28,201	20,807	0
Small Equipment/Computers	1,636	4,487	13,443	20,121	0
General Maintenance	5,303	12,834	12,834	12,834	0
Vehicle Maintenance	4,141	1,800	2,480	2,523	0
Vehicle Fuel	148	250	300	300	0
Communications	44,299	67,140	71,035	84,099	0
Travel and Development	2,265	11,700	11,700	19,813	0
Memberships and Dues	661	4,067	4,067	4,597	0
Insurance	0	0	0	0	0
Other Services	18,006	22,260	22,260	22,260	0
<b>Operating</b>	<b>90,698</b>	<b>143,228</b>	<b>166,320</b>	<b>187,354</b>	<b>0</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	38,458	34,570	62,637	93,470	0
<b>Contract Services</b>	<b>38,458</b>	<b>34,570</b>	<b>62,637</b>	<b>93,470</b>	<b>0</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	42,117	0	5,690	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>42,117</b>	<b>0</b>	<b>5,690</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	70	5,638	1,460	960	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	114,635	118,000	114,600	118,100	0
Cost Redistribution	-146,257	-153,000	-233,500	-238,000	0
<b>Other Charges</b>	<b>-31,552</b>	<b>-29,362</b>	<b>-117,440</b>	<b>-118,940</b>	<b>0</b>
<b>Total Expenditures</b>	<b>697,284</b>	<b>948,868</b>	<b>876,948</b>	<b>988,456</b>	<b>0</b>



# Finance

Description	FY 2013 Actual	FY 2014 Original Budget	FY 2014 Estimate	FY 2015 Recommend	FY 2015 Adopted
Salaries & Wages	1,024,224	1,154,324	1,074,979	1,187,968	0
Social Security & Pension	142,091	168,304	155,206	174,272	0
Insurance & Benefits	161,549	187,804	169,111	170,379	0
Temporary Services	68,167	0	45,753	0	0
<b>Personnel Services</b>	<b>1,396,031</b>	<b>1,510,432</b>	<b>1,445,049</b>	<b>1,532,619</b>	<b>0</b>
Utilities	0	0	0	0	0
Supplies	17,290	18,600	16,323	21,180	0
Small Equipment/Computers	11,230	0	4,936	2,000	0
General Maintenance	14,029	15,300	15,177	20,035	0
Vehicle Maintenance	85,517	95,000	94,330	96,486	0
Vehicle Fuel	0	0	0	0	0
Communications	36,621	39,870	37,420	36,989	0
Travel and Development	8,567	17,255	17,255	22,035	0
Memberships and Dues	1,952	2,700	2,700	2,360	0
Insurance	2,554,748	3,124,572	2,834,011	3,186,872	0
Other Services	0	0	0	0	0
<b>Operating</b>	<b>2,729,954</b>	<b>3,313,297</b>	<b>3,022,152</b>	<b>3,387,957</b>	<b>0</b>
Accounting, Auditing & Legal	54,405	65,123	117,071	66,150	0
Medical Services	9,848	10,000	16,528	16,500	0
Other Contract Services	1,116,899	1,297,882	1,112,085	1,243,668	0
<b>Contract Services</b>	<b>1,181,152</b>	<b>1,373,005</b>	<b>1,245,684</b>	<b>1,326,318</b>	<b>0</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<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	193	575	575	345	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
<b>Other Charges</b>	<b>193</b>	<b>575</b>	<b>575</b>	<b>345</b>	<b>0</b>
<b>Total Expenditures</b>	<b>5,307,330</b>	<b>6,197,309</b>	<b>5,713,460</b>	<b>6,247,239</b>	<b>0</b>

## Human Resource Development

Description	FY 2013 Actual	FY 2014 Original Budget	FY 2014 Estimate	FY 2015 Recommend	FY 2015 Adopted
Salaries & Wages	860,333	963,294	838,367	1,001,345	0
Social Security & Pension	120,781	141,510	119,783	147,235	0
Insurance & Benefits	142,484	158,623	146,524	153,064	0
Temporary Services	3,934	1,046	8,568	0	0
<b>Personnel Services</b>	<b>1,127,532</b>	<b>1,264,473</b>	<b>1,113,242</b>	<b>1,301,644</b>	<b>0</b>
Utilities	0	0	0	0	0
Supplies	35,180	85,195	64,326	65,032	0
Small Equipment/Computers	1,500	25,250	27,537	3,007	0
General Maintenance	13,837	14,118	14,118	14,132	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	20,775	24,490	23,274	24,155	0
Travel and Development	99,888	108,020	117,549	107,999	0
Memberships and Dues	5,204	4,948	4,948	4,896	0
Insurance	11,537,215	13,035,073	12,703,067	13,130,074	0
Other Services	340	368	368	380	0
<b>Operating</b>	<b>11,713,939</b>	<b>13,297,462</b>	<b>12,955,187</b>	<b>13,349,675</b>	<b>0</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	23,895	86,625	17,448	62,876	0
Other Contract Services	135,672	264,637	172,310	265,819	0
<b>Contract Services</b>	<b>159,567</b>	<b>351,262</b>	<b>189,758</b>	<b>328,695</b>	<b>0</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>0</b>	<b>0</b>	<b>1,580,000</b>	<b>1,200,000</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	609	561,069	3,441	207,200	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
<b>Other Charges</b>	<b>609</b>	<b>561,069</b>	<b>3,441</b>	<b>207,200</b>	<b>0</b>
<b>Total Expenditures</b>	<b>13,001,647</b>	<b>15,474,266</b>	<b>15,841,628</b>	<b>16,387,214</b>	<b>0</b>

# Information Technology

Description	FY 2013 Actual	FY 2014 Original Budget	FY 2014 Estimate	FY 2015 Recommend	FY 2015 Adopted
Salaries & Wages	1,184,028	1,345,989	1,328,419	1,434,562	0
Social Security & Pension	164,803	201,095	189,340	209,776	0
Insurance & Benefits	166,126	170,873	171,887	191,789	0
Temporary Services	27,367	40,560	43,146	31,200	0
<b>Personnel Services</b>	<b>1,542,324</b>	<b>1,758,517</b>	<b>1,732,792</b>	<b>1,867,327</b>	<b>0</b>
Utilities	0	0	0	0	0
Supplies	27,473	38,293	27,729	32,195	0
Small Equipment/Computers	92,826	49,385	113,598	79,490	0
General Maintenance	1,069,761	1,064,007	1,148,429	1,264,816	0
Vehicle Maintenance	3,487	3,160	3,640	3,724	0
Vehicle Fuel	630	888	500	500	0
Communications	136,236	171,349	145,520	140,732	0
Travel and Development	78,875	121,778	117,860	141,500	0
Memberships and Dues	26,521	35,596	35,596	37,240	0
Insurance	0	0	0	0	0
Other Services	11,109	19,427	19,427	19,427	0
<b>Operating</b>	<b>1,446,918</b>	<b>1,503,883</b>	<b>1,612,299</b>	<b>1,719,624</b>	<b>0</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	61	0	0
Other Contract Services	274,399	497,999	568,596	372,084	0
<b>Contract Services</b>	<b>274,399</b>	<b>497,999</b>	<b>568,657</b>	<b>372,084</b>	<b>0</b>
Land	0	0	0	0	0
Buildings	13,920	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	28,821	33,000	33,000	6,000	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>42,741</b>	<b>33,000</b>	<b>33,000</b>	<b>6,000</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>1,076,114</b>	<b>1,846,619</b>	<b>1,846,619</b>	<b>1,073,000</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	778	100	173	5,600	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
<b>Other Charges</b>	<b>778</b>	<b>100</b>	<b>173</b>	<b>5,600</b>	<b>0</b>
<b>Total Expenditures</b>	<b>4,383,274</b>	<b>5,640,118</b>	<b>5,793,540</b>	<b>5,043,635</b>	<b>0</b>

## Mayor, Council & City Clerk

Description	FY 2013 Actual	FY 2014 Original Budget	FY 2014 Estimate	FY 2015 Recommend	FY 2015 Adopted
Salaries & Wages	288,430	348,235	334,321	331,642	0
Social Security & Pension	29,112	37,978	36,228	35,562	0
Insurance & Benefits	40,632	88,495	48,142	90,532	0
Temporary Services	0	0	0	0	0
<b>Personnel Services</b>	<b>358,174</b>	<b>474,708</b>	<b>418,691</b>	<b>457,736</b>	<b>0</b>
Utilities	0	0	0	0	0
Supplies	8,343	10,650	18,974	15,397	0
Small Equipment/Computers	0	1,200	5,770	1,000	0
General Maintenance	0	0	7,250	6,500	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	6,339	5,772	7,922	8,188	0
Travel and Development	22,549	45,120	62,359	46,355	0
Memberships and Dues	95,142	97,519	104,574	113,464	0
Insurance	0	0	0	0	0
Other Services	0	0	0	0	0
<b>Operating</b>	<b>132,373</b>	<b>160,261</b>	<b>206,849</b>	<b>190,904</b>	<b>0</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	60,362	308,202	312,554	221,700	0
<b>Contract Services</b>	<b>60,362</b>	<b>308,202</b>	<b>312,554</b>	<b>221,700</b>	<b>0</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<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	4,312	2,500	4,582	4,005	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
<b>Other Charges</b>	<b>4,312</b>	<b>2,500</b>	<b>4,582</b>	<b>4,005</b>	<b>0</b>
<b>Total Expenditures</b>	<b>555,221</b>	<b>945,671</b>	<b>942,676</b>	<b>874,345</b>	<b>0</b>

## Other Appropriations

Description	FY 2013 Actual	FY 2014 Original Budget	FY 2014 Estimate	FY 2015 Recommend	FY 2015 Adopted
Salaries & Wages	608,674	622,110	564,268	588,683	0
Social Security & Pension	43,379	49,567	41,631	45,700	0
Insurance & Benefits	40,749	404,491	400,436	1,341,085	0
Temporary Services	0	0	0	0	0
<b>Personnel Services</b>	<b>692,802</b>	<b>1,076,168</b>	<b>1,006,335</b>	<b>1,975,468</b>	<b>0</b>
Utilities	26,018	27,342	24,200	24,470	0
Supplies	741	1,020	1,251	2,200	0
Small Equipment/Computers	0	0	0	0	0
General Maintenance	3,970	6,000	6,000	11,215	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	1,998	2,000	2,020	1,708	0
Travel and Development	0	0	0	0	0
Memberships and Dues	0	0	0	0	0
Insurance	883,100	1,076,797	1,036,356	1,066,478	0
Other Services	816,505	806,750	806,510	795,850	0
<b>Operating</b>	<b>1,732,332</b>	<b>1,919,909</b>	<b>1,876,337</b>	<b>1,901,921</b>	<b>0</b>
Accounting, Auditing & Legal	27,669	53,000	51,300	52,500	0
Medical Services	0	0	0	0	0
Other Contract Services	7,603,020	7,895,883	7,579,264	6,728,403	0
<b>Contract Services</b>	<b>7,630,689</b>	<b>7,948,883</b>	<b>7,630,564</b>	<b>6,780,903</b>	<b>0</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>8,137,654</b>	<b>15,201,881</b>	<b>15,440,041</b>	<b>14,133,459</b>	<b>0</b>
<b>Debt Service</b>	<b>6,807,179</b>	<b>6,893,506</b>	<b>6,103,126</b>	<b>6,842,372</b>	<b>0</b>
Other Charges	96,475	275,411	957,754	353,259	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	312,875	312,875	312,875	0	0
Inventory	1,613,861	1,616,500	1,568,000	1,552,320	0
Cost Redistribution	-1,615,492	-1,704,000	-1,622,100	-1,606,420	0
<b>Other Charges</b>	<b>407,719</b>	<b>500,786</b>	<b>1,216,529</b>	<b>299,159</b>	<b>0</b>
<b>Total Expenditures</b>	<b>25,408,375</b>	<b>33,541,133</b>	<b>33,272,932</b>	<b>31,933,282</b>	<b>0</b>

## Capital Outlay By Fund

Fund	Type of		Description	Price	Recommended		Adopted		Replace- ment
	Capital	Department			Qty	Total	Qty	Total	
<b>General Fund</b>									
<b>Improvements</b>									
	Fire		All Weather Surface - Airport Training Facility	\$41,500		\$41,500		\$0	No
<b>Total Improvements</b>						<b>\$41,500</b>		<b>\$0</b>	
<b>Office Equipment</b>									
	E&I		Map Scanner/Printer	\$12,000	1	\$12,000		\$0	No
	IT		Replacement Drives for Physical Server	\$6,000	1	\$6,000		\$0	Yes
<b>Total Office Equipment</b>						<b>\$18,000</b>		<b>\$0</b>	
<b>Other Equipment</b>									
<b>Replacements</b>									
	Fire		40hp Boat Motor	\$10,000	1	\$10,000		\$0	Yes
	Fire		Thermal Imaging Camera	\$10,000	1	\$10,000		\$0	Yes
	PR & M		Zero-turn Mower	\$13,500	2	\$27,000		\$0	Yes
	PR & M		Tractor	\$40,000	1	\$40,000		\$0	Yes
	PR & M		Tractor	\$50,000	2	\$100,000		\$0	Yes
	PR & M		Tractor Mower	\$60,000	2	\$120,000		\$0	Yes
<b>Total Replacements</b>						<b>\$307,000</b>		<b>\$0</b>	
<b>Additions</b>									
	Fire		Forcible Entry Training Simulator	\$7,500	1	\$7,500		\$0	No
	PR & M - District		Overseeder	\$12,000	1	\$12,000		\$0	No
	Police		Electronic Surveillance Unit Equipment	\$53,600	1	\$53,600		\$0	No
	Police		Laser Crime Scene Mapping System	\$7,194	1	\$7,194		\$0	No
	Police		Narcworks Software	\$7,543	1	\$7,543		\$0	No
	Police		Cross Fit/Physical Fitness Equipment	\$5,260	1	\$5,260		\$0	No
<b>Total Additions</b>						<b>\$93,097</b>		<b>\$0</b>	
<b>Total Other Equipment</b>						<b>\$400,097</b>		<b>\$0</b>	
<b>Vehicles</b>									
<b>Replacements</b>									
	E&I		Sport Utility Vehicle	\$36,500	1	\$36,500		\$0	Yes
	E&I		Pickup Truck	\$26,000	1	\$26,000		\$0	Yes
	E&I		Tandem Axle Dump Truck	\$135,000	1	\$135,000		\$0	Yes
	Fire		Fire Engine	\$515,000	1	\$515,000		\$0	Yes
	Fire		Brush Truck	\$125,000	1	\$125,000		\$0	Yes
	PR & M		Pickup Truck	\$22,000	2	\$44,000		\$0	Yes
	PR & M		Flatbed Dump Truck	\$33,000	1	\$33,000		\$0	Yes
	PR & M		30 passenger Bus	\$110,000	1	\$110,000		\$0	Yes
	PR & M		Sport Utility Vehicle	\$23,500	1	\$23,500		\$0	Yes
	PR & M		15 Passenger Van	\$26,000	1	\$26,000		\$0	Yes
	PR & M - District		Pickup Truck	\$18,000	1	\$18,000		\$0	Yes
	Police		Full-Size Sedan Refurbishment Costs	\$10,000	20	\$200,000		\$0	Yes
	Police		Full-Size Sedan, K-9	\$41,000	3	\$123,000		\$0	Yes
	Police		Full-Size Sedan, Marked	\$34,500	12	\$414,000		\$0	Yes
	Police		Full-Size Sedan, Unmarked	\$33,000	6	\$198,000		\$0	Yes
	Police		Cargo Van	\$22,000	1	\$22,000		\$0	Yes
<b>Total Replacements</b>						<b>\$2,049,000</b>		<b>\$0</b>	
<b>Additions</b>									
	Devel Svcs		Compact Car	\$19,187	2	\$38,374		\$0	No
	Police		Full-Size Sedan With Camera	\$43,500	45	\$1,957,500		\$0	No
	Police		Mid-Size Sedan	\$43,500	4	\$174,000		\$0	No
	Police		Cargo Van	\$20,000	2	\$40,000		\$0	No
<b>Total Additions</b>						<b>\$2,209,874</b>		<b>\$0</b>	
<b>Total Vehicles</b>						<b>\$4,258,874</b>		<b>\$0</b>	

## Capital Outlay By Fund

Fund	Type of Capital	Department	Description	Price	Recommended		Adopted		Replacement
					Qty	Total	Qty	Total	
<b>Transfers</b>									
		CD	Transfer to Econ & Phy Dev Fund - Dr. E.E. Smith House Restoration	\$25,000		\$25,000		\$0	No
		E&I	Transfer to General Gov't Fund - Parking Lot Improvements	\$55,630		\$55,630		\$0	Yes
		E&I	Transfer to Transportation Fund - Legend Avenue Improvements	\$75,000		\$75,000		\$0	No
		E&I	Transfer to Transportation Fund - Sidewalks	\$356,134		\$356,134		\$0	No
		E&I	Transfer to Transportation Fund - Public Streets Development	\$250,000		\$250,000		\$0	No
		E&I	Transfer to Transportation Fund - Ray Avenue Extension	\$300,000		\$300,000		\$0	No
		E&I	Transfer to Transportation Fund - Downtown Streetscapes	\$425,000		\$425,000		\$0	No
		E&I	Transfer to Transportation Fund - Street Resurfacing	\$3,725,000		\$3,725,000		\$0	Yes
		E&I	Transfer to Transportation Fund - Langdon Street Widening	\$700,000		\$700,000		\$0	No
		E&I	Transfer to Transportation Fund - Street Lighting	\$125,000		\$125,000		\$0	No
		Fire	Transfer to Public Safety Fund - Zetron Notification/Paging System	\$124,111		\$124,111		\$0	Yes
		Fire	Transfer to Public Safety Fund - Temporary Station 16 Renovations	\$80,000		\$80,000		\$0	Yes
		IT	Trf. to Gen. Govt. Fund - Computer Replacement Plan	\$273,000		\$273,000		\$0	Yes
		IT	Trf. to Gen. Govt. Fund - Enterprise GIS Environment	\$80,000		\$80,000		\$0	No
		IT	Trf. to Gen. Govt. Fund - City of Fayetteville ERP/PWC Alignment	\$395,000		\$395,000		\$0	No
		IT	Trf. to Gen. Govt. Fund - Internet Phone System (VOIP)	\$80,000		\$80,000		\$0	Yes
		IT	Trf. to Gen. Govt. Fund - MS Email Exchange Active Directory Upgrade	\$25,000		\$25,000		\$0	Yes
		IT	Trf. to Gen. Govt. Fund - City External Website	\$170,000		\$170,000		\$0	Yes
		IT	Trf. to Gen. Govt. Fund - Disaster Recovery	\$50,000		\$50,000		\$0	No
		OAP	Transfer to PWC - Annexation Sewer/Water Projects	\$3,142,600		\$3,142,600		\$0	No
		OAP	Transfer to Econ & Phy Dev Fund - Texfi Site Improvements	\$100,000		\$100,000		\$0	No
		PR & M	Transfer to General Gov't Fund - Facility Space Needs Analysis Renovations City Hall	\$1,250,000		\$1,250,000		\$0	Yes
		PR & M	Transfer to General Gov't Fund - HVAC Replacements	\$225,000		\$225,000		\$0	Yes
		PR & M	Transfer to General Gov't Fund - Roof Replacements	\$228,500		\$228,500		\$0	Yes
		PR & M	Transfer to Rec/Cult Fund - Playground Improvements	\$100,000		\$100,000		\$0	Yes
		Police	Transfer to Public Safety Fund - Automatic Vehicle Locators	\$203,856		\$203,856		\$0	No
<b>Total Transfers</b>						<b>\$12,563,831</b>		<b>\$0</b>	
<b>Total General Fund</b>						<b>\$17,282,302</b>		<b>\$0</b>	

## Capital Outlay by Fund

Fund	Type of Capital	Department	Description	Price	Recommended		Adopted		Replacement
					Qty	Total	Qty	Total	
<b>Airport</b>									
	<b>Other Equipment</b>								
			Lift Device	\$20,000	1	\$20,000		\$0	No
			Security Camera System Upgrade	\$35,000	1	\$35,000		\$0	No
			Access Control System Upgrade	\$88,135	1	\$88,135		\$0	No
		<b>Total Other Equipment</b>				<b>\$143,135</b>		<b>\$0</b>	
		<b>Total Airport</b>				<b>\$143,135</b>		<b>\$0</b>	
<b>Environmental Services Fund</b>									
	<b>Vehicles Replacements</b>								
			Flatbed Truck	\$44,000	1	\$44,000		\$0	Yes
			Garbage Truck	\$245,000	3	\$735,000		\$0	Yes
			Pickup Truck	\$18,000	1	\$18,000		\$0	Yes
			Limb Truck	\$180,000	3	\$540,000		\$0	Yes
		<b>Total Replacements</b>				<b>\$1,337,000</b>		<b>\$0</b>	
		<b>Total Vehicles</b>				<b>\$1,337,000</b>		<b>\$0</b>	
	<b>Transfers</b>								
			On Board/On Route Software Upgrade	\$52,000	1	\$52,000		\$0	No
		<b>Total Transfers</b>				<b>\$52,000</b>		<b>\$0</b>	
		<b>Total Environmental Services Fund</b>				<b>\$1,389,000</b>		<b>\$0</b>	
<b>Stormwater Fund</b>									
	<b>Transfers to Stormwater Capital Projects Fund</b>								
			Excavator	\$58,000	1	\$58,000		\$0	Yes
			Sweeper	\$210,000	1	\$210,000		\$0	Yes
			Drainage Improvements	\$2,199,842		\$2,199,842		\$0	Yes
		<b>Total Transfers to Stormwater Capital Projects Fund</b>				<b>\$2,467,842</b>		<b>\$0</b>	
		<b>Total Stormwater Fund</b>				<b>\$2,467,842</b>		<b>\$0</b>	
<b>Transit</b>									
	<b>Vehicles Replacements</b>								
			Highway Use Tax for 8 Vehicles	\$10,750	1	\$10,750		\$0	Yes
		<b>Total Vehicle Replacements</b>				<b>\$10,750</b>		<b>\$0</b>	
		<b>Total Transit</b>				<b>\$10,750</b>		<b>\$0</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>							
<b>Transfers</b>							
		Transfer to Econ & Phy Dev Fund - Dr. E.E. Smith House Renovations	\$25,000		\$25,000	\$0	No
	<b>Total Transfers</b>				<u>\$25,000</u>	<u>\$0</u>	
	<b>Total Community Development</b>				<u>\$25,000</u>	<u>\$0</u>	
<b>Development Services</b>							
<b>Vehicles</b>							
		Compact Car	\$19,187	2	\$38,374	\$0	No
	<b>Total Vehicles</b>				<u>\$38,374</u>	<u>\$0</u>	
	<b>Total Development Services</b>				<u>\$38,374</u>	<u>\$0</u>	
<b>Engineering and Infrastructure</b>							
<b>Office Equipment</b>							
		Map Scanner/Printer	\$12,000	1	\$12,000	\$0	No
	<b>Total Office Equipment</b>				<u>\$12,000</u>	<u>\$0</u>	
<b>Vehicles</b>							
		Sport Utility Vehicle	\$36,500	1	\$36,500	\$0	Yes
		Pickup Truck	\$26,000	1	\$26,000	\$0	Yes
		Tandem Axle Dump Truck	\$135,000	1	\$135,000	\$0	Yes
	<b>Total Vehicles</b>				<u>\$197,500</u>	<u>\$0</u>	
<b>Transfers</b>							
		Transfer to General Gov't Fund - Parking Lot Improvements	\$55,630		\$55,630	\$0	Yes
		Transfer to Transportation Fund - Downtown Streetscapes	\$425,000		\$425,000	\$0	No
		Transfer to Transportation Fund - Public Streets Development	\$250,000		\$250,000	\$0	No
		Transfer to Transportation Fund - Langdon Street Widening	\$700,000		\$700,000	\$0	No
		Transfer to Transportation Fund - Street Lighting	\$125,000		\$125,000	\$0	No
		Transfer to Transportation Fund - Legend Avenue	\$75,000		\$75,000	\$0	No
		Transfer to Transportation Fund - Ray Avenue Extension	\$300,000		\$300,000	\$0	No
		Transfer to Transportation Fund - Sidewalk Improvements	\$356,134		\$356,134	\$0	No
		Transfer to Transportation Fund - Street Resurfacing	\$3,725,000		\$3,725,000	\$0	Yes
		Transfer to Stormwater Capital Projects Fund - Drainage Improvements	\$2,199,842		\$2,199,842	\$0	Yes
		Transfer to Stormwater Capital Projects Fund - Excavator	\$58,000		\$58,000	\$0	Yes
		Transfer to Stormwater Capital Projects Fund - Sweeper	\$210,000		\$210,000	\$0	Yes
	<b>Total Transfers</b>				<u>\$8,479,606</u>	<u>\$0</u>	
	<b>Total Engineering and Infrastructure</b>				<u>\$8,689,106</u>	<u>\$0</u>	
	<b>Total Community Investment</b>				<u>\$8,752,480</u>	<u>\$0</u>	
<b>Operations</b>							
<b>Airport</b>							
<b>Other Equipment</b>							
		Lift Device	\$20,000	1	\$20,000	\$0	No
		Security Camera System Upgrade	\$35,000	1	\$35,000	\$0	No
		Access Control System Upgrade	\$88,135	1	\$88,135	\$0	No
	<b>Total Other Equipment</b>				<u>\$143,135</u>	<u>\$0</u>	
	<b>Total Airport</b>				<u>\$143,135</u>	<u>\$0</u>	

## Capital Outlay By Portfolio By Department

Department	Type of Capital	Description	Recommended		Adopted		Replacement
			Price	Qty	Total	Qty	
<b>Environmental Services</b>							
<b>Vehicles</b>							
		Flatbed Truck	\$44,000	1	\$44,000		\$0 Yes
		Garbage Truck	\$245,000	3	\$735,000		\$0 Yes
		Pickup Truck	\$18,000	1	\$18,000		\$0 Yes
		Limb Truck	\$180,000	3	\$540,000		\$0 Yes
		<b>Total Vehicles</b>			<b>\$1,337,000</b>		<b>\$0</b>
<b>Transfer to Environmental Services Capital Projects Fund</b>							
		On Board/On Route Software Upgrade	\$52,000		\$52,000		\$0 No
		<b>Total Transfers to Environmental Services Capital Projects Fund</b>			<b>\$52,000</b>		<b>\$0</b>
		<b>Total Environmental Services</b>			<b>\$1,389,000</b>		<b>\$0</b>
<b>Fire</b>							
<b>Improvements</b>							
		All Weather Surface - Airport Training Facility	\$41,500	1	\$41,500		\$0 No
		<b>Total Improvements</b>			<b>\$41,500</b>		<b>\$0</b>
<b>Vehicles</b>							
		Fire Engine	\$515,000	1	\$515,000		\$0 Yes
		Brush Truck	\$125,000	1	\$125,000		\$0 Yes
		<b>Total Vehicles</b>			<b>\$640,000</b>		<b>\$0</b>
<b>Other Equipment</b>							
		Forcible Entry Training Simulator	\$7,500	1	\$7,500		\$0 No
		40hp Boat Motor	\$10,000	1	\$10,000		\$0 Yes
		Thermal Imaging Camera	\$10,000	1	\$10,000		\$0 Yes
		<b>Total Other Equipment</b>			<b>\$27,500</b>		<b>\$0</b>
<b>Transfers</b>							
		Transfer to Public Safety Fund - Zetron Notification/Paging System	\$124,111		\$124,111		\$0 Yes
		Transfer to Public Safety Fund - Temporary Station 16 Renovations	\$80,000		\$80,000		\$0 No
		<b>Total Transfer</b>			<b>\$204,111</b>		<b>\$0</b>
		<b>Total Fire</b>			<b>\$913,111</b>		<b>\$0</b>
<b>Parks, Recreation &amp; Maintenance</b>							
<b>Vehicles</b>							
		Pickup Truck	\$22,000	2	\$44,000		\$0 Yes
		Flatbed Dump Truck	\$33,000	1	\$33,000		\$0 Yes
		30 Passenger Bus	\$110,000	1	\$110,000		\$0 Yes
		Sport Utility Vehicle	\$23,500	1	\$23,500		\$0 Yes
		15 Passenger Van	\$26,000	1	\$26,000		\$0 Yes
		<b>Total Vehicles</b>			<b>\$236,500</b>		<b>\$0</b>
<b>Other Equipment</b>							
		Zero-turn Mower	\$13,500	2	\$27,000		\$0 Yes
		Tractor	\$40,000	1	\$40,000		\$0 Yes
		Tractor	\$50,000	2	\$100,000		\$0 Yes
		Tractor Mower	\$60,000	2	\$120,000		\$0 Yes
		<b>Total Other Equipment</b>			<b>\$287,000</b>		<b>\$0</b>
<b>Transfers</b>							
		Transfer to Rec/Cult Fund - Playground Improvements	\$100,000		\$100,000		\$0 Yes
		Transfer to General Govt Fund - Roof Replacements	\$228,500		\$228,500		\$0 Yes
		Transfer to General Govt Fund - HVAC Replacements	\$225,000		\$225,000		\$0 Yes
		Transfer to General Govt Fund - Facility Space Needs Analysis Renovations City Hall	\$1,250,000		\$1,250,000		\$0 Yes
		<b>Total Transfers</b>			<b>\$1,803,500</b>		<b>\$0</b>
		<b>Total Parks, Recreation &amp; Maintenance</b>			<b>\$2,327,000</b>		<b>\$0</b>

# Capital Outlay By Portfolio By Department

Department	Type of Capital	Description	Recommended		Adopted		Replacement
			Price	Qty	Total	Qty	
<b>Parks, Recreation &amp; Maintenance - County District</b>							
	<b>Vehicles</b>						
		Pickup Truck	\$18,000	1	<u>\$18,000</u>	<u>\$0</u>	Yes
	<b>Total Vehicles</b>				<u>\$18,000</u>	<u>\$0</u>	
	<b>Other Equipment</b>						
		Overseeder	\$12,000	1	<u>\$12,000</u>	<u>\$0</u>	No
	<b>Total Other Equipment</b>				<u>\$12,000</u>	<u>\$0</u>	
	<b>Total Parks, Recreation &amp; Maintenance - County District</b>				<u>\$30,000</u>	<u>\$0</u>	
<b>Police</b>							
	<b>Other Equipment</b>						
		Electronic Surveillance Unit Equipment	\$53,600	1	\$53,600	\$0	No
		Laser Crime Scene Mapping System	\$7,194	1	\$7,194	\$0	No
		Narcworks Software	\$7,543	1	\$7,543	\$0	No
		Cross Fit/Physical Fitness Equipment	\$5,260	1	<u>\$5,260</u>	<u>\$0</u>	No
	<b>Total Other Equipment</b>				<u>\$73,597</u>	<u>\$0</u>	
	<b>Vehicles</b>						
		Full-Size Sedan Refurbishment Costs	\$10,000	20	\$200,000	\$0	Yes
		Full-Size Sedan, K-9	\$41,000	3	\$123,000	\$0	Yes
		Full-Size Sedan, Marked	\$34,500	12	\$414,000	\$0	Yes
		Full-Size Sedan, Unmarked	\$33,000	6	\$198,000	\$0	Yes
		Cargo Van	\$22,000	1	\$22,000	\$0	Yes
		Full-Size Sedan With Camera	\$43,500	45	\$1,957,500	\$0	No
		Mid-Size Sedan	\$43,500	4	\$174,000	\$0	No
		Cargo Van	\$20,000	2	<u>\$40,000</u>	<u>\$0</u>	No
	<b>Total Vehicles</b>				<u>\$3,128,500</u>	<u>\$0</u>	
	<b>Transfers</b>						
		Transfer to Public Safety Fund - Automatic Vehicle Locators	\$203,856		<u>\$203,856</u>	<u>\$0</u>	
	<b>Total Transfers</b>				<u>\$203,856</u>	<u>\$0</u>	
	<b>Total Police</b>				<u>\$3,405,953</u>	<u>\$0</u>	
<b>Transit</b>							
	<b>Vehicles</b>						
		Highway Use Tax for 8 Vehicles Purchased in Capital Grants	\$10,750	1	<u>\$10,750</u>	<u>\$0</u>	Yes
	<b>Total Vehicles</b>				<u>\$10,750</u>	<u>\$0</u>	
	<b>Total Transit</b>				<u>\$10,750</u>	<u>\$0</u>	
	<b>Total Operations</b>				<u>\$8,218,949</u>	<u>\$0</u>	
<b>Support Services and Administration</b>							
	<b>Information Technology</b>						
	<b>Office Equipment</b>						
		Replacement Drives for Physical Server	\$6,000	1	<u>\$6,000</u>	<u>\$0</u>	Yes
	<b>Total Office Equipment</b>				<u>\$6,000</u>	<u>\$0</u>	
	<b>Transfers</b>						
		Transfer to General Govt Fund - ERP/PWC Alignment	\$395,000		\$395,000	\$0	No
		Transfer to General Govt Fund - Enterprise GIS Environment	\$80,000		\$80,000	\$0	No
		Transfer to General Govt Fund - Internet Phone System (VOIP)	\$80,000		\$80,000	\$0	Yes
		Transfer to General Govt Fund - MS Email Exchange Active Dir Upgrade	\$25,000		\$25,000	\$0	No
		Transfer to General Govt Fund - Computer Replacement Plan	\$273,000		\$273,000	\$0	Yes
		Transfer to General Govt Fund - City External Website	\$170,000		\$170,000	\$0	No
		Transfer to General Govt Fund - Disaster Recovery	\$50,000		<u>\$50,000</u>	<u>\$0</u>	No
	<b>Total Transfers</b>				<u>\$1,073,000</u>	<u>\$0</u>	

## Capital Outlay By Portfolio By Department

Department	Type of Capital	Description	Price	Recommended		Adopted		Replacement
				Qty	Total	Qty	Total	
	<b>Total Information Technology</b>				<u>\$1,079,000</u>		<u>\$0</u>	
	<b>Total Support Services and Administration</b>				<u>\$1,079,000</u>		<u>\$0</u>	
	<b>Other Appropriations</b>							
	<b>Transfers</b>							
		Transfer to PWC - Annexation Sewer/Water Projects	\$3,142,600		\$3,142,600		\$0	No
		Transfer to Econ & Phy Dev Fund - Texfi	\$100,000		<u>\$100,000</u>		<u>\$0</u>	No
	<b>Total Transfers</b>				<u>\$3,242,600</u>		<u>\$0</u>	
	<b>Total Other Appropriations</b>				<u>\$3,242,600</u>		<u>\$0</u>	
	<b>Total Capital Outlay</b>				<u>\$21,293,029</u>		<u>\$0</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 5.25 cents of the recommended 49.8 cent tax rate for the capital funding plan.
- 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 Fund is dedicated to this plan for the Franklin Street Parking Deck debt service and an \$88,695 transfer from the City's PWC is dedicated to this plan for a share of the 800 MHz Radio System debt service.
- Plan resources for fiscal year 2015 include a \$98,646 Federal interest rebate for the Franklin Street Parking Deck capital lease under the Recovery Zone Economic Development Bond program.
- During fiscal year 2013, the Capital Funding Plan provided initial funding for a local match for a Federal Transit Administration grant to construct the Multimodal Transportation Center. In the current fiscal year, the State of North Carolina approved funding for the project as well. As such, \$1,001,875 will be returned to the Capital Funding Plan in fiscal year 2015 from the capital project fund.

## 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 \$7,961,697 of GO bonds outstanding over three series of bonds as of June 30, 2014. They bear interest at rates varying from 3.7 to 5.0 percent. The City's underlying GO bond ratings are currently set at Aa1 by Moody's and AA+ by Standard and Poors.
- Revenue bonds are serviced from the earnings of the project for which they were issued. As of June 30, 2014, the City of Fayetteville is projected to have \$2,900,000 in outstanding revenue bonds on one issue through the City of Fayetteville Finance Corporation. The bonds bear interest rates of 5.25 percent. As they were issued for the construction of facilities and to defease revenue bonds used for facility construction and improvements, 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 issued for a recreation center, fire stations, public safety equipment and a parking deck through the capital funding plan. In addition, the City plans to finance \$2,150,637 for vehicle purchases as a part of its strategy to fund capital improvement projects by June 30, 2014. Outstanding obligations on June 30, 2014 are projected to total \$15,908,147, with one at 0 percent interest, three at fixed interest rates from 2.06 to 5.1 percent and one at a variable rate of 65.1 percent of LIBOR plus .62%.
- Three 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 and redevelopment improvements on Murchison Road. As of June 30, 2014, \$3,368,025 is outstanding at interest rates ranging from 2.75 to 3.0 percent.
- Planned capital lease financings during fiscal year 2015 include \$2,593,680 to relocate Fire Station 12, and \$3,199,111 to finance vehicles as part of a strategy to fund capital improvement projects. Both financings are planned for December, 2014.

## Other Expenditures

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- In fiscal year 2007, outstanding general obligation bonds associated with previous water and sanitary sewer improvements were assumed by PWC. The fiscal year 2015 budget includes a \$385,200 transfer to PWC to fund a portion of this debt service.
- Other expenditures in fiscal year 2015 include \$609,365 for three technology projects, \$349,685 for three large commercial demolitions, \$246,134 for sidewalk improvements, \$225,000 for a boiler system replacement, \$125,000 for thoroughfare streetlight improvements, \$100,000 for improvements at the former Texfi site, and \$80,000 for renovations for a temporary fire station.

# Capital Funding Plan

## SUMMARY OF OUTSTANDING DEBT ISSUES

Description	Purpose	Amount Outstanding @ 06/30/14 *	FY2015 Principal & Interest
<i>General Obligation Bonds</i>			
2002 Refunding Bonds	Refunded Series 1991 and a portion of Series 1994 Public Improvement Bonds	565,000	357,600
2005 Public Improvement Bonds	Street, Sidewalk and Drainage Improvements, Fire Station and Park Land Acquisition	4,625,000	610,938
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	2,771,697	1,312,820
		<u>\$ 7,961,697</u>	<u>\$ 2,281,358</u>
<i>Revenue Bonds</i>			
2005 Refunding and Municipal Building (COPs) Bonds	Westover Recreation Center, Festival Park and Refunded Police Administration Building	2,900,000	792,250
		<u>\$ 2,900,000</u>	<u>\$ 792,250</u>
<i>Other Financings</i>			
Capital Lease - Construction	E. E. Miller Recreation Center and Buhmann Drive Fire Station	2,570,967	406,644
Capital Lease - Construction	Franklin Street Parking Deck	4,561,667	624,254
Capital Lease - Construction	Fire Station 19 **	2,141,554	209,917
Capital Lease - Equipment	800 MHz Radios and CAD/RMS System	820,779	829,263
Capital Lease - Equipment	800 MHz System	3,662,543	732,513
Interfund Loan	Hope VI Infrastructure	1,288,025	461,542
Interfund Loan	Murchison Road Redevelopment	1,180,000	100,000
Interfund Loan	Cape Fear River Trail	900,000	164,055
Capital Lease - Equipment	<i>Planned for June 2014 Issuance:</i> Vehicles financed as a part of the City's strategy to fund Information Technology and Capital Improvement Items	2,150,637	559,900
		<u>\$ 19,276,172</u>	<u>\$ 4,088,088</u>
		<u>\$ 30,137,869</u>	<u>\$ 7,161,696</u>

\* Only includes outstanding debt funded through the Capital Funding Plan

\*\* Estimate at 1.5% variable rate for fiscal year 2015

# 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 2015 to 2019 Proposed Capital Improvement and Information Technology Plans

- The tables that follow provide summaries of the City's Proposed FY 2015 to 2019 Capital Improvement and Information Technology Plans, both by planned fiscal year of expenditure and by proposed funding sources.
- The recommended budget includes funding for a bond referendum and education campaign for Parks and Recreation projects. The final package of specific projects is being assembled for City Council consideration and is, therefore, not included in the summary lists that follow.



# Fire-Year Capital Improvement Plan Summary

Project Expenditures By Fiscal Year								
Project	Prior Fiscal Yrs	FY2014	FY2015	FY2016	FY2017	FY2018	FY 2019	Total Project Expenditures
<b>Community Development</b>								
Dr. E.E. Smith House Restoration	-	-	25,000	250,000	-	-	-	275,000
Hope VI - City Contributions	5,394,986	1,131,014	-	-	-	-	-	6,526,000
Murchison Road Redevelopment	50,216	829,784	550,000	545,000	350,000	300,000	-	2,625,000
<b>Total - Community Development</b>	<b>5,445,202</b>	<b>1,960,798</b>	<b>575,000</b>	<b>795,000</b>	<b>350,000</b>	<b>300,000</b>	<b>-</b>	<b>9,426,000</b>
<b>Development Services</b>								
Wayfinding Signage	317,060	132,940	-	-	-	-	-	450,000
Major Commercial Demolitions (3)	-	-	349,685	-	-	-	-	349,685
<b>Total - Development Services</b>	<b>317,060</b>	<b>132,940</b>	<b>349,685</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>799,685</b>
<b>Engineering &amp; Infrastructure</b>								
Downtown Brick Sidewalk Repair	155,558	144,442	-	-	-	-	-	300,000
Downtown Streetscape	166,498	613,763	425,000	75,000	75,000	75,000	75,000	1,505,261
Fort Bragg Railway Connector	1,806,210	3,341,021	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	-	100,000	700,000	-	-	-	-	800,000
Legend Avenue Relocation	102,319	422,681	75,000	-	1,100,000	-	-	1,700,000
Louise Street Bridge Replacement	-	-	250,000	500,000	-	-	-	750,000
Parking Lot Resurfacing	205,390	134,500	55,630	46,830	41,500	49,480	73,000	606,330
Public Street Development (incl. Soil Streets)	191,854	310,276	250,000	250,000	250,000	250,000	-	1,502,130
Ramsey Street Improvements	418,707	104,703	-	-	-	-	-	523,410
Ray Avenue Extension	-	20,000	300,000	-	-	-	-	320,000
Sidewalk Improvements	172,720	537,322	608,890	250,000	289,600	234,840	473,639	2,567,011
Street Resurfacing	7,096,283	4,078,755	3,725,000	3,850,000	4,000,000	4,150,000	4,300,000	31,200,038
Thoroughfare Street Lighting	-	125,000	125,000	125,000	125,000	-	-	500,000
Transportation Improvement Projects (NCDOT Municipal Agreements)	203,255	298,650	2,109,420	-	-	150,000	207,000	2,968,325
Enhanced Resurfacing and Sidewalks	-	-	-	2,500,000	2,500,000	2,500,000	2,500,000	10,000,000
<b>Total - Engineering &amp; Infrastructure</b>	<b>10,518,794</b>	<b>10,231,113</b>	<b>11,281,440</b>	<b>9,277,099</b>	<b>8,506,100</b>	<b>7,759,320</b>	<b>10,513,639</b>	<b>68,087,505</b>
<b>Environmental Services</b>								
Grove Street Facility Yard Paving	-	412,000	-	-	-	-	-	412,000
<b>Total - Environmental Services</b>	<b>-</b>	<b>412,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>412,000</b>
<b>Fire &amp; Emergency Management</b>								
Fire Station 12 (Relocation)	-	500,000	2,593,680	-	-	-	-	3,093,680
Fire Station 16 (Temporary Facility Renovations)	-	-	80,000	-	-	-	-	80,000
Fire Station 16	-	-	-	-	-	250,000	2,593,680	2,843,680
Fire Station No. 4	-	-	-	-	300,000	2,593,680	-	2,893,680
SCBA Replacements	-	-	-	1,285,060	-	-	-	1,285,060
<b>Total - Fire</b>	<b>-</b>	<b>500,000</b>	<b>2,673,680</b>	<b>1,285,060</b>	<b>300,000</b>	<b>2,843,680</b>	<b>2,593,680</b>	<b>10,196,100</b>

*Note: The CIP summary does not include projects to be proposed for the planned bond referendum for Parks and Recreation.*

# Five-Year Capital Improvement Plan Summary

Project	Proposed Project Funding By Source of Funds						Other Funding Source Comments
	Project Funding To Date	General Fund Taxes / Revenues	Debt Financing Proceeds	Street & Sidewalk Bonds*	Non General Fund Funding	Total Project Funding	
<b>Community Development</b>							
Dr. E.E. Smith House Restoration		-	275,000	-		275,000	
Hope VI - City Contributions	6,526,000	-	-	-	-	6,526,000	
Murchison Road Redevelopment	880,000	-	1,545,000	-	200,000	2,625,000	CDBG funding (\$50k per year, FY15 to FY18), RM fund interfund loan
<b>Total - Community Development</b>	<b>7,406,000</b>	<b>-</b>	<b>1,820,000</b>	<b>-</b>	<b>200,000</b>	<b>9,426,000</b>	
<b>Development Services</b>							
Wayfinding Signage	450,000	-	-	-	-	450,000	
Major Commercial Demolitions (3)	-	349,685	-	-	-	349,685	
<b>Total - Development Services</b>	<b>450,000</b>	<b>349,685</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>799,685</b>	
<b>Engineering &amp; Infrastructure</b>							
Downtown Brick Sidewalk Repair	300,000	-	-	-	-	300,000	
Downtown Streetscape	780,261	-	725,000	-	-	1,505,261	
Fort Bragg Railway Connector	1,892,000	-	-	-	7,568,000	9,460,000	SAFETEA Grant \$7,568,000
Intersection Improvements	-	1,650,000	1,735,000	-	-	3,385,000	
Langdon Street Widening	100,000	-	700,000	-	-	800,000	
Legend Avenue Relocation	525,000	75,000	1,100,000	-	-	1,700,000	
Louise Street Bridge Replacement	-	150,000	-	-	600,000	750,000	Anticipated 80% Federal Bridge Replacement Funding
Parking Lot Resurfacing	339,890	266,440	-	-	-	606,330	
Public Street Development (incl. Soil Streets)	502,130	-	1,000,000	-	-	1,502,130	
Ramsey Street Improvements	523,410	-	-	-	-	523,410	
Ray Avenue Extension	20,000	300,000	-	-	-	320,000	
Sidewalk Improvements	962,798	816,134	788,079	-	-	2,567,011	
Street Resurfacing	11,175,038	20,025,000	-	-	-	31,200,038	
Thoroughfare Street Lighting	125,000	375,000	-	-	-	500,000	
Transportation Improvement Projects (NCDOT Municipal Agreements)	2,707,838	260,487	-	-	-	2,968,325	
Enhanced Resurfacing and Sidewalks	-	-	-	10,000,000	-	10,000,000	
<b>Total - Engineering &amp; Infrastructure</b>	<b>19,953,365</b>	<b>23,918,061</b>	<b>6,048,079</b>	<b>10,000,000</b>	<b>8,168,000</b>	<b>68,087,505</b>	
<b>Environmental Services</b>							
Grove Street Facility Yard Paving	412,000	-	-	-	-	412,000	
<b>Total - Environmental Services</b>	<b>412,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>412,000</b>	
<b>Fire &amp; Emergency Management</b>							
Fire Station 12 (Relocation)	250,000	250,000	2,593,680	-	-	3,093,680	
Fire Station 16 (Temporary Facility Renovations)	-	80,000	-	-	-	80,000	
Fire Station 16	-	250,000	2,593,680	-	-	2,843,680	
Fire Station No. 4	-	-	2,893,680	-	-	2,893,680	
SCBA Replacements	-	1,285,060	-	-	-	1,285,060	
<b>Total - Fire</b>	<b>250,000</b>	<b>1,865,060</b>	<b>8,081,040</b>	<b>-</b>	<b>-</b>	<b>10,196,100</b>	

# Five-Year Capital Improvement Plan Summary

Project Expenditures By Fiscal Year								
Project	Prior Fiscal Yrs	FY2014	FY2015	FY2016	FY2017	FY2018	FY 2019	Total Project Expenditures
<b>Maintenance</b>								
Building Maintenance - HVAC/Boiler Replacements	398,239	209,000	225,000	132,000	-	-	-	964,239
Building Maintenance - Other	118,189	374,295	-	-	-	-	-	492,484
Building Maintenance - Roof Replacements	173,829	480,000	228,500	124,000	-	-	-	1,006,329
Facility Space and Needs Analysis and Renovations	8,068	2,127,782	1,250,000	1,250,000	-	-	-	4,635,850
Festival Plaza Renovations	31,088	68,912	-	-	-	-	-	100,000
Playground Repairs/Refurbishing	583,785	235,750	100,000	150,000	-	-	-	1,069,535
<b>Total - Maintenance</b>	<b>1,313,198</b>	<b>3,495,739</b>	<b>1,803,500</b>	<b>1,656,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8,268,437</b>
<b>Parks &amp; Recreation</b>								
Cape Fear River Trail - Phase 2	154,973	3,390,527	800,000	-	-	-	-	4,345,500
Freedom Memorial Park	478,685	60,254	-	-	-	-	-	538,939
Linear Park	1,838,645	220,422	-	-	-	-	-	2,059,067
Martin Luther King Jr. Park	-	-	-	-	-	500,000	-	500,000
Western Area Neighborhood Park	780,931	75,825	-	-	-	-	-	856,756
<b>Total - Parks &amp; Recreation</b>	<b>3,253,234</b>	<b>3,747,028</b>	<b>800,000</b>	<b>-</b>	<b>-</b>	<b>500,000</b>	<b>-</b>	<b>8,300,262</b>
<b>Special Projects</b>								
Amtrak Station - Phase 3	-	-	775,000	-	-	-	-	775,000
NC State Veterans Park	14,820,084	1,086,615	1,235,942	-	-	-	-	17,142,641
Phase V Annexation Sewer Contributions	9,155,474	3,786,035	3,575,855	3,062,137	2,365,868	2,259,045	2,519,985	26,724,399
NC Civil War Center and Museum Contributions	-	-	-	-	500,000	500,000	-	1,000,000
Farmers Markets Contributions	-	-	-	300,000	300,000	-	-	600,000
Texfi Site	654,220	149,399	100,000	-	-	-	-	903,619
<b>Total - Special Projects</b>	<b>24,629,778</b>	<b>5,022,049</b>	<b>5,686,797</b>	<b>3,362,137</b>	<b>3,165,868</b>	<b>2,759,045</b>	<b>2,519,985</b>	<b>47,145,659</b>
<b>Police</b>								
Cross Creek District Office - Leased Space Renovations	50,000	-	500,000	-	-	-	-	550,000
Police Admin Building Renovations	-	285,000	-	-	-	-	-	285,000
<b>Total - Police</b>	<b>50,000</b>	<b>285,000</b>	<b>500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>835,000</b>
<b>Stormwater</b>								
Stormwater Drainage Improvements	20,415,162	2,252,873	2,199,842	1,087,800	985,500	897,550	647,500	28,486,227
<b>Total - Stormwater</b>	<b>20,415,162</b>	<b>2,252,873</b>	<b>2,199,842</b>	<b>1,087,800</b>	<b>985,500</b>	<b>897,550</b>	<b>647,500</b>	<b>28,486,227</b>
<b>Transit</b>								
Maintenance Facility Renovations - Phase 3	531,893	529,639	-	-	-	-	-	1,061,532
Multi-Modal Transportation Center - Phase I	3,289,027	3,109,534	8,395,314	1,250,000	-	-	-	16,043,875
Shelters and Benches	597,944	137,836	100,000	50,000	50,000	-	-	935,780
Sidewalk and ADA Accessibility Improvements	408,156	310,117	150,000	80,000	80,000	-	-	1,028,273
<b>Total - Transit</b>	<b>4,827,020</b>	<b>4,087,126</b>	<b>8,645,314</b>	<b>1,380,000</b>	<b>130,000</b>	<b>-</b>	<b>-</b>	<b>19,069,460</b>

*Note: The CIP summary does not include projects to be proposed for the planned bond referendum for Parks and Recreation.*

## Five-Year Capital Improvement Plan Summary

Project	Proposed Project Funding By Source of Funds							Other Funding Source Comments
	Project Funding To Date	General Fund Taxes / Revenues	Debt Financing Proceeds	Street & Sidewalk Bonds*	Non General Fund Funding	Total Project Funding		
<b>Maintenance</b>								
Building Maintenance - HVAC/Boiler Replacements	607,239	357,000	-	-	-	964,239		
Building Maintenance - Other	492,484	-	-	-	-	492,484		
Building Maintenance - Roof Replacements	653,829	352,500	-	-	-	1,006,329		
Facility Space and Needs Analysis and Renovations	2,135,850	-	2,500,000	-	-	4,635,850		
Festival Plaza Renovations	100,000	-	-	-	-	100,000		
Playground Repairs/Refurbishing	819,535	-	250,000	-	-	1,069,535		
<b>Total - Maintenance</b>	<b>4,808,937</b>	<b>709,500</b>	<b>2,750,000</b>	<b>-</b>	<b>-</b>	<b>8,268,437</b>		
<b>Parks &amp; Recreation</b>								
Cape Fear River Trail - Phase 2	2,645,500	-	1,100,000	-	600,000	4,345,500		Anticipated Federal Grant through FAMPO
Freedom Memorial Park	538,939	-	-	-	-	538,939		Private Park Donations
Linear Park	2,059,067	-	-	-	-	2,059,067		Private Park Donations
Martin Luther King Jr. Park	-	-	-	-	500,000	500,000		Anticipated Private Park Donations
Western Area Neighborhood Park	856,756	-	-	-	-	856,756		
<b>Total - Parks &amp; Recreation</b>	<b>6,100,262</b>	<b>-</b>	<b>1,100,000</b>	<b>-</b>	<b>1,100,000</b>	<b>8,300,262</b>		
<b>Special Projects</b>								
Amtrak Station - Phase 3	-	155,000	-	-	620,000	775,000		Anticipated 80% NC DOT Rail Grant
NC State Veterans Park	17,142,641	-	-	-	-	17,142,641		
Phase V Annexation Sewer Contributions	12,941,509	13,782,890	-	-	-	26,724,399		PWC/City Transfer Agreement
NC Civil War Center and Museum Contributions	-	500,000	500,000	-	-	1,000,000		
Farmers Markets Contributions	-	600,000	-	-	-	600,000		
Texfi Site	803,619	100,000	-	-	-	903,619		
<b>Total - Special Projects</b>	<b>30,887,769</b>	<b>15,137,890</b>	<b>500,000</b>	<b>-</b>	<b>620,000</b>	<b>47,145,659</b>		
<b>Police</b>								
Cross Creek District Office - Leased Space Renovations	50,000	500,000	-	-	-	550,000		
Police Admin Building Renovations	29,000	-	-	-	256,000	285,000		Anticipated use of forfeiture funding
<b>Total - Police</b>	<b>79,000</b>	<b>500,000</b>	<b>-</b>	<b>-</b>	<b>256,000</b>	<b>835,000</b>		
<b>Stormwater</b>								
Stormwater Drainage Improvements	22,668,035	-	-	-	5,818,192	28,486,227		Funded by stormwater fees projected to increase by \$0.50 per month in FY2015
<b>Total - Stormwater</b>	<b>22,668,035</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,818,192</b>	<b>28,486,227</b>		
<b>Transit</b>								
Maintenance Facility Renovations - Phase 3	1,061,532	-	-	-	-	1,061,532		
Multi-Modal Transportation Center - Phase I	13,912,625	426,250	-	-	1,705,000	16,043,875		
Shelters and Benches	735,780	40,000	-	-	160,000	935,780		Anticipated Federal Grants
Sidewalk and ADA Accessibility Improvements	718,273	62,000	-	-	248,000	1,028,273		Anticipated Federal Grants
<b>Total - Transit</b>	<b>16,428,210</b>	<b>528,250</b>	<b>-</b>	<b>-</b>	<b>2,113,000</b>	<b>19,069,460</b>		

# Five-Year Capital Improvement Plan Summary

## Project Expenditures By Fiscal Year

Project	Prior Fiscal Yrs	FY2014	FY2015	FY2016	FY2017	FY2018	FY 2019	Total Project Expenditures
<b>Airport</b>								
Air Carrier Apron Reconstruction - Phase I	4,664,356	176,839	-	-	-	-	-	4,841,195
Air Carrier Apron Reconstruction - Phase II	30,000		3,000,000	-	-	-	-	3,030,000
Fence Replacement from FBO to Terminal	-	175,000	-	-	-	-	-	175,000
General Aviation Auto Parking	-	-	447,426	-	-	-	-	447,426
Paid Parking Lot Rehabilitation	1,448,395	70,000	24,574	-	-	-	-	1,542,969
Parking Revenue Control Equipment	-	-	182,000	-	-	-	-	182,000
Perimeter Road Paving and Fencing Replacement	-	-	-	-	300,000	3,800,000	-	4,100,000
Runway & Taxiway System Repainting	-	-	-	-	-	-	333,333	333,333
Runway 10/28 Pavement Rehabilitation	-	208,000	2,480,367	-	-	-	-	2,688,367
Runway 22 Instrument Landing System Approach	-	-	-	-	0	500,000	4,500,000	5,000,000
Runway 4 Protection Zone Land Purchase	-	-	-	-	-	-	1,250,000	1,250,000
Runway 4 Safety Area and Taxiway A Extension	3,357,643	1,431,580	-	-	-	-	-	4,789,223
Runway 4-22 Paved Shoulders	-	4,231,475	-	-	-	-	-	4,231,475
Storm Drain Pipe (North of Paid Parking Lot)	2,600	112,400	-	-	-	-	-	115,000
Taxiway A Extension to End of Runway 22	-	-	-	-	-	-	4,000,000	4,000,000
Taxiway F Pavement and Lighting Rehabilitation	-	-	-	-	-	-	2,100,000	2,100,000
Taxiways J & K Pavement and Lighting Rehab.	-	-	3,000,000	-	-	-	-	3,000,000
Terminal Renovation Phase V	-	-	1,850,000	11,112,000	11,112,000	-	-	24,074,000
<b>Total - Airport</b>	<b>9,502,994</b>	<b>6,405,294</b>	<b>10,984,367</b>	<b>11,112,000</b>	<b>11,412,000</b>	<b>4,300,000</b>	<b>12,183,333</b>	<b>65,899,988</b>
<b>Grand Total - Capital Improvement Plan</b>	<b>80,272,442</b>	<b>38,531,960</b>	<b>45,499,625</b>	<b>29,955,096</b>	<b>24,849,468</b>	<b>19,359,595</b>	<b>28,458,137</b>	<b>266,926,323</b>

*Note: The CIP summary does not include projects to be proposed for the planned bond referendum for Parks and Recreation.*

## Five-Year Capital Improvement Plan Summary

Project	Proposed Project Funding By Source of Funds						Total Project Funding	Other Funding Source Comments
	Project Funding To Date	General Fund Taxes / Revenues	Debt Financing Proceeds	Street & Sidewalk Bonds*	Non General Fund	Funding		
<b>Airport</b>								
Air Carrier Apron Reconstruction - Phase I	4,841,195	-	-	-	-	-	4,841,195	
Air Carrier Apron Reconstruction - Phase II	30,000	-	-	-	3,000,000	-	3,030,000	Airport, Federal & State Funds
Fence Replacement from FBO to Terminal	175,000	-	-	-	-	-	175,000	
General Aviation Auto Parking	447,426	-	-	-	-	-	447,426	
Paid Parking Lot Rehabilitation	1,542,969	-	-	-	-	-	1,542,969	
Parking Revenue Control Equipment	-	-	-	-	182,000	-	182,000	Airport Funds
Perimeter Road Paving and Fencing Replacement	-	-	-	-	4,100,000	-	4,100,000	Airport, Federal & State Funds
Runway & Taxiway System Repainting	-	-	-	-	333,333	-	333,333	Airport, Federal & State Funds
Runway 10/28 Pavement Rehabilitation	-	-	-	-	2,688,367	-	2,688,367	Airport & State Funds
Runway 22 Instrument Landing System Approach	-	-	-	-	5,000,000	-	5,000,000	Airport, Federal & State Funds
Runway 4 Protection Zone Land Purchase	-	-	-	-	1,250,000	-	1,250,000	Airport, Federal & State Funds
Runway 4 Safety Area and Taxiway A Extension	4,789,223	-	-	-	-	-	4,789,223	
Runway 4-22 Paved Shoulders	4,231,475	-	-	-	-	-	4,231,475	
Storm Drain Pipe (North of Paid Parking Lot)	115,000	-	-	-	-	-	115,000	
Taxiway A Extension to End of Runway 22	-	-	-	-	4,000,000	-	4,000,000	Airport, Federal & State Funds
Taxiway F Pavement and Lighting Rehabilitation	-	-	-	-	2,100,000	-	2,100,000	Airport, Federal & State Funds
Taxiways J & K Pavement and Lighting Rehab.	-	-	-	-	3,000,000	-	3,000,000	Airport, Federal & State Funds
Terminal Renovation Phase V	-	-	-	-	24,074,000	-	24,074,000	Airport, Federal & State Funds
<b>Total - Airport</b>	<b>16,172,288</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>49,727,700</b>	<b>-</b>	<b>65,899,988</b>	
<b>Grand Total - Capital Improvement Plan</b>	<b>125,615,866</b>	<b>43,008,446</b>	<b>20,299,119</b>	<b>10,000,000</b>	<b>68,002,892</b>	<b>-</b>	<b>266,926,323</b>	

# Five-Year Information Technology Plan Summary

Project	Project Expenditures by Fiscal Year						Total Project Expenditures
	Inception Through FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	
<b>Information Technology Security/Infrastructure</b>							
Desktop Virtualization / Computer Replacement (PD mobile tech included)	1,867,589	316,600	303,100	469,100	209,700	209,700	3,375,789
Information Technology Disaster Recovery Initiative	777,318	50,000	200,000	50,000	50,000	-	1,127,318
Internet Phone (City Wide VOIP)	142,000	80,000	-	-	-	-	222,000
MS E-Mail Exchange (Active Directory Upgrade)	125,800	25,000	-	-	-	-	150,800
Virtual Server Expansion Equipment	60,034	-	-	132,000	-	-	192,034
MicroSoft Project Server	-	-	35,000	-	-	-	35,000
City Wireless Network Expansion Project	151,000	-	-	-	-	-	151,000
Public Safety Radio System Upgrade (800 MHz)	4,209,433	-	-	-	-	-	4,209,433
Server Room Uninterruptible Power Supply Replacement (UPS)	58,650	-	-	-	-	-	58,650
Public Safety Security Compliance (CJIS)	70,000	-	-	-	-	-	70,000
E911 Recording Systems	176,709	-	-	-	-	-	176,709
E911 Viper ACD Phone Upgrade	19,287	-	-	-	-	-	19,287
Fire Notification System (Zetron)	-	124,111	-	-	-	-	124,111
Transit Closed Loop Radio System	-	436,775	-	-	-	-	436,775
<b>Total - Information Technology Security/Infrastructure</b>	<b>7,657,820</b>	<b>1,032,486</b>	<b>538,100</b>	<b>651,100</b>	<b>259,700</b>	<b>209,700</b>	<b>10,348,906</b>
<b>Business Information/Data Analysis</b>							
Program Based Budgeting/Program Management Software	-	-	-	461,000	-	-	461,000
City of Fayetteville ERP/PWC Alignment Consultation	-	395,000	500,000	400,000	150,000	-	1,445,000
Enterprise Content Management Integration with GIS	279,035	-	-	50,000	-	-	329,035
Enterprise GIS Environment Upgrade	147,450	80,000	40,000	40,000	40,000	40,000	387,450
<b>Total - Business Intelligence/Data Analysis</b>	<b>426,485</b>	<b>475,000</b>	<b>540,000</b>	<b>951,000</b>	<b>190,000</b>	<b>40,000</b>	<b>2,622,485</b>

## Five-Year Information Technology Plan Summary

Project	Project Funding By Source of Funds					Total Project Funding	Other Funding Source Comments
	Project Funding To Date	General Fund Taxes / Revenues	Debt Financing Proceeds	Non General Fund Funding			
<b>Information Technology Security/Infrastructure</b>							
Desktop Virtualization / Computer Replacement (PD mobile tech included)	1,867,589	1,377,200	-	131,000		3,375,789	Other City Funds and E-911 Fund
Information Technology Disaster Recovery Initiative	777,318	-	350,000	-		1,127,318	
Internet Phone (City Wide VOIP)	142,000	-	80,000	-		222,000	
MS E-Mail Exchange (Active Directory Upgrade)	125,800	-	25,000	-		150,800	
Virtual Server Expansion Equipment	60,034	-	132,000	-		192,034	
MicroSoft Project Server	-	-	35,000	-		35,000	
City Wireless Network Expansion Project	151,000	-	-	-		151,000	
Public Safety Radio System Upgrade (800 MHz)	4,149,433	60,000	-	-		4,209,433	
Server Room Uninterruptible Power Supply Replacement (UPS)	58,650	-	-	-		58,650	
Public Safety Security Compliance (CJIS)	70,000	-	-	-		70,000	
E911 Recording Systems	168,733	-	-	7,976		176,709	E-911 Funds
E911 Viper ACD Phone Upgrade	-	-	-	19,287		19,287	E-911 Funds
Fire Notification System (Zetron)	-	-	124,111	-		124,111	
Transit Closed Loop Radio System	-	43,678	-	393,097		436,775	State NCDOT Grant Funding (90%)
<b>Total - Information Technology Security/Infrastructure</b>	<b>7,570,557</b>	<b>1,480,878</b>	<b>746,111</b>	<b>551,360</b>		<b>10,348,906</b>	
<b>Business Information/Data Analysis</b>							
Program Based Budgeting/Program Management Software	-	-	461,000	-		461,000	
City of Fayetteville ERP/PWC Alignment Consultation	-	395,000	1,050,000	-		1,445,000	
Enterprise Content Management Integration with GIS	279,035	-	50,000	-		329,035	
Enterprise GIS Environment Upgrade	147,450	80,000	160,000	-		387,450	
<b>Total - Business Intelligence/Data Analysis</b>	<b>426,485</b>	<b>475,000</b>	<b>1,721,000</b>	<b>-</b>		<b>2,622,485</b>	



# Five-Year Information Technology Plan Summary

Project	Project Expenditures by Fiscal Year						Total Project Expenditures
	Inception Through FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	
<b>Integrated City Management System - Application/Services</b>							
Public Safety Video Conferencing and Training Software	-		222,059	-	-		222,059
Time & Attendance (Kronos)	580,000	-	-	-	-	-	580,000
HRD Payroll (Kronos)	-	-	670,000	-	-	-	670,000
Work Order/Permitting/CRM Work Order Management	676,870	133,000	83,000	58,000	58,000	58,000	1,066,870
On-Board/On-Route Communications System and Software Upgrade	360,000	52,000	-	-	-		412,000
Paystubs/W2s Online Portal	-	10,500	-	-	-	-	10,500
JDE Laserfiche Integration	-	-	15,000	-	-	-	15,000
Performance Evaluations Online	-	-	52,000	-	-	-	52,000
Web-Trac (Rec-Trac)	61,153	-					61,153
Police Automatic Vehicle Locator (AVL)	-	203,865					203,865
Public Safety Video Surveillance (Digital IP Cameras)	102,873	-					102,873
SharePoint Intranet Solution	-	-	54,000	290,000	25,000		369,000
Office 365 Pilot	-	-	80,000			15,000	95,000
City of Fayetteville External Website Redesign	-	170,000					170,000
Airport Access Control System Upgrade	-	88,135	-	-	-	-	88,135
Airport Parking Lot Cameras	-	26,839					26,839
<b>Total - Integrated City Management - Application/Services</b>	<b>1,780,896</b>	<b>684,339</b>	<b>1,176,059</b>	<b>348,000</b>	<b>83,000</b>	<b>73,000</b>	<b>4,145,294</b>
<b>Mobility/Government without Walls (Citizen Engagement)</b>							
Transit MyRide Software	55,000	-	-	-	-		55,000
Transit Call Center and Website for Military and Veterans	54,460	-	-	-	-		54,460
<b>Total - Mobility/Government without Walls</b>	<b>109,460</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>109,460</b>
<b>Grand Total - Information Technology Plan</b>	<b>9,974,661</b>	<b>2,191,825</b>	<b>2,254,159</b>	<b>1,950,100</b>	<b>532,700</b>	<b>322,700</b>	<b>17,226,145</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>						
Public Safety Video Conferencing and Training Software	-	-	222,059	-	222,059	
Time & Attendance (Kronos)	580,000	-	-	-	580,000	
HRD Payroll (Kronos)	-	-	670,000	-	670,000	
Work Order/Permitting/CRM Work Order Management	676,870	390,000	-	-	1,066,870	
On-Board/On-Route Communications System and Software Upgrade	360,000	-	-	52,000	412,000	
Paystubs/W2s Online Portal	-	10,500	-	-	10,500	
JDE Laserfiche Integration	-	-	15,000	-	15,000	
Performance Evaluations Online	-	-	52,000	-	52,000	
Web-Trac (Rec-Trac)	61,153	-	-	-	61,153	
Police Automatic Vehicle Locator (AVL)	-	203,865	-	-	203,865	
Public Safety Video Surveillance (Digital IP Cameras)	102,873	-	-	-	102,873	
SharePoint Intranet Solution	-	-	369,000	-	369,000	
Office 365 Pilot	-	-	95,000	-	95,000	
City of Fayetteville External Website Redesign	-	-	170,000	-	170,000	
Airport Access Control System Upgrade	-	-	-	88,135	88,135	Airport Funds
Airport Parking Lot Cameras	-	-	-	26,839	26,839	Airport Funds
<b>Total - Integrated City Management - Application/Services</b>	<b>1,780,896</b>	<b>604,365</b>	<b>1,593,059</b>	<b>166,974</b>	<b>4,145,294</b>	
<b>Mobility/Government without Walls (Citizen Engagement)</b>						
Transit MyRide Software	55,000	-	-	-	55,000	
Transit Call Center and Website for Military and Veterans	54,460	-	-	-	54,460	
<b>Total - Mobility/Government without Walls</b>	<b>109,460</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>109,460</b>	
<b>Grand Total - Information Technology Plan</b>	<b>9,887,398</b>	<b>2,560,243</b>	<b>4,060,170</b>	<b>718,334</b>	<b>17,226,145</b>	

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City of  
**Fayetteville**  
North Carolina



# **Section K**

## **Appendices**

# Authorized Staffing FTEs by Department

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## ANNUAL OPERATING FUND AND INTERNAL SERVICE FUND POSITIONS

### Airport

#### **Full-Time**

Airport Director .....	1
Airport Maintenance Supervisor .....	1
Assistant Airport Director .....	1
Custodial Supervisor .....	1
Custodian .....	4
Equipment Operator I .....	1
Equipment Operator II .....	2
Office Assistant I .....	1
Office Assistant II .....	1
Senior Administrative Assistant.....	1
Senior Skilled Trades Technician .....	2
Fire Captain (Supervised by Fire Department) .....	3
Firefighter (Supervised by Fire Department) .....	3
<b>Total .....</b>	<b>22</b>

### City Attorney

#### **Full-Time**

Assistant City Attorney .....	5
City Attorney .....	1
Para legal II .....	1
Executive Legal Assistant .....	1
Office Assistant II.....	1
<b>Total .....</b>	<b>9</b>

### City Manager

#### **Full-Time**

Administrative Assistant.....	1
Assistant City Manager .....	1
City Manager .....	1
Deputy City Manager .....	2
Executive Assistant .....	1
Senior Administrative Assistant .....	1
Strategic Initiatives Manager .....	1
<b>Total .....</b>	<b>8</b>

### Community Development

#### **Full-Time**

Community Development Director (0.5 funded in Special Revenue Fund) .....	0.5
Downtown Development Manager .....	1
Economic Development Administrator (0.8 funded in Special Revenue Fund) .....	0.2
Senior Administrative Assistant.....	1
<b>Total .....</b>	<b>2.7</b>

# Authorized Staffing FTEs by Department

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## Corporate Communications

### **Full-Time**

Corporate Communications Director.....	1
Customer Service Representative.....	3
Graphics Manager.....	1
Office Assistant II .....	1
Printer .....	1
Printing Supervisor .....	1
Public Information Officer .....	1
Public Information Specialist .....	2
Senior Customer Service Representative.....	1
Television Production Specialist .....	1

### **Part-Time**

Customer Service Representative (1 position at 0.5) .....	0.5
Office Assistant I (1 position at 0.5) .....	0.5

**Total .....** 14

## Development Services

### **Full-Time**

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

**Total.....** 52

## Economic & Business Development

### **Full-Time**

Administrative Assistant .....	1
Director of Economic Development .....	1
Commercial Redevelopment Manager .....	1
Marketing and Business Development Manager .....	1

**Total.....** 4

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## Authorized Staffing FTEs by Department

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### **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 .....	2
Engineer III - Temporary .....	1
Engineering & Infrastructure Director .....	1
Engineering Inspector .....	6
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
Street Maintenance Supervisor .....	3
Survey Crew Leader .....	1
Survey Supervisor .....	1
Traffic Signal Maintenance Supervisor .....	1
Traffic Signal Management Engineer .....	1
Traffic Signal System Analyst .....	1
Traffic Signal Technician .....	4
Traffic Technician .....	1
Transportation Planner .....	1
<b>Total .....</b>	<b>109</b>

# Authorized Staffing FTEs by Department

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## 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 .....	1
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>73.25</b>

## Finance

### **Full-Time**

Accountant .....	1
Accounting Manager .....	1
Accounting Technician .....	5
Accounts Payable Supervisor .....	1
Budget and Evaluation Manager .....	1
Chief Financial Officer .....	1
Collections Division Supervisor .....	1
Financial Analyst .....	3
Internal Auditor .....	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>23</b>

## 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



## Authorized Staffing FTEs by Department

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### **Fire & Emergency Management – (cont'd)**

Fire Lieutenant .....	66
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 Human Resources Director .....	1
Assistant Organizational Development & Training Director .....	1
Human Resources Analyst .....	4
Human Resource Development Director .....	1
Human Resources Specialist .....	3
Office Assistant I .....	1
Office Assistant II .....	2
Office Supervisor .....	1
Organizational Development & Training Analyst .....	1
Organizational Development & Training Specialist .....	1
Personnel Technician .....	1
Safety Officer .....	1
Wellness Coordinator .....	1
<b>Total .....</b>	<b>19</b>

### **Information Technology**

#### **Full-Time**

Chief Information Officer .....	1
Chief Technology Officer .....	1
Desktop Support Specialist .....	6
G.I.S. Manager .....	1
G.I.S. Technician .....	1
Information Technology Administrative Specialist .....	1
Information Technology Asset Specialist .....	1
Information Technology Business Analyst .....	2
Information Technology Project Manager .....	3
Network Administrator .....	1
Network Engineer .....	1
Network Services Manager .....	1
Senior Desktop Support Specialist .....	1
Senior Programmer Analyst .....	1
Systems Administrator .....	1

# Authorized Staffing FTEs by Department

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## Information Technology – (cont’d)

Telecommunications Analyst .....	1
Web Developer .....	1
Webmaster .....	1
<b>Total .....</b>	<b>26</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***

Administrative Manager .....	1
Assistant Recreation Center Supervisor .....	14
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
Office Assistant II .....	2
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

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## Authorized Staffing FTEs by Department

**Parks, Recreation & Maintenance – (cont’d)**

Tree Care Supervisor .....	1
Tree Care Technician .....	2
Turf Technician .....	3

***Parks & Recreation Division – County Funded***

Assistant Recreation Center Supervisor .....	3
Athletic Program Coordinator .....	1
Crew Leader .....	1
Crew Supervisor .....	1
Equipment Operator I .....	1
Maintenance Worker .....	9
Office Assistant II .....	1
Parks Supervisor .....	1
Parks Superintendent .....	1
Personnel Technician .....	1
Recreation Center Supervisor .....	4
Recreation Division Manager .....	1
Recreation Division Supervisor .....	3
Recreation Program Coordinator .....	1
Senior Administrative Assistant.....	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>

**Police**

**Full-Time**

911 Communications Manager .....	1
911 Communications Supervisor.....	5
911 Systems Technician .....	1
911 Training Officer .....	1
911 Training Specialist.....	1
Administrative Assistant .....	4
Alarm Ordinance Coordinator .....	1
Assistant Police Chief .....	3
Budget Analyst .....	1
Civilian Traffic Investigator .....	9

## Authorized Staffing FTEs by Department

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### Police – (cont'd)

Community Relations Specialist .....	1
Crime Analyst .....	5
Crime Prevention Specialist .....	6
Custodian .....	3
Enhanced 911 Coordinator .....	1
Forensic Manager .....	1
Forensic Supervisor .....	2
Forensic Technician .....	11
Forensic Video Technician .....	2
Installation Technician .....	2
Investigative Assistant .....	2
Latent Print Examiner .....	2
Lead Custodian .....	1
Office Assistant II .....	12
PD Accreditation & Grants Manager .....	1
Personnel Technician .....	1
Police Captain .....	8
Police Chief.....	1
Police Lieutenant .....	22
Police Officer .....	345
Police Officer (Grant Funded) .....	4
Police Records Clerk .....	23
Police Records Supervisor .....	5
Police Sergeant .....	48
Police Training Coordinator .....	1
Property and Evidence Technician .....	4
Public Safety Call Taker .....	19
Public Safety Dispatcher .....	36
RMS Database Manager.....	1
Senior Administrative Assistant .....	1
Supply Technician .....	2
Technical Equipment Specialist.....	1
Victim Advocate .....	1

### 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
Office Assistant II (1 position at 0.6) .....	0.6
Operation Ceasefire Coordinator (1 position at 0.6) .....	0.6
RMS Database Manager (1 position at 0.5) .....	0.5
<b>Total .....</b>	<b>605.7</b>

### Transit

#### Full-Time

Assistant Transit Director.....	1
Automotive Service Aide .....	4
Automotive Technician .....	4
Automotive Technician Supervisor .....	1

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## Authorized Staffing FTEs by Department

**Transit – (cont’d)**

Civil Rights Analyst .....	1
Customer Service Representative .....	2
Custodian .....	1
Office Assistant I.....	1
Office Assistant II.....	1
Para-Transit Supervisor .....	1
Safety/Training Coordinator .....	1
Senior Administrative Assistant.....	1
Senior Automotive Service Aide .....	1
Senior Automotive Technician .....	3
Transit Analyst .....	1
Transit Bus Operator .....	62
Transit Director.....	1
Transit Dispatcher .....	6
Transit Operations Superintendent .....	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>102.5</b>

**TOTAL .....** **1,563.4**

**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
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 Program Coordinator .....	1
Juvenile Program Assistant .....	1
<b>Total .....</b>	<b>3</b>

**GRAND TOTAL .....** **1,575.7**

# Authorized Staffing FTEs by Department

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## FROZEN, UNFUNDED POSITIONS

### Airport

#### **Full-Time**

Custodian .....	1
<b>Total .....</b>	<b>1</b>

### Engineering & Infrastructure

Crew Supervisor .....	1
Engineer II .....	2
Engineering Inspector .....	1
Equipment Operator II .....	5
Equipment Operator III .....	1
Maintenance Worker .....	3
Skilled Trades Technician .....	3
<b>Total .....</b>	<b>16</b>

### Police

#### **Full-Time**

Police Records Clerk .....	4
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#### **Part-Time**

Police Records Clerk (2 positions at 0.5) .....	1
<b>Total .....</b>	<b>5</b>

<b>TOTAL FROZEN POSITIONS .....</b>	<b>22</b>
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## Positions and Salary Grade Assignments

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<b>Grade 105</b> Custodian	<b>\$21,008 - \$31,177</b>
<b>Grade 106</b> Lead Custodian	<b>\$21,427 - \$32,924</b>
<b>Grade 107</b> Automotive Service Aide Environmental Service Collector Neighborhood Resource Liaison Supply Technician	<b>\$22,771 - \$34,989</b>
<b>Grade 108</b> Customer Service Representative Landscape Worker Maintenance Worker Office Assistant I Senior Automotive Service Aide	<b>\$24,321- \$37,372</b>
<b>Grade 109</b> Bus Operator Equipment Operator I Installation Technician Public Safety Call Taker Senior Customer Service Representative Senior Survey Technician Signs and Markings Technician Turf Technician	<b>\$26,079 - \$40,072</b>
<b>Grade 110</b> Equipment Operator II Juvenile Restitution Program Assistant Landscape Technician Office Assistant II Police Records Clerk Printer Technical Equipment Specialist Transit Dispatcher Tree Care Technician	<b>\$28,043 - \$43,090</b>
<b>Grade 111</b> Accounting Technician Administrative Assistant Alarm Ordinance Coordinator Automotive Technician Background Investigator Court Liaison Coordinator	<b>\$30,420 - \$46,743</b>

## Positions and Salary Grade Assignments

---

### Grade 111 (cont'd)

\$30,420 - \$46,743

Crew Leader  
Equipment Operator III  
Housing Program Specialist  
Neighborhood Resource Coordinator  
Payroll Technician  
Personnel Technician  
Police Training Coordinator  
Printing Supervisor  
Property & Evidence Technician  
Public Safety Dispatcher  
Senior Signs & Marking Technician  
Skilled Trades Technician  
Survey Crew Leader

### Grade 112

\$33,108 - \$50,873

911 Systems Technician  
911 Training Specialist  
Civilian Traffic Investigator  
Custodial Supervisor  
Enhanced 911 Coordinator  
Forensic Technician  
Human Relations Administrative Specialist  
Information Technology Administrative Specialist  
Paralegal I  
Police Records Supervisor  
Senior Administrative Assistant  
Senior Automotive Technician  
Senior Housing Program Specialist  
Senior Skilled Trades Technician  
Traffic Signal Technician

### Grade 113

\$36,209 - \$55,639

Assistant Recreation Center Supervisor  
Building Inspector  
Code Enforcement Administrator (Housing)  
Code Enforcement Administrator (Zoning)  
Community Relations Specialist  
Crew Supervisor  
Crime Prevention Specialist  
Deputy City Clerk  
Desktop Support Specialist  
Electrical Inspector  
Electrician  
Engineering Inspector  
Engineering Technician  
Environmental Services Supervisor  
Executive Legal Assistant



## Positions and Salary Grade Assignments

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### Grade 113 (cont'd)

\$36,209 - \$55,639

Fire Inspector (Regular)  
Fleet Services Coordinator  
Forensic Photograph Technician  
Forensic Video Technician  
Historic Properties Specialist  
Human Relations Specialist  
Human Resources Specialist  
Investigative Assistant  
Juvenile Restitution Program Coordinator  
Latent Print Examiner  
Mechanical Inspector  
Organizational Development & Training Specialist  
Paralegal II  
Park Ranger  
Plumbing Inspector  
Risk Coordinator  
Signs & Markings Supervisor  
Stormwater Inspector  
Traffic Technician  
Tree Care Supervisor  
Warehouse Coordinator  
Wellness Coordinator

### Grade 114

\$40,659 - \$62,476

911 Communications Supervisor  
911 Training Officer  
Airport Maintenance Supervisor  
Building Inspections Supervisor  
Code Enforcement Supervisor (Housing)  
Electrical Inspections Supervisor  
Facilities Maintenance Supervisor  
Information Technology Asset Specialist  
Mechanical Inspections Supervisor  
Plumbing Inspections Supervisor  
RMS Database Manager  
Senior Paralegal  
Traffic Signal Systems Analyst  
Victim Advocate  
Web Developer

### Grade 115

\$43,673 - \$67,107

Construction Contracts Coordinator  
Engineering Technician Supervisor  
G. I. S. Technician  
Plans Examiner

## Positions and Salary Grade Assignments

---

**Grade 115 (cont'd)** **\$43,673 - \$67,107**

Senior Desktop Support Specialist  
Stormwater Inspections Supervisor  
Street Maintenance Supervisor

**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  
Budget 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**

Accountant  
Administrative Manager  
Graphics Manager  
Information Technology Business Analyst  
Operations Ceasefire Program Coordinator  
Park Ranger Manager  
Parks Supervisor  
PD Accreditation & Grants Manager  
Planner II  
Public Information Specialist  
Recreation Division Supervisor  
Site Security Coordinator  
Survey Supervisor  
Telecommunications Analyst  
Traffic Signal Maintenance Supervisor  
Transportation Planner  
TV Production Specialist  
Webmaster

## Positions and Salary Grade Assignments

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### Grade 216

\$48,211 - \$75,760

Chief Zoning Administrator  
Community Development Administrator  
Downtown Development Manager  
Drug Treatment Court Coordinator  
Economic Development Administrator  
Engineer I  
Environmental Services Analyst  
Financial Analyst  
Human Relations Supervisor  
Human Resources Analyst  
Landscape Architect  
Management Analyst  
Network Administrator  
Organizational Development & Training Analyst  
Safety Officer  
Senior Planner  
Senior Programmer Analyst  
Systems Administrator  
Transit Analyst

### Grade 217

\$52,301 - \$82,187

911 Communications Manager  
Business Manager  
Code Enforcement & Housing Division Manager  
Emergency Management Coordinator  
Environmental Services Superintendent  
Facilities Manager  
Forensic Manager  
G. I. S. Manager  
Historic Properties Manager  
Network Engineer  
Parks Superintendent  
Payroll & Liabilities Manager  
Public Information Officer  
Real Estate Manager  
Senior Financial Analyst  
Street Maintenance Superintendent  
Traffic Signal Management Engineer  
Transit Operations Superintendent  
Treasurer

### Grade 218

\$56,931 - \$89,464

Accounting Manager  
Assistant City Traffic Engineer  
Assistant Human Resources Director  
Assistant Organizational Development & Training Director

## Positions and Salary Grade Assignments

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<b>Grade 218 (cont'd)</b>	<b>\$56,931 - \$89,464</b>
Assistant Transit Director	
Budget & Evaluation Manager	
Building Official	
Engineer II	
Internal Auditor	
Information Technology Project Manager	
Network Services Manager	
Parks Division Manager	
Recreation Division Manager	
<b>Grade 219</b>	<b>\$62,256 - \$97,831</b>
Assistant Airport Director	
City Clerk	
Construction Manager	
Engineer III	
Planning & Zoning Division Manager	
Strategic Initiatives Manager	
<b>Grade 220</b>	<b>\$68,353 - \$107,412</b>
Assistant City Attorney	
Information Technology Chief Operating Officer	
Stormwater Manager	
<b>Grade 221</b>	<b>\$75,453 - \$118,569</b>
City Engineer	
City Traffic Engineer	
Police Attorney	
<b>Grade 301</b>	<b>\$30,243 - \$52,428</b>
Firefighter	
<b>Grade 303</b>	<b>\$37,281 - \$61,806</b>
Fire Inspector (PS)	
Fire Lieutenant	
<b>Grade 305</b>	<b>\$34,489 - \$55,511</b>
Police Officer	
<b>Grade 307</b>	<b>\$44,341 - \$75,478</b>
Police Sergeant	
<b>Grade 307S</b>	<b>\$53,000 - \$65,861</b>
Police Sergeant	
<b>Grade 401</b>	<b>\$45,338 - \$78,606</b>
Fire Captain	

## Positions and Salary Grade Assignments

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<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 405S</b> Police Lieutenant	\$64,000 - 79,530
<b>Grade 406</b> Police Captain	\$65,974 - \$107,936
<b>Grade 406S</b> Police Captain	\$77,000 - \$95,684
<b>Grade 407</b> Assistant Police Chief	\$79,790 - \$129,479
<b>Grade 407S</b> Assistant Police Chief	\$93,000 - \$115,567
<b>Executive Pay Band</b> Assistant City Manager Airport 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 Parks, Recreation & Maintenance Director Police Chief Special Projects Director Transit Director	\$90,000 - \$157,500
<b>Senior Executive Pay Band</b> Deputy City Manager	\$110,000 - \$185,000

## Positions and Salary Grade Assignments

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### Pay Range Adjustments for Fiscal Year 2015:

**Grade 105** – Minimum increased to \$21,008 to be consistent with the February 12, 2014 Executive Order requiring a minimum wage of \$10.10 per hour for Federal contracts.

**Grade 305** (Police Officer Step Plan) – Number of steps increased from 13 to 18 and maximum reduced from \$59,099 to \$55,111.

**Grades 307, 405, 406 and 407** (Police Upper Ranks) – Sergeants, lieutenants, captains and assistant police chiefs in position as of June 30, 2014 will remain in existing pay ranges.

**Grades 307S, 405S, 406S and 407S** (Police Upper Ranks Step Plan) – New step plans with 9 steps per rank will apply for employees promoting to sergeant on or after July 1, 2014.

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# Fee Schedule

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# Fee Schedule

Description	Current Fee	Established or Last Changed	FY15 Recommended Changes
<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	
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	

# Fee Schedule

Description	Current Fee	Established or Last Changed	FY15 Recommended Changes
<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
<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)	\$10.00	2008	
Long Term Parking (0-1 hour)	\$1.00	2002	
Long Term Parking (each additional hour)	\$1.00	2002	
Long Term Parking (maximum 24 hours)	\$8.00	2008	
<b>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>Privilege License, Plan Review, Permit and Inspections Fees:</u></b>			
<b>Privilege Licenses</b>			
Brick/Cement Block Manufacturer	\$35.00	2002 or prior	
Demolition Contractor	\$37.50	2002 or prior	
Electrical Contractor	\$50.00	Set by State	
Fire Sprinkler Contractor	\$50.00	2002 or prior	
General Contractor	\$10.00	Set by State	
Insulation Contractor	\$50.00	2002 or prior	
Maintenance of Heat/AC	\$35.00	2011	
Mechanical Contractor	\$50.00	Set by State	
Moving Contractor	\$35.00	2011	
Plumbing Contractor	\$50.00	Set by State	
Refrigeration Contractor	\$35.00	2011	
Roofing Contractor	\$35.00	2011	
Sand and Gravel Dealer	\$35.00	2011	
Sanding/Refinishing of Floors	\$35.00	2011	
Sheet Metal Contractor	\$35.00	2011	
Sign Contractor	\$35.00	2002 or prior	
Taxicab	\$35.00	2011	
Tile Setter/Dealer	\$35.00	2011	
<b>Building Plan Review</b>			
Up to 5,000 sq. ft.	\$140.00	2010	\$155.00
5,001 to 10,000 sq. ft.	\$280.00	2010	\$310.00
10,001 to 15,000 sq. ft.	\$420.00	2010	\$465.00
15,001 to 25,000 sq. ft.	\$560.00	2010	\$620.00
25,001 to 40,000 sq. ft.	\$840.00	2010	\$925.00
Greater than 40,000 sq. ft.	\$980.00	2010	\$1,075.00
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	\$70.00	2011	\$75.00
Mechanical Plan Review Only	\$70.00	2011	\$75.00
Plumbing Plan Review Only	\$70.00	2011	\$75.00

# Fee Schedule

Description	Current Fee	Established or Last Changed	FY15 Recommended Changes
<b>Other Project Plan Reviews:</b>			
Cell Tower	\$70.00	2011	\$75.00
Small & Minor Project	\$70.00	2011	\$75.00
Pole Sign	\$25.00	2011	\$75.00
Retaining wall (engineered)	\$70.00	2011	\$75.00
<b>Building Permits</b>			
Residential or Commercial New Construction or Additions	\$0.30 per sq. ft.	2012	Commercial New Construction or Additions \$0.32 per sq. ft. Residential New Construction or Additions \$0.30 per sq. ft.
Major Renovations or Upfits of Existing Structures Extensive reconstruction involving 50% or more of existing square footage on one or more floors	60% of building permit fee	2012	
Minor Renovations or Upfits of Existing Structures Small and medium reconstruction involving less than 50% of existing square footage on one or more floors	40% of building permit fee	2012	
Interior or Exterior Construction or Renovation Projects without Square Footage Basis (e.g. roofing, doors, fences, pools, cell towers, billboards, etc.)			
Construction Cost : \$0.00-1,000.00	\$21.75	2012	\$30.00
Construction Cost : \$1,001-2,500	\$43.50	2012	\$50.00
Construction Cost : \$2,501-5,000	\$54.25	2012	\$60.00
Construction Cost : \$5,001-10,000	\$65.25	2012	\$75.00
Construction Cost : \$10,001-15,000	\$81.50	2012	\$90.00
Construction Cost : \$15,001-20,000	\$97.75	2012	\$105.00
Construction Cost : \$20,001-25,000	\$130.25	2012	\$125.00
Construction Cost : \$25,001-30,000	\$130.25	2012	\$145.00
Construction Cost : \$30,001-35,000	\$146.50	2012	\$160.00
Construction Cost : \$35,001-40,000	\$163.00	2012	\$175.00
Construction Cost : \$40,001-45,000	\$179.25	2012	\$190.00
Construction Cost : \$45,001-50,000	\$195.50	2012	\$210.00
Construction Cost : \$50,001-60,000	\$210.00	2012	\$230.00
Construction Cost : \$60,001-70,000	\$224.50	2012	\$250.00
Construction Cost : \$70,001-80,000	\$239.00	2012	\$265.00
Construction Cost : \$80,001-90,000	\$253.50	2012	\$280.00
Construction Cost : 90,001 - 100,000	\$268.00	2012	\$295.00
Construction Cost: 100,001 - 400,000	\$341 for the first \$100,000 plus \$2.79 for each additional \$1,000 or fraction thereof	2012	} Replace with one fee level for Construction Cost: 100,001 and above
Construction Cost: 400,001 - 900,000	\$1,283 for the first \$400,000 plus \$2.79 for each additional \$1,000 or fraction thereof	2012	
Construction Cost: 900,001 and above	\$2,767 for the first \$900,000 plus \$2.79 for each additional \$1,000 or fraction thereof	2012	
Construction Cost: 100,001 and above			\$350 for the first \$100,000 plus \$ 3.05 for each additional \$1,000 or fraction thereof
<b>Electrical Permits</b>			
Residential or Commercial New Construction or Additions	\$0.08 per sq. ft.	2012	Commercial New Construction or Additions \$0.09 per sq. ft. Residential New Construction or Additions remain \$0.08 per sq. ft.
Major Renovations or Upfits of Existing Structures Extensive reconstruction involving 50% or more of existing square footage on one or more floors	60% of fee for new construction of additions	2012	
Minor Renovations or Upfits of Existing Structures Small and medium reconstruction involving less than 50% of existing square footage on one or more floors	40% of fee for new construction of additions	2012	

# Fee Schedule

Description	Current Fee	Established or Last Changed	FY15 Recommended Changes
Permit associated with Alteration, Replacement, Modification, etc.			
Residential thru 200A	\$21.00	2008	\$30.00
Residential over 200A	\$26.25	2008	\$35.00
Commercial thru 800A	\$52.50	2008	\$60.00
Commercial over 800A	\$78.75	2008	\$85.00
Separately Derived Systems	\$31.50	2008	\$35.00
Mobile Home Services or Feeders	\$26.25	2008	\$30.00
New or Replacement Pedestal	\$26.25	2008	\$30.00
Outlet Installation	\$0.42 per outlet	2008	\$0.50 per outlet
Temporary Pole	\$26.25	2008	\$30.00
Furnace, Condensing Units, Air Handlers, Baseboard, Unit Heater, etc.	\$12.60	2008	\$20.00
Appliances	\$8.40	2008	\$15.00
Motor (1HP-5HP)	\$8.40	2008	\$15.00
Motor (5HP-25HP)	\$10.50	2008	\$20.00
Motor (25HP-50HP)	\$12.60	2008	\$20.00
Motor (50 or more HP)	\$21.00	2008	\$25.00
Commercial Motor Control Units thru 800A	\$42.00	2008	\$50.00
Commercial Motor Control Units over 800A	\$63.00	2008	\$70.00
Electric Sign Connection	\$26.25	2008	\$30.00
Electric Sign (circuit only)	\$6.30	2008	\$10.00
Fire Alarm System (low voltage)	\$31.50	2008	\$35.00
Other Low Voltage Systems	\$31.50	2008	\$35.00
Gasoline/LP Dispenser	\$12.60	2008	\$20.00
Inspection for Power Reconnection (When disconnected in excess of 6 months)	\$21.00	2008	\$35.00
Outside Commercial Pole Lights	\$4.20 each	2008	\$5.00
Swimming Pool Bonding and Grounding	\$21.00	2008	\$30.00
Swimming Pool Equipment (motors, heaters, covers)	\$8.40	2008	\$15.00
Minimum Fee	\$21.00	2008	\$30.00
<b>Mechanical Permits</b>			
Residential or Commercial New Construction or Additions	\$0.08 per sq. ft.	2012	Commercial New Construction or Additions \$0.09 per sq. ft. Residential New Construction or Additions remain \$0.08 per sq. ft.
Major Renovations or Upfits of Existing Structures			
Extensive reconstruction involving 50% or more of existing square footage on one or more floors	60% of fee for new construction of additions	2012	
Minor Renovations or Upfits of Existing Structures			
Small and medium reconstruction involving less than 50% of existing square footage on one or more floors	40% of fee for new construction of additions	2012	
Permit associated with Alteration, Replacement, Modification, etc.			
Residential Heat or AC	\$47.25 for the first unit, \$26.25 for each additional unit plus total BTU listing multiplied by .0001	2008	\$55.00 for the first unit, \$30.00 for each additional unit plus total BTU listing multiplied by .0001
Commercial Heat or AC	\$52.50 for the first unit, \$36.75 for each additional unit plus total BTU listing multiplied by .0002	2008	\$60.00 for the first unit, \$40.00 for each additional unit plus total BTU listing multiplied by .0002
Commercial Hood/Canopy over Cooking Equipment	\$52.50	2008	\$60.00
Floor Furnaces, Unit Heaters, etc.	\$26.25	2008	\$35.00
Commercial Refrigeration	\$52.50 for the first unit, \$36.75 for each additional unit plus total BTU listing multiplied by .0002	2008	\$60.00 for the first unit, \$40.00 for each additional unit plus total BTU listing multiplied by .0002
Gas Piping	\$21.00	2008	\$25.00
Each Additional Unit	\$5.25	2008	\$10.00
Each LP Tank and Piping	\$21.00	2008	\$30.00
Duct Extensions and Alterations	\$21.00	2008	\$30.00
Commercial Exhaust and Duct System	\$5.25	2008	\$10.00
Minimum Fee	\$21.00	2008	\$30.00

# Fee Schedule

Description	Current Fee	Established or Last Changed	FY15 Recommended Changes
<b>Plumbing Permits</b>			
Residential or Commercial New Construction or Additions	\$0.06 per sq. ft.	2012	Commercial New Construction or Additions \$0.07 per sq. ft. Residential New Construction or Additions remain \$0.06 per sq. ft.
Major Renovations or Upfits of Existing Structures Extensive reconstruction involving 50% or more of existing square footage on one or more floors	60% of fee for new construction of additions	2012	
Minor Renovations or Upfits of Existing Structures Small and medium reconstruction involving less than 50% of existing square footage on one or more floors	40% of fee for new construction of additions	2012	
Permit associated with Alteration, Replacement, Modification, etc.			
Trapped Fixtures, Water Heaters, etc.	\$6.30	2008	\$10.00
Sewer Connection	\$21.00 each building sewer or sewer tap	2008	\$30.00 each building sewer or sewer tap
Water Piping	\$21.00 each water service line, irrigation, and fire sprinkler main	2008	\$30.00 each water service line, irrigation, and fire sprinkler main
Minimum Fee	\$21.00	2008	\$30.00
<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	\$26.25	2008	\$35.00
Mobile Home Placements	\$52.50	2008	\$65.00
Processing Fee for Permit Fee Refunds	\$21.00	2008	\$30.00
Extra 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	\$25.00	2012	\$30.00
Certificate of Compliance / Occupancy Inspection for Existing Building	\$100.00	2011	\$110.00
Work Without a Required Permit	4 times all applicable permit fees	2011	
<b>Homeowner Recovery Fee</b>	\$10.00	2003	
<b>Watershed Protection Inspection Fee and Permit</b>			
Inspection Fee for Required Improvement	\$20.00 per inspection	1996	\$35.00 per inspection
Low Density Development Permit	\$20.00 per project	1996	\$35.00 per project
High Density Development Permits CD, AR, SF15, SF10, SF6, MR5, MH	\$130 (less than 5 acres), \$260 (5 to 50 acres), \$300 (50 to 100 acres), \$400 (more than 100 acres)	2012	\$140 (less than 5 acres), \$275 (5 to 50 acres), \$350 (50 to 100 acres), \$450 (more than 100 acres)
O&I, NC, LC, CC, MU, BP, DT, LI, HI, PD	\$260 (less than 5 acres), \$260 (5 to 50 acres), \$300 (50 to 100 acres), \$400 (more than 100 acres)	2012	\$275 (less than 5 acres), \$300 (5 to 50 acres), \$350 (50 to 100 acres), \$450 (more than 100 acres)

# Fee Schedule

Description	Current Fee	Established or Last Changed	FY15 Recommended Changes
<b><u>Code Enforcement Fees:</u></b>			
<b>Administrative Fee (Abatement Actions)</b>	\$100.00	2008	\$125.00
<b>Citations</b>			
Abandoned Vehicle Violation	\$250.00 per day	2002 or prior	Replace with specific fees below \$500.00 per day \$200.00 per day
Advertising Violation	\$500.00 per day	2002 or prior	
Prohibited Sign Violation			
All Other Advertising Violations			
Animal and Fowl Violation	\$100, \$200, or \$300 per day	2002 or prior	
Landscape Standard Violation	\$50.00 per day	2002 or prior	\$200.00 per day
Salvage and Junkyard pursuant to Section 30-4-C5e(6)	\$500.00 per day	2011	
Solid Waste Violation (Trash or overgrown lot)	\$100.00 per day	1995	
Substandard Housing Violation	\$50.00 per day	2002 or prior	\$100.00 per day
Taxicab Violation	\$250.00 per day	2002 or prior	
Trailer/Mobile Home Violation	\$50.00 per day	2002 or prior	\$100.00 per day
Water Supply Violation	\$500.00 per day	2002 or prior	
Zoning Violation	\$100.00 per day	2002 or prior	\$200.00 per day
<b>Daycare Inspections</b>	\$105.00	2008	\$125.00
<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	\$10.00		\$20.00
Taxi Driver Permit (new, renewal or expired)	\$15.00	2002	\$20.00
Lost Drivers Permit	\$15.00	2002	\$20.00
Change of Company	\$15.00	2002	\$20.00
Change of Address	\$5.00	2002	\$10.00
Change of Vehicle	\$5.00	2002	\$10.00
Franchise Application	\$25.00	2002	\$35.00
Annual Franchise Fee	\$15.00 per vehicle	2002	\$20.00 per vehicle
Quarterly Inspection	\$50.00 per vehicle	2002	\$60.00 per vehicle
Sign Fee (advertising other than taxicab business)	\$10.00 per sign	2002	\$15.00 per sign
<b>Yard Sale Permits</b>	\$10.00	2006	\$20.00
<b><u>Planning &amp; Zoning Permits and Fees:</u></b>			
<b>Administrative Adjustment Fee</b>	\$26.25	2011	\$35.00 per standard for which adjustment requested
<b>Alternative Signage Plan Review</b>			\$250.00
<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	\$26.25 for first 3 acres plus \$10 for each additional acre or part thereof	2011	\$50 for the first 3 acres plus \$15 for each additional acre or part thereof
With Site or Subdivision Plan Review	No additional fee	2011	
<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.	\$11,426 per acre	2013	\$11,097 per acre



# Fee Schedule

Description	Current Fee	Established or Last Changed	FY15 Recommended Changes
<b>Payment in lieu of Sidewalk Construction</b>	\$30.32 per linear foot for 4' wide sidewalk*	2014	
*Price per foot to be adjusted each Jan 1st based on Construction Cost Index. (2014 adjustment 2.64%)	\$35.17 per linear foot for 5' wide sidewalk*	2014	
	\$40.01 per linear foot for 6' wide sidewalk*	2014	
<b>Payment in Lieu of Tree Save Area</b>			
Land value factor calculated in accordance with UDO section 30-9.D.	\$11,426 per acre	2013	Replace with Payment in Lieu of Specimen Tree Preservation
<b>Payment in Lieu of Specimen Tree Preservation</b>			\$100 per caliper inch per tree
<b>Rezoning Fees</b>			
Conditional Zoning	\$700.00	2008	
Planned Development	\$700.00 plus site plan review fee	2010	
	\$700.00 plus site plan review fee	2010	
<b>Signage Plan Review</b>	\$500.00	2012	Replace with <i>Alternative Signage Plan Review fee</i>
<b>Site Plan Review</b>			
Non-Residential	\$500.00 plus \$20.00 per 1,000 sq. ft. of building	2010	
Residential	\$500.00 plus \$20.00 per unit or lot	2010	
Revisions or rereviews beyond first review	1/2 of original fee	2010	
<b>Special Event Signs Compliance Deposit</b>	\$10 per approved sign	2011	
Returned if all signs are properly placed and removed within two days of close of event			
<b>Special Use Permit</b>			
Residential, Professional, Commercial and Industrial	\$700.00 plus site plan review fee	2010	
Cell Tower	\$2,500.00	2011	
<b>Specimen Tree Inspection</b>	\$50 per acre	2012	
<b>Subdivision Fee</b>			
Subdivision Reviews	\$400.00 plus \$20.00 per lot	2010	
Revisions or rereviews beyond first review	1/2 of original fee	2010	
Final Plats	\$50.00	2007	
Expedited Review of subdivision or site plans	\$1,500 per hour	2011	
<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>	\$100.00	2011	
No additional fee if requested with site plan or subdivision approval			
<b>Zoning Code Text Amendment</b>	\$500.00	2012	\$700.00
<b>Zoning Permits</b>			
Pushcarts (Downtown Core Only)	\$26.25 per year	2011	\$30.00 per year
Outdoor Dining and Merchandising (Downtown Core Only)	\$26.25 per year	2011	\$30.00 per year
Sidewalk Entertainment (Downtown Core Only)	\$26.25 per year	2011	\$30.00 per year
Delivery Services (Downtown Core Only)	\$26.25 per year	2011	\$30.00 per year
<b>Zoning and Subdivision Ordinance Book Fee</b>	Cost of reproduction	2010	
<b>Zoning Verification Letter</b>	\$26.25	2011	\$30.00

# Fee Schedule

Description	Current Fee	Established or Last Changed	FY15 Recommended Changes
<b>Engineering &amp; Infrastructure</b>			
<b>Map Sales</b>			
Aerial Photographs			
Prints (8 1/2" x 11")	\$10.00	2010	
Prints (8 1/2" x 14")	\$12.00	2010	
Prints (11" x 17")	\$15.00	2010	
Prints (18" x 24")	\$20.00	2010	
Prints (24" x 36")	\$30.00	2010	
Prints (36" x 48")	\$50.00	2010	
District Map	\$15.00	2010	
Large City Map with street index booklet	\$35.00	2008	
Medium City Map	\$25.00	2010	
Precinct Map	\$15.00	2010	
Topographic Map	\$15.00	2008	
<b>Copy Sales</b>			
Prints (11" x 17")	\$2.00	2010	
Prints (8½" x 11")	\$1.00	2010	
Prints (8½" x 14")	\$2.00	2010	
Prints (18" x 24")	\$5.00	2010	
Prints (24" x 36")	\$6.00	2010	
Prints (36" x 48")	\$7.00	2010	
<b>Development Plan Reviews/Infrastructure Permits</b>			
Commercial Developments, one acre or less	\$200.00	2010	
Commercial Developments, between one and ten acres	\$350.00	2010	
Commercial Developments, in excess of ten acres	\$650.00	2010	
Residential Subdivisions, 50 lots or less	\$350.00	2010	
Residential Subdivisions, 51 to 100 lots	\$500.00	2010	
Residential Subdivisions, in excess of 100 lots	\$650.00	2010	
Resubmittal Fee, commercial or residential, per submittal	\$150.00	2010	
<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>Infrastructure Inspection Fees</b>			
Roadway Inspection Fee	\$0.50 per linear ft.	2010	
Storm Drainage Pipe Inspection	\$0.30 per linear ft.	2010	
<b>Drainage Excavation Permit</b>	\$100.00	2008	
<b>Utility Excavation Permit</b>	\$100.00	2013	
<b>Resurfacing Permit</b>	\$30.00		
<b>Sidewalk Permit</b>	\$30.00		
<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>Degradation Fee</b>	\$12 per sq. yd. of encroachment	2013	
<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>Street Paving Assessments</b>			
To improve a soil street to a strip paved street	\$10.00 per front foot	2007	
To install concrete curb and gutter on a strip paved street	\$15.00 per front foot	2007	
To pave and install concrete curb and gutter on a soil street	\$25.00 per front foot	2007	

# Fee Schedule

Description	Current Fee	Established or Last Changed	FY15 Recommended Changes
<b>Petitioned Sidewalk Assessment</b>	\$10.00 per front foot		
<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	\$38.00 per year	2009	\$40.00 per year
<b>Administrative Fee</b> (Abatement Actions)	\$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) Less than full truck load pickups	\$357.00 per truckload No Charge	2007 2012	
<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 Collection outside of scheduled neighborhood loose leaf collection Collection of 25 cubic yards or less Collection of more than 25 cubic yards	No Charge  \$75.00 \$250.00	  2012 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  Optional Recycling Cart Exchange- Small for Large Delivery Fee	Variable based upon actual City purchase price  \$20.00 \$11.50	2007  2013 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>Privilege Licenses</b> Standard Rate	\$50 plus \$0.10 per \$1,000 of gross receipts over \$500,000 and equal to or less than \$1,000,000, and \$0.20 per \$1,000 of gross receipts over \$1,000,000 and equal to or less than \$5,000,000, and \$0.30 per \$1,000 of gross receipts over \$5,000,000	2000	
Nonstandard Rates:			
Amusement (Rides, courses, etc.)	\$25.00	Set by State	
Amusement (Circuses, etc.)	\$25.00 per day	Set by State	
Amusement (Movie Theatres)	\$200.00 per screen	Set by State	
Amusement (Outdoor Movie Theatres)	\$100.00 per screen	Set by State	
Automobile Dealers	\$25.00	Set by State	
Automobile Accessories (Wholesale)	\$37.50	Set by State	
Bankrupt or Fire Sales	\$100 for the week, \$10 each succeeding day	prior to 2000	
Barber/Beauty Shops	\$2.50 each operator	Set by State	
Beer Dealers (Wholesale)	\$37.50	Set by State	
Wine Dealers (Wholesale)	\$37.50	Set by State	

# Fee Schedule

Description	Current Fee	Established or Last Changed	FY15 Recommended Changes
Beer and Wine Dealers (Wholesale)	\$62.50	Set by State	
Beer Dealers (Retail, on premises)	\$15.00	Set by State	
Beer Dealers (Retail, off premises)	\$5.00	Set by State	
Wine Dealers (Retail, on premises)	\$15.00	Set by State	
Wine Dealers (Retail, off premises)	\$10.00	Set by State	
Bicycle Sales, Supplies or Accessories	\$25.00	Set by State	
Billiard and Pool Tables	\$25.00 per location	Set by State	
Boarding House	\$25.00 minimum, \$1 per room	prior to 2000	
Bowling Alley	\$10.00 each alley	Set by State	
Branch or Chain Stores	\$50.00	Set by State	
Campgrounds and Trailer Parks	\$12.50	Set by State	
Catering Trucks (Includes pushcarts not in downtown core)	\$50.00 per truck	2000	
Collecting Agencies	\$50.00	Set by State	
Dancing Schools (Less than 3 instructors)	\$10.00	2000	
Dancing Schools (More than 3 instructors)	\$50.00	2000	
Delivery Services via Scooter, Bicycle, Skate or Skateboard (Downtown Core Only)	\$25.00	2007	
Dry Cleaners	\$50.00	Set by State	
Electric Power Companies	\$2,000.00	2000	
Electronic Video Games	\$5.00 per machine	Set by State	
Elevators and Automatic Sprinkler Systems	\$100.00	Set by State	
Employment Agencies	\$100.00	Set by State	
Escort or Dating Service	\$100.00	Prior to 2000	
Firearms Dealers (Guns)	\$50.00	Set by State	
Firearms Dealers (Bowie Knives, daggers, etc.)	\$200.00	Set by State	
Fortune Tellers, Palmists, etc.	\$1,000.00	Prior to 2000	
Frozen Meat Trucks	\$25.00	Set by State	
Funeral Homes	\$50.00	Set by State	
Gas Manufacturer and Distributors	\$1,000.00	2000	
Gasoline, Oil, etc. (Wholesale for Domestic Use)	\$50.00	Set by State	
Hotels, Motels, etc.	\$25.00 minimum, \$1.00 per room	Set by State	
Ice Cream (Manufacturing or Wholesale)	\$12.50 minimum per freezer	Set by State	
Ice Cream (Retail or Distributor)	\$2.50	Set by State	
Laundries	\$50.00	Set by State	
Laundries (Persons soliciting business to be performed outside of city)	\$12.50	Set by State	
Linen Supply Companies	\$50.00	Set by State	
Loan Agencies or Brokers	\$100.00	Set by State	
Manufacturers (Bagging, burlap, etc.)	\$25.00	Prior to 2000	
Manufacturers (Candy)	\$25.00	Prior to 2000	
Manufacturers (Medicine)	\$50.00	Prior to 2000	
Manufacturers (Mattresses with 5 or less employees)	\$25.00	Prior to 2000	
Manufacturers (Mattresses with 5 or more employees)	\$50.00	Prior to 2000	
Manufacturers (Welding Machines)	\$25.00	Prior to 2000	
Manufacturers (Window Shades)	\$25.00	Prior to 2000	
Manufacturers (Miscellaneous, 5 or less employees)	\$25.00	Prior to 2000	
Manufacturers (Miscellaneous, 5 or more employees)	\$50.00	Prior to 2000	
Miscellaneous	\$150.00 (1-5 employees), \$300.00 (6-10 employees), \$450.00 (11-15 employees), \$600.00 (16-20 employees), \$750.00 (21-25 employees), \$900.00 (26-30 employees), \$1050.00 (31-35 employees), \$1200.00 (36 or more employees)	2000	
Mobile Home Sales	\$25.00	Set by State	
Motor Vehicle License Tax (See additional motor vehicle license tax with Transit fees)	\$5.00	Set by State	
Motor Vehicle License Penalty for Failure to Pay Tax	\$15.00		
Motorcycle Dealers	\$12.50	Set by State	
Music Machines	\$5.00 per machine	Set by State	
Packing Houses	\$100.00	Set by State	
Pawnbrokers	\$275.00	Set by State	
Outdoor Seasonal Sales	\$100.00 per 30 consecutive day period	2008	
Peddlers (Farm products)	\$25.00	Set by State	
Peddlers on Foot	\$10.00	Set by State	

# Fee Schedule

Description	Current Fee	Established or Last Changed	FY15 Recommended Changes
Peddler with Vehicle	\$25.00	Set by State	
Piano and Organ Sale, Repair, Maintenance	\$5.00	Set by State	
Precious Metal Dealer	\$25.00, plus \$10.00 regulatory fee	prior to 2000	
Pushcarts - Downtown Core (See Catering Trucks for Pushcarts outside of downtown core)	\$150.00	2005	
Radio and TV Retail, Repair, Accessories	\$5.00	Set by State	
Regulatory Fee (Precious Metal Dealer)	\$10.00	prior to 2000	
Restaurants (Seating for fewer than 5)	\$25.00	Set by State	
Restaurants (Seating for 5 or more)	\$42.50	Set by State	
Security Dealers/Brokers	\$50.00	Set by State	
Service Station	\$12.50	Set by State	
Special Events License	\$10.00 per vendor	prior to 2001	
Specialty Market Operator	\$200.00	Set by State	
Specialty Market Vendor	\$10.00 per 30 consecutive day period	2008	
Sundries	\$4.00	Set by State	
Tattooing	\$1,000.00	prior to 2000	
Telegraph Companies	\$50.00	Set by State	
Tobacco Warehouses	\$50.00	Set by State	
Topless/Adult Live Entertainment	\$100.00	prior to 2000	
Trailer Dealer	\$25.00	Set by State	
Undertaker/Coffin Retailer	\$50.00	Set by State	
Visual Shows	\$25.00 per machine	1984	
Video Stores	\$25.00	Set by State	
Duplicate Copy (Lost or Stolen License)	\$5.00	N/A	
Replacement License due to Change of Location	\$5.00	N/A	
<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>Regulatory License</b>			
Adult Bookstore, Adult Motion Picture Theater, Adult Motel or Hotel	\$250.00 initial application, \$100.00 annual renewal	N/A	
<b>Fire &amp; Emergency Management</b>			
<b>False Alarms</b>			
	No charge for the 1st and 2nd false alarm, \$500.00 for each subsequent false alarm per calendar year	2010	
<b>Fines</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>Fire Inspection Fees</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	

# Fee Schedule

Description	Current Fee	Established or Last Changed	FY15 Recommended Changes	
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		
Residential:				
	Group home	\$75 per visit	2008	
	Day Care (in a residence)	\$75 per visit	2008	
	Apartments, Hotels, Dorms	1-10 units \$75	2008	
		11-20 units \$100	2008	
		21-40 units \$125	2008	
		41-100 units \$150	2008	
		101-200 units \$200	2008	
		201-300 units \$250	2008	
		301-400 units \$300	2008	
		401-500 units \$350	2008	
	Over 500 units \$400	2008		
<u>3-Year Inspection Fee:</u>				
	Business, Mercantile, Storage, Church/Synagogue, Miscellaneous (Group U)	Up to 2,500 sq. ft. \$75	2008	
		2,501 - 10,000 sq. ft. \$100	2008	
		10,001 - 50,000 sq. ft. \$150	2008	
		50,001 - 100,000 sq. ft. \$200	2008	
		100,001 - 150,000 sq. ft. \$250	2008	
		150,001 - 200,000 sq. ft. \$300	2008	
Over 200,000 sq. ft. \$350		2008		

# Fee Schedule

Description	Current Fee	Established or Last Changed	FY15 Recommended Changes
<u>Permits:</u>			
Permits and Final Inspections			
Fire Sprinkler System, up to 14 sprinkler heads	\$75 plus tap connection fee	2012	
Each additional sprinkler head	\$1.05	2012	
Tap Connection	\$21	2012	
Flammable or Combustible Liquid Tank (Installation or Removal)	\$125	2012	
Hood Suppression System	\$125	2012	
Paint Booth	\$125	2012	
Private Fire Hydrants/Valves	\$125	2012	
Fire Alarms	\$125	2012	
Standpipes	\$125	2012	
Fireworks/Explosives Permit	\$250.00 per event	2004	
Tent Permit	\$75 per visit	2008	
<u>Additional Inspections:</u>			
Reinspection Fee	\$50 per visit	2004	
A.L.E.	\$75 per visit	2008	
Amusement Buildings	\$75 per visit	2008	
Carnival and Fair	\$75 per visit	2008	
Circus Tent	\$250.00	2004	
Courtesy/Requested Inspections	\$75 per visit	2008	
Covered Mall Building Displays	\$75 per visit	2008	
Additional Equipment Testing (alarm, sprinkler, hood suppression and flammable or combustible liquid systems and paint booths)	\$75.00 per visit plus \$50.00 per additional hour for weekend or after hours request	2012	
Exhibits/Trade Show	\$75 per visit	2008	
Foster Home	\$75 per visit	2008	
LP or gas equip. in assemble	\$75 per visit	2008	
<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	
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	

# Fee Schedule

Description	Current Fee	Established or Last Changed	FY15 Recommended Changes
<b>Parking</b>			
<i><b>Parking Fines</b></i>			
Amtrak Lot Violation	\$10.00	2007	
Backed to Curb Violation	\$10.00	2007	
City Hall Lot Violation	\$10.00	2007	
Curb to Sidewalk Violation	\$25.00	1986 or prior	
Fire Hydrant Violation	\$25.00	1986 or prior	
Fire Lane Violation	\$100.00	1986 or prior	
Handicapped Violation	\$250.00	2000	
Judgment Fees	\$50.00	2002 or prior	
Late Payment Penalty	\$25.00	1999	
Left to Curb Violation	\$25.00	1986 or prior	
Loading Zone Violation	\$25.00	1986 or prior	
No Parking Zone Violation	\$25.00	1986 or prior	
Overtime Violation (Lots)	\$15.00	2013	
Overtime Violation (Street)	\$15.00	2013	
Prohibited Parking Violation	\$25.00	1986 or prior	
Repeat Overtime Violation	\$10.00	2013	
Traffic Obstruction Violation	\$25.00	1986 or prior	
Within Lines Violation	\$15.00	2013	
Electric Vehicle Only Violation	\$50.00	2013	
<i><b>Immobilization Fee</b></i>			
Fee per wheel lock removal, in addition to outstanding parking tickets and penalties	\$50.00	2009	
<i><b>Leased Parking Spaces</b></i>			
Franklin Common Parking Lot	\$50.00 per month	2007	
All Other Lots	\$50.00 per month	2011	
Late Payment Penalty	\$10 penalty for lease payments received after the 5th of the month	2013	
<i><b>Hourly Paid Parking</b></i>			
Franklin Common Parking Lot	\$1.00 per hour, or \$5.00 per day	2013	
All Other Lots (where applicable)	\$0.50 per hour, or \$4.00 per day	2009	
On Street (where applicable)	\$0.75 per hour	2009	
<i><b>Contractor Parking Permit</b></i>			
	\$10.00 per day, or \$30.00 per week	2013	
<i><b>Annual Contractor Parking Permit</b></i>			
	\$1,000.00 per year	2010	
<i><b>Residential Parking Permit</b></i>			
	\$100.00 per year	2010	
<b>Parks, Recreation &amp; Maintenance</b>			
<i><b>Special Event Permits</b></i>			
Special Event Permits for Mazarick Building, Cross Creek Park Fountain, Mazarick Park Shelters, Core Downtown Area, Festival Park	Up to 500 attendees: \$75 with \$100 deposit; 501-2,500 attendees: \$150 with \$200 deposit; 2,501-5,000 attendees: \$300 with \$500 deposit; 5,001-10,000 attendees: \$500 with \$750 deposit; Over 10,000 attendees: \$750 with \$1,000 deposit	2013	
<i><b>Expedited Special Event Permit</b></i>			
Request submitted less than 30 days in advance of event but permit application review possible at a scheduled Special Events Committee meeting	\$250 in addition to permit fee and deposit	2013	
Request submitted less than 30 days in advance of event and special meeting of Special Events Committee required to review permit application	\$500 in addition to permit fee and deposit	2013	



# Fee Schedule

Description	Current Fee	Established or Last Changed	FY15 Recommended Changes
<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	
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	\$250.00 deposit plus \$175.00 per day or \$250.00 deposit plus \$35.00 up to 4 hours, \$50.00 over 4 hours	1999	
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	
<b>Festival Park</b>			
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	

# Fee Schedule

Description	Current Fee	Established or Last Changed	FY15 Recommended Changes
Category 4 - Commercial ticketed events - concerts, paid admission shows	\$500 deposit plus \$1,000 per calendar day plus 15% of gross ticket sales, unless event is being sponsored as a part of Category 1 event	2007	
Category 5 - Park rental open to the public (e.g. Family reunions, weddings, company picnics, etc.)	\$125 deposit plus \$250 per calendar day	2007	
Sunday or Legal Holiday use	\$150 plus deposit and rental fee	2007	
Lamon Street Park Complex	\$500.00 per day plus \$250.00 deposit	2007	
Martin Luther King Park	\$40.00 (1-4 hours), \$70.00 over 4 hours	1999	
Mazarick Building	\$65.00 (1-4 hours), 25.00 each additional hour plus \$200.00 deposit	2011	
North Carolina Veterans Park Visitors' Center and Outdoor Garden	\$725.00 (1-4 hours), \$100.00 each additional hour plus \$700.00 deposit	2011	
North Carolina Veterans Park Amphitheater			
Category 1 - Non-profit event sponsored by a 501(c) organization	\$250 deposit plus \$500 per calendar day	2011	
Category 2 - Community event open to the public when no admission is charged, sponsored by any entity other than a non-profit	\$375 deposit plus \$750 per calendar day	2011	
Category 3 - Commercial ticketed events - concerts, paid admission shows	\$500 deposit plus \$1,000 per calendar day plus 15% of gross ticket sales	2011	
Category 4 - Park rental open to the public (e.g. Family reunions, weddings, company picnics, etc.)	\$125 deposit plus \$250 per calendar day	2011	
Sunday or Legal Holiday use	\$150 plus deposit and rental fee	2011	
Reid Ross Track	\$500.00 per day plus \$250 deposit	2007	
Shelter - Small	\$40.00 (1-4 hours), \$70.00 over 4 hours	2008	
Shelter - Large	\$60.00 (1-4 hours), \$110.00 over 4 hours	2008	
Tokay Park Complex	\$500.00 per day plus \$250.00 deposit	2010	
Boating	\$2.00 per hour, \$5.00 per half day, \$10.00 per day	1998	
Camping Fees (organized groups)	\$1.00 per person per night, \$25.00 minimum	1995 or prior	
Family Campsite	\$10.00 per night	1995 or prior	
Mobile Stage - Large (nonprofit organizations)	\$500.00 per calendar day, plus \$500.00 deposit	2008	
Mobile Stage - Small (nonprofit organizations)	\$400.00 per calendar day, plus \$500.00 deposit	2008	
Mobile Bleachers (nonprofit organizations)	\$400.00 per calendar day, plus \$500.00 deposit	2007	
Mobile Stage - Large (for profit organizations)	\$1,000.00 per calendar day, plus \$500.00 deposit	2008	
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	

# Fee Schedule

Description	Current Fee	Established or Last Changed	FY15 Recommended Changes
<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	\$70.00 per month	2008	\$80.00 per month/\$25.00 per week
Early/Late Fee	\$5.00 per 5 minute period	2008	
<b>Summer Camp/Playground</b>			
Summer Day Camp	\$50.00 per week	2009	\$55.00 per week
Summer Playground	\$20.00 per week	2009	\$25.00 per week
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	
<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	

# Fee Schedule

Description	Current Fee	Established or Last Changed	FY15 Recommended Changes
<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	\$3.00 per month per ERU	2009	\$3.50 per month per ERU
Non-Single Family	\$3.00 per month per 2,266 sq. ft. of impervious surface	2009	\$3.50 per month per 2,266 sq. ft. of impervious surface
<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	
<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	

# Fee Schedule

Description	Current Fee	Established or Last Changed	FY15 Recommended Changes
<b>Bulk Pass Sale Discounts</b>			
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	
<b>Third-Party Fare Agreements</b>			
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	
Sobriety Court and Fayetteville Police Department	\$0.25 per day pass	2014	
Homeless Prevention			
Cumberland County Middle and High School After School Programs	Free Fare	2014	
<b>Advertising Space</b>			
<b>Interior Banner</b>			
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	
<b>Identification Cards</b>			
1st Card	Free		Free
2nd Card	Free		\$2.00
3rd Card	Free		\$3.00
Each Additional Card after 3rd	Free		\$5.00

# Glossary

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**Allocate:** To set apart portions of budgeted expenditures that are specifically designated to organizations for special activities or purposes (i.e. Arts Council).

**Annexation:** Annexation is a change in jurisdiction from one entity to another. For example, when annexed to Fayetteville, property changes from having services such as fire, police, parks and zoning being provided by Cumberland County to those same services being provided by the City of Fayetteville.

**Annual Budget:** A budget covering a single fiscal year (July 1 - June 30).

**Appropriation:** A budget authorization made by the City Council to incur obligations or make expenditures for purposes listed in the budget ordinance. An appropriation is limited in amount and to the time when it may be expended.

**Assessed Valuation:** A value determined by the County Tax Assessor's office for real and personal property 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, 2013" 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 2013-14 and 2014-15 are considered along with the available fund balance at June 30, 2013, to project fund balance at June 30, 2015. 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, 2013 that are not appropriated in the fiscal year 2014-15 budget are deducted to determine projected available fund balance at June 30, 2015.

**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.

**Powell Bill Funds:** Funding from state-shared gasoline tax which is restricted for street and sidewalk maintenance and improvements.

**Property Tax (Ad Valorem Tax):** A tax levied by the City Council on property located within the City.

**Proprietary Fund:** A fund used to account for governmental activities that are operated in a manner similar to those found in private enterprises. Internal Service and Enterprise funds are included in this category.

**Recommended Budget:** The budget proposal of the City Manager presented to the City Council for consideration.

**Reserve:** An account designated for a portion of the fund balance which is required to be used for a specific purpose.

**Revenue:** Income received from a variety of sources used to finance government or enterprise operations.

**Revenue Bonds:** Principal and interest associated with revenue bonds are paid exclusively from the earnings of the project or system.

**Shared Revenues:** Revenues levied and collected by one government but are shared with another government based on a predetermined method. For example, the City of Fayetteville receives a portion of the gasoline tax collected by the State based on population and miles of city streets.

**Special Assessment:** A levy on certain properties to defray part or all of the costs associated with improvements or services that will benefit those properties. For instance, a special assessment would be levied against property owners who have petitioned for the construction of water and sewer improvements.

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

## Glossary

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**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*

433 Hay Street

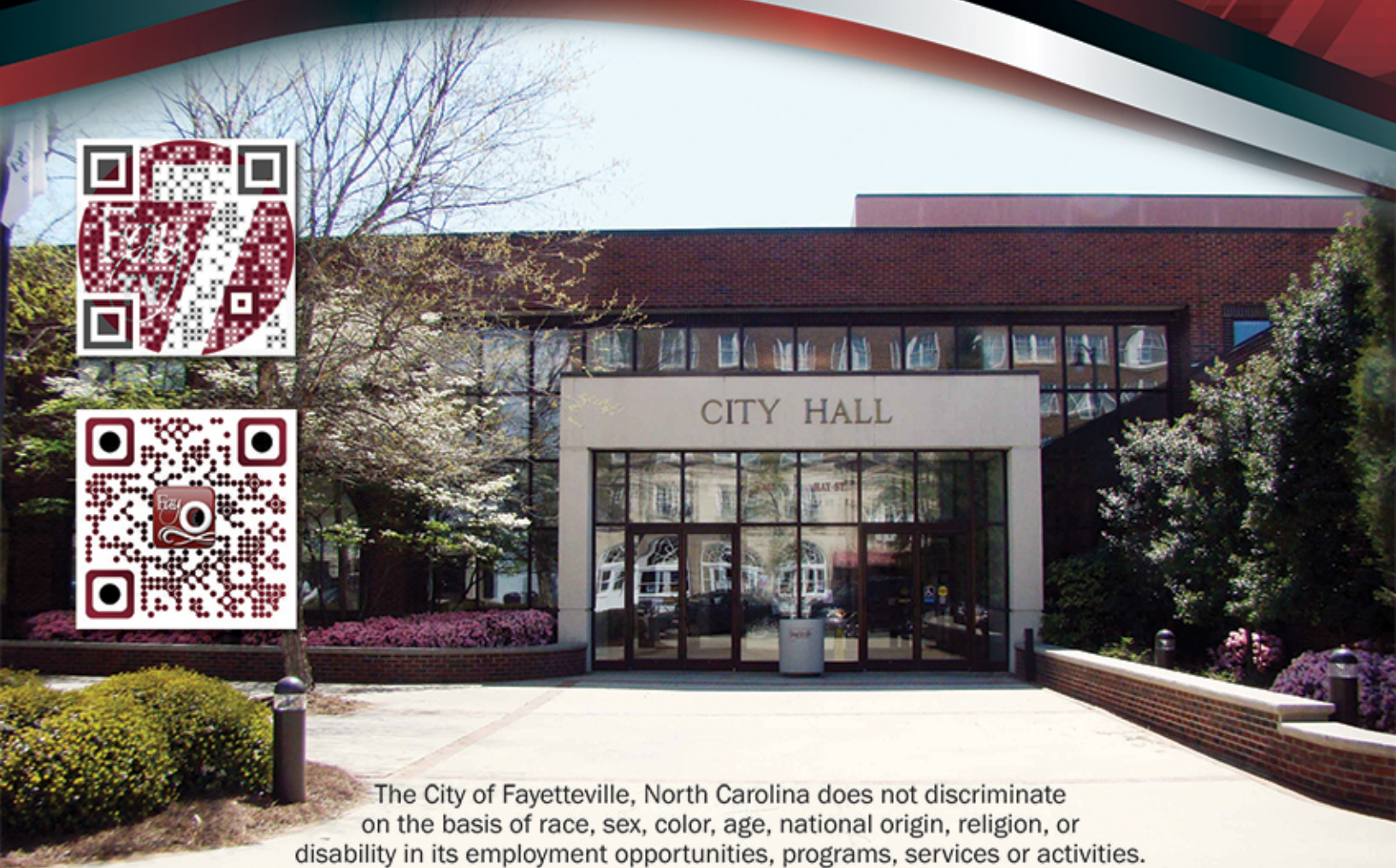
Fayetteville, NC 28301-5537

[www.cityoffayetteville.org](http://www.cityoffayetteville.org)

[www.faytv7.com](http://www.faytv7.com) [www.fayettevilleoutfront.com](http://www.fayettevilleoutfront.com)



Fayetteville  
**OUTFRONT**



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