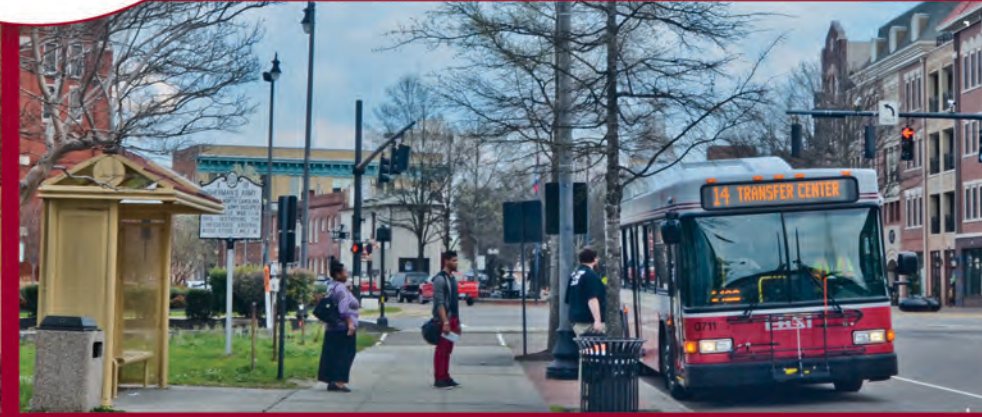




OUTFRONT



2013-2014

Annual Budget

Recommended



City of
Fayetteville
North Carolina

City of Fayetteville North Carolina

2013-2014 Annual Budget RECOMMENDED

Mayor:

Anthony G. Chavonne

City Council:

James William Arp, Jr., Mayor Pro Tem
District 9

Keith A. Bates, Sr.
District 1

Kady-Ann Davy
District 2

Robert A. Massey, Jr.
District 3

D.J. Haire
District 4



Robert Thomas Hurst, Jr.
District 5

William Joseph Leon Crisp
District 6

Valencia A. Applewhite
District 7

Wade R. Fowler, Jr.
District 8

City Manager:

Theodore L. Voorhees

Deputy City Managers:

Kristoff T. Bauer, Rochelle Small-Toney

Assistant City Manager:

Dele Lowman Smith

Chief Financial Officer:

Lisa T. Smith

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Fayetteville at a Glance

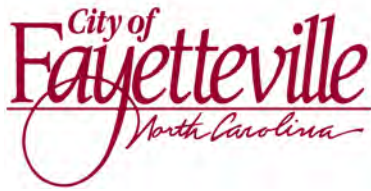
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May 7, 2013

Dear Mayor Chavonne 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, 2013 through June 30, 2014 for the City of Fayetteville. The proposed budget provides \$202,835,314 in total expenditures across all funds, with \$152,575,075 in General Fund expenditures. This spending plan represents a 5.2% increase in the General Fund over the FY2013 Adopted Budget. The tax rate to support the base budget is recommended to remain at 45.6 cents per \$100 of assessed valuation.

Revenues and expenditures budgeted by the City's water, wastewater and electric enterprise will be presented to you separately as recommended by the Fayetteville Public Works Commission.

As I started to develop this budget, an initial General Fund gap of \$8.7 million was identified. Working with all departments, we were able to narrow this gap to create the budget submitted for your consideration. Members of the City Council may recall that approximately \$3.4 million in General Fund "new initiatives" were presented in an early budget work session. Unfortunately, due largely to very minimal natural revenue growth, as well as the diversion of municipal revenues to other than General Fund purposes, I am unable to fund any of the departmentally developed new initiatives with three minor exceptions. The exceptions are the "unfreezing" of one stormwater inspector funded in the Stormwater Fund and the implementation of two minor transit route adjustments with offsetting savings.

It is somewhat disappointing to me that Fayetteville is fiscally constrained by a number of agreements that divert revenue to other entities such that I am not able to add any of the initiatives to the base budget. Nevertheless, current levels of service are adequately funded and a number of strategic goals will be achievable through the regular work of our departments. Furthermore, I believe the City Council will have the opportunity during the budget review process to consider city-wide priorities and weigh them against the priorities of the water, sewer and electric utility. The City Council could choose to alter the proposed budgets prior to adoption so as to fund some new initiatives.

POSTIVE CHANGE & ECONOMIC GROWTH

Numerous initiatives have taken place over the years to transform the City of Fayetteville into a thriving, dynamic and diverse community. Less than two years ago, the All-America City Award recognized our community success in this transformation. Even this year, a panel of the N.C. Chapter of the American Planning Association chose Hay Street as a “Great Main Street,” commenting that “after its transition from the epicenter of Fayetteville's 'red light district' in the 1970s to the pleasant tree-lined boulevard of today, Hay Street is the heart of Fayetteville.” In addition, just last month we learned that the City’s own North Carolina Veterans Park has been selected as one of the Public Works Projects of the Year for 2013 by the American Public Works Association (APWA).

On the development front, Nitta Gelatin announced an \$18 million expansion, call center industry leader Sykes established a presence and is constructing a new facility and Cross Creek Mall’s owners announced an added 46,000 square feet of retail and restaurant space, including a variety of new retailers not previously in our market. The formerly dilapidated hotel site across from N.C. Veterans Park is now to be developed as condominiums and town homes known as Park View Manor. Three projects with 878 apartments, stores and military contracting offices are under development adjacent to the All American Freeway and Santa Fe Drive. Furthermore, three apartment complexes in Carolina Commons: Dogwood Manor, Oak Run and Sycamore Park received a 2012 Housing North Carolina Award from the North Carolina Housing Finance Agency and were among seven recognized across the state for affordability, design, contribution to the community and sustainability.

Moreover, it’s not just improvements to the built environment that are being recognized in our community. The airline industry recognized our growth and potential increased economic activity by initiating daily non-stop air service to both Dulles and Reagan-National airports serving Washington, D.C. According to the U.S. Bureau of Economic Analysis, they were right, given the fact that per capita personal income in Cumberland County grew 5.5 percent last year to \$44,678. In fact, since 2001, per capita income has risen 75% in Cumberland County and income isn’t the only thing on the upswing. The graduation rate for Cumberland County schools hit perhaps an all-time high last year and test scores rose for the fifth straight year.

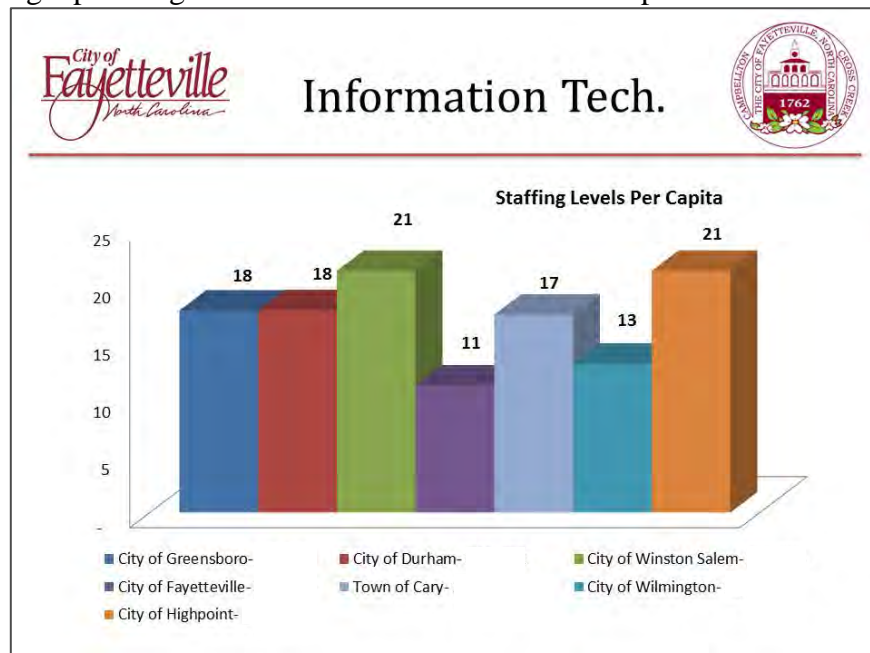
With award winning projects, an active development climate and positive indicators of our future, what are citizens saying about their city government? This question was answered through a survey of citizens conducted last fall that revealed 60% rated Fayetteville as an “excellent” or “good” place to live; 62% are “very satisfied” or “satisfied” with the quality of life in their neighborhood; and 60% are “very satisfied” or “satisfied” with overall quality of City services. While not as good as I’d like them to be, these numbers are a solid baseline from which to grow and improve. It is noteworthy that these numbers were consistent across the entire city, indicating that all areas of the community are well served and that citizens are fairly consistent in what they are thinking. Furthermore, I used the “Importance-Satisfaction Assessment Matrix” from the survey to guide a few of my budget decisions.

ORGANIZING FOR SUCCESS

Despite the many positives, my first few months revealed an organization that is significantly under-resourced when compared to its municipal peers. I have commented before that this is likely because of the City's rapid growth in responsibilities without commensurate revenue growth to support additional urban services. While public safety and solid waste services have been adequately extended to all parts of the community, there are fundamental shortcomings in organizational capacity to provide planning and redevelopment services, to redevelop and build neighborhoods and to provide support to the organization in the areas of financial, budgetary, human resources and information technology services. Additionally, survey data supports even higher resource levels that should be focused on law enforcement, traffic safety and traffic flow and street maintenance efforts. However, tax revenues per capita continue to trail those of our peer cities. With lower tax rates, lower revenue per capita and significant "revenue diversions" for other purposes, Fayetteville will struggle to stay competitive with the largest cities in North Carolina in terms of municipal services and programs offered. While property tax rates may offer some competitive advantage over higher tax communities, it is generally noted that higher quality economic development seeks communities with a higher quality of life. This is most often tied to a combination of good municipal services, including public safety, parks and recreation, good schools and well-maintained public infrastructure. Seldom are property tax rates the deciding factor. Given our situation, staffing in many high-profile areas, such as public safety, is adequate to meet the demands of our community. Nevertheless, staffing is inadequate to do the job at a level that should be expected for a community of our size and many support functions that our municipal peers take for granted are minimally provided or aren't provided at all.

How Do We Measure Up?

Council Members may recall some comparative staffing information that was presented at the February strategic planning retreat. Several of the charts are reprinted below:

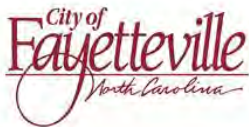
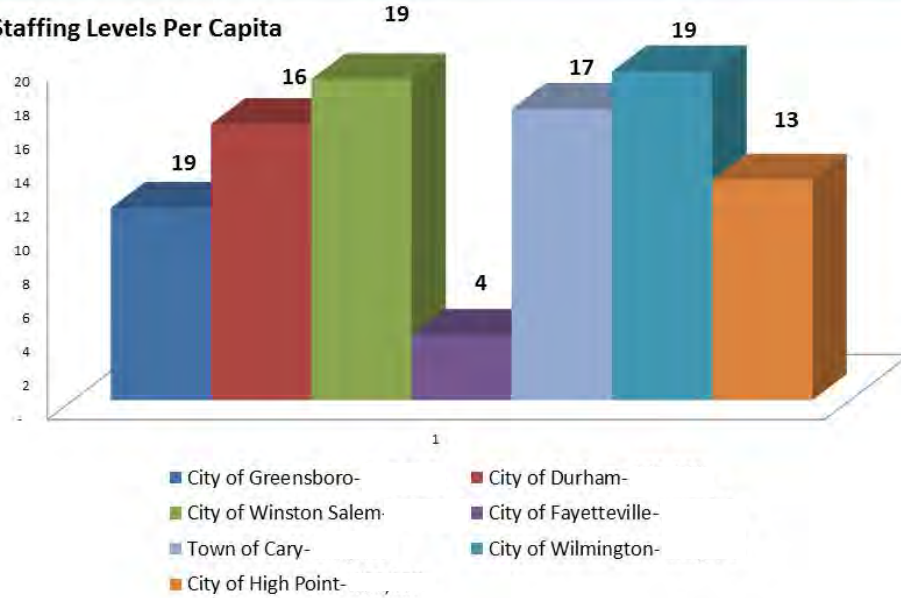




Planning/Land Use



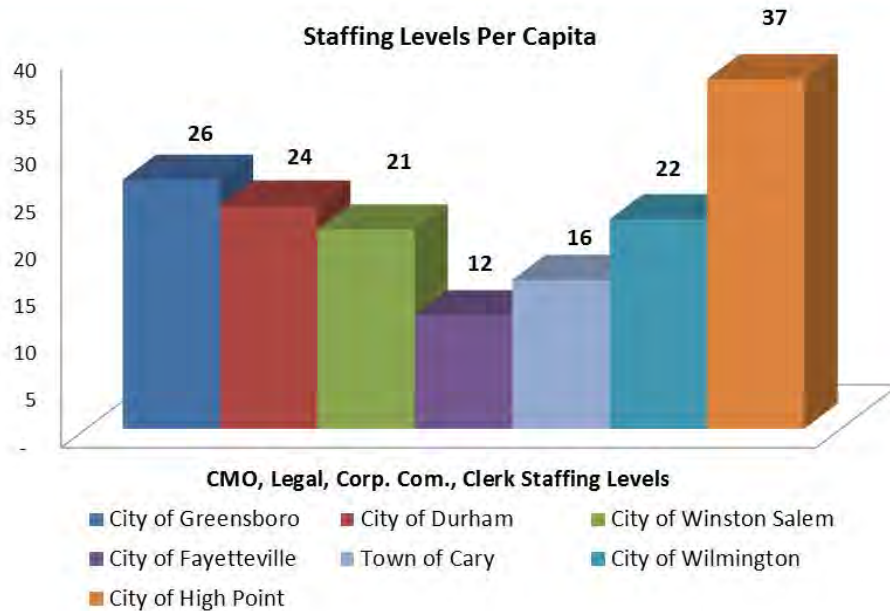
Staffing Levels Per Capita



Administration

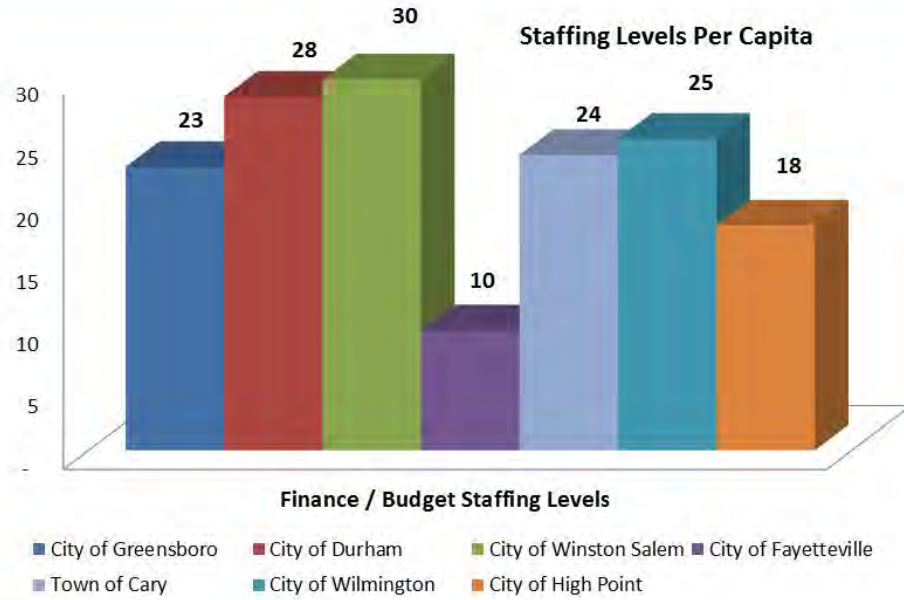


Staffing Levels Per Capita

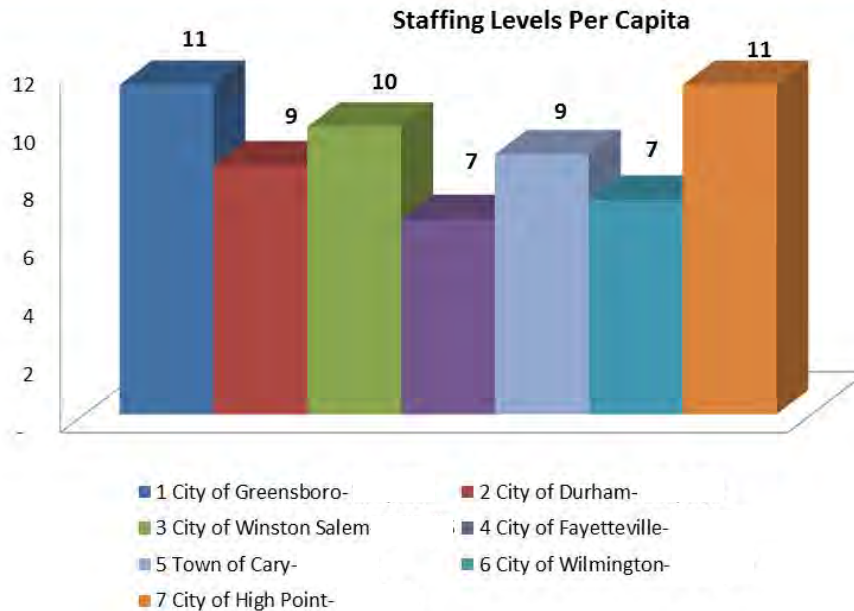


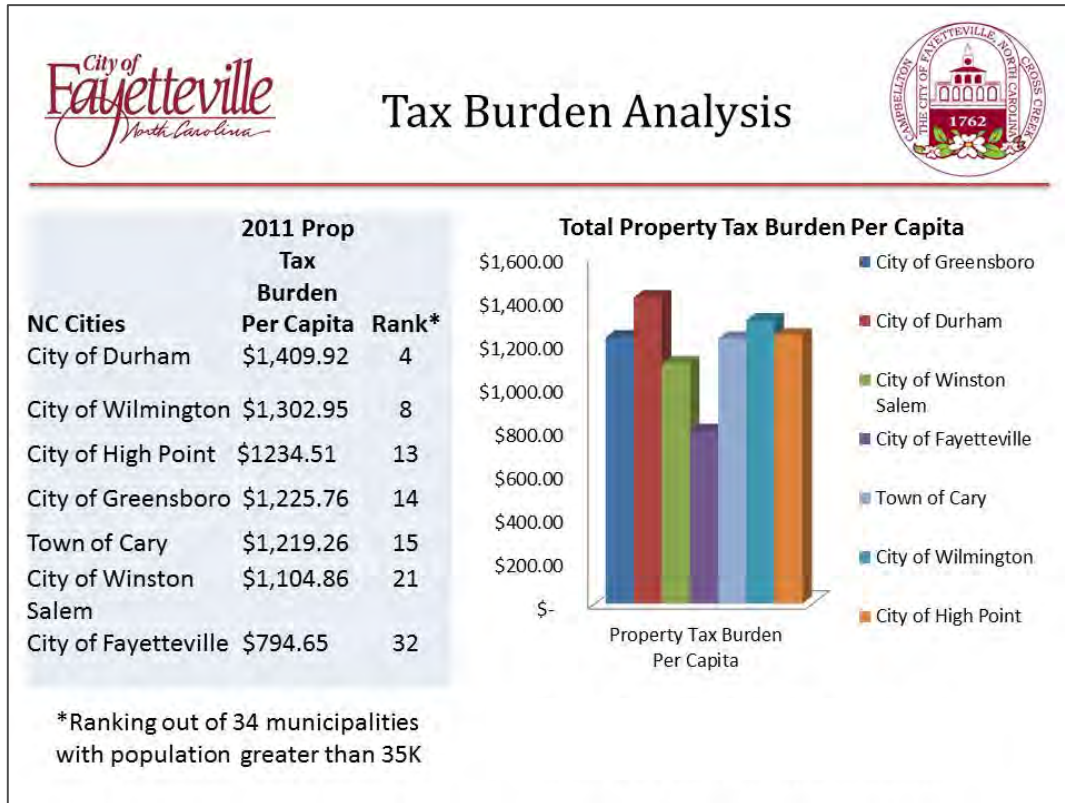


Finance



Human Resources





With a low tax burden, and fewer staff members to deliver services, clearly we have a lot of work to do if we are going to compete with our peer cities. Rather than make it a numbers game, I have decided to use the alignment of our organization itself to focus attention on key outcomes. When contemplating what choices we make to position Fayetteville for a successful future, our goal is to develop the City for long-term success and sustainability. We must take bold steps to improve infrastructure, find new ways to spur redevelopment, reinvigorate our aging commercial corridors and develop capacity for self-improvement in some of our challenged and de-populating neighborhoods. We must do this all while delivering consistent high-quality municipal services on a daily basis. These three areas of emphasis: internal practices, external investment and core municipal services have led us to reorganize our departments around three work portfolios – Community Investment, Operations and Support Services – with each portfolio being led by an executive in the City Manager’s Office.

Community Investment

This portfolio will leverage the combined strengths of planning for land-use, infrastructure, housing, economic and human development to reverse depopulation trends in declining neighborhoods, while implementing best practices for “placemaking” so that Fayetteville is a community of choice. Particular emphasis will be placed on building capacity for change, self-motivated empowerment and redevelopment of neighborhoods and corridors, as well as developing long-range land-use, transportation and economic development plans for Fayetteville’s future.

Operations

High quality, cost-effective and efficient services are hallmarks of a great community. Through data-driven decision making, implementation of new technology and empowering our workforce to creatively seek solutions and opportunities to improve, Fayetteville will be a leading city in providing excellent services that are highly valued by citizens.

Support Services

Behind every great service, program and initiative is a support staff that makes sure everything runs smoothly. But even more than that, support services help to leverage the best in strategic planning, performance measurement, technology and human resource systems. Optimizing this area of the organization will help us to make data driven decisions, will decrease risk and will optimize the effectiveness of our employees.

BUDGETING FOR SUCCESS

This budget was developed utilizing the budget development guidelines adopted by the City Council. The guidelines that were used to form the bases of the FY2014 budget are:

City of Fayetteville
FY 2014 Budget Development Guidelines
March 2013

Federal political gridlock has yielded a series of budgetary and fiscal uncertainties that impact the usual budget planning environment. The latest in the series is referred to as the “sequester,” which is an “across the board” reduction in federal spending of approximately \$45 billion. In our community, which is especially vulnerable to federal spending reductions on workforce payroll, the situation is being realized through scheduled furloughs and immediate reductions in the purchase of goods and services. Fayetteville will likely see a corresponding decrease in retail activity and a weakening in the land development sector. These impacts may not be readily apparent as the retail activity may be somewhat offset by the return of deployed soldiers. Likewise, land development activity has continued at a steady pace, much higher than most other communities, throughout the recent recession and is likely to continue, perhaps at a slower rate due to the major realignments created by the past round of BRAC decisions.

Budget reductions at the State level, including a variety of proposals to change or eliminate corporate and personal income taxes, further add to the uncertain budget planning environment. Fortunately, State leaders have pledged to minimize the impact of State budget shortfall on local governments and have largely delivered on that pledge over the most recent biennium. Despite the negative outlook, Fayetteville appears to be weathering the storm better than many communities.

The two largest sources of revenue to support General Fund operations are local property taxes and local sales taxes. Based on current economic trends, it appears that residential real estate and personal property tax growth

will remain very modest and sales tax revenue growth may be impacted by reductions in federal spending. As a result, increases in City spending will be limited in FY 2014 and must be targeted to high priorities. Accordingly, the City Council directs the City Manager to develop a budget for Fiscal Year 2014 that limits increases to what is needed to accommodate population growth and cost factors and clearly identifies funding requirements driven by State and/or federal mandates and the City's strategic initiatives.

The City Council recognizes the significant potential for resource optimization associated with the realignment and consolidation of the City and Public Works Commission's workforces in key administrative support functions. This issue has been under consideration for some time and is included in the FY 2013 Strategic Plans for both organizations. Seeking increased operational efficiency and coordination should be a priority for all City operations.

Competitive tax rates are a high priority. Accordingly, the City Manager should review the City's property tax rate in comparison to peer communities, prepare the FY 2014 budget based on the existing tax rate and evaluate where the City should focus resources consistent with the City Council's priorities. In order to balance the factors outlined above, the City Manager shall use the following Budget Development Guidelines in the preparation of the FY 2014 Proposed Budget.

REVENUES

- The base budget will be developed utilizing the existing property tax rate of \$.456 per \$100 of assessed valuation
- Develop options for the creation of a revolving financial resource dedicated to neighborhood and corridor revitalization
- Existing Municipal Service District tax rate in the downtown shall remain at \$.10 per \$100 of assessed valuation
- The Local Government Commission has established an 8% minimum available General Fund balance for all North Carolina municipalities. Council policy establishes a 10% minimum unassigned fund balance for Fayetteville. The budget shall be developed with an estimated unassigned General Fund balance of no less than 12% at the end of FY 2014
- Conduct a review and discussion of opportunities for non-tax revenue enhancements such as user fees, transit fares and similar charges for service. At a minimum, fee adjustments will be evaluated in the following areas:
 - Solid waste fees
 - Stormwater fees
 - Excavation permits
 - Asphalt degradation Fee
 - Hourly/daily parking rates and citation rates
 - Parks and recreation fees
 - Accident response fees
 - Plan review fees
- Non-recurring funds shall not be directed toward recurring uses

- In the event that the County Commission elects to change the sales tax distribution methodology to “ad valorem,” identify for the City Council the amount of increase to the property tax rate that would be necessary to maintain a “revenue neutral” position. [Note: This was not necessary since the Commissioners did not change the sales tax distribution methodology.]

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.

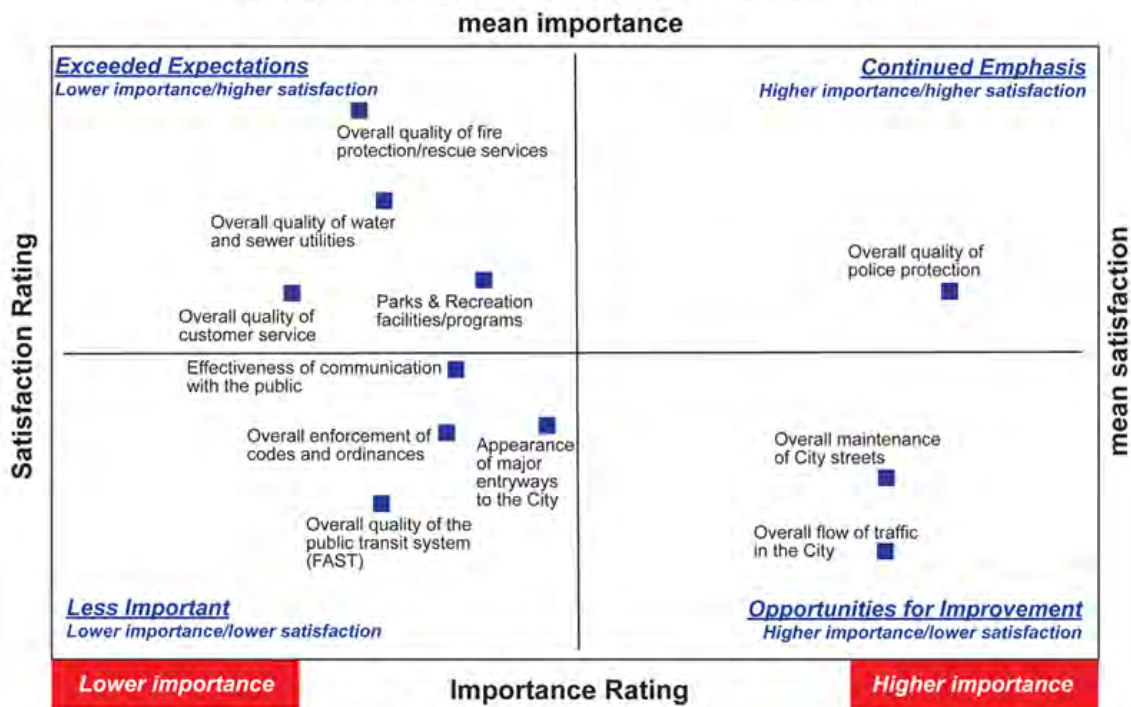
- Shared service delivery models should be considered to eliminate duplication of service and administrative overhead and improve efficiency
- Fully fund Police and Fire positions that are no longer supported by federal grants
- Employee pay and benefits are a substantial portion of the City’s overall cost of operations. The following compensation components will be evaluated with appropriate adjustments included in the proposed budget:
 - Continued implementation of the compensation study
 - Market adjustment of the police step plan
 - Maintain the City’s pay for performance program
 - Consider changes to post employee benefits for newly hired employees to reduce future liability accrual
 - Consider funding benefit changes recommended by the compensation study
- New positions shall only be funded for a partial year when warranted by the timing of the actual operational impact on the budget
- Dedicate, at a minimum, 5.65 cents of the City’s 45.6 cent property tax rate to the City’s capital funding plan
- Fund the Capital Improvement and Information Technology Plans as presented to Council during the strategic planning retreat
- Adoption of a goal for 85% of City streets to be rated at 85 or better. Work towards reducing our paving cycle thru increased funding, including identification of alternative revenue sources or funding models
- Develop a recommended parks facilities construction program and present associated funding options using new revenues
- Consider public safety enhancements that reflect City Council’s strategic interests and the results of the Citizen Survey. Where possible, recommend program enhancements within existing resources. Present associated funding options using new revenues in the event that existing resources are insufficient to meet program objectives.

In addition to the adopted guidelines, City Council’s Strategic Plan (which remains in draft form as of this writing) and the results of the Citizen Survey are additional primary drivers of the proposed budget. The draft Strategic Plan goals are contained in Section B of this document. The chart below gives insight into where City Council might gain the most satisfaction from citizens if emphasis was changed. Street maintenance and improving the flow of traffic are clear standouts for additional emphasis and I have made a limited effort to address this by adding a one-time \$1 million increase to the repaving budget. A sustained increase of funding would have more lasting impact and should be a goal of the City if additional ongoing revenues can be realized from either raising revenues or redirecting existing revenues from areas that are already satisfying citizen expectations. With respect to traffic flow, there is little the City can do when it comes to the bulk of traffic flow limitations on State-maintained roadways. We continue to work with our NCDOT partners to optimize signal timing and to recommend developer-funded improvements whenever new development warrants. We continue to lobby the State for accelerated and continued funding for I-295, which is critical to reducing congestion on major thoroughfares. Not shown as a funding initiative in FY14 will be an effort to explore re-implementation of a red light camera program if we can reach consensus with our Cumberland County partners on how the flow of funds can be accommodated to keep costs down, while respecting Constitutional restrictions on the use of fines and forfeitures for non-school purposes.

City of Fayetteville Resident Survey Importance-Satisfaction Assessment Matrix

Overall City Services

(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey.)



Source: ETC Institute (2013)

2013-2014 HIGHLIGHTS

Employee Compensation and Benefits: The City has increasingly struggled to attract and retain qualified employees, which is a critical aspect of providing excellent service to citizens. In FY2012, the Council authorized a Classification & Compensation Study and provided funding in FY2013 to implement a Phase I implementation of the study's recommendations. The proposed budget provides a combined \$2.9 million for implementation of Phase II and an opportunity for employees to earn a 2.5% merit increase for meeting performance standards. We continue to provide a competitive and cost-effective benefit package to employees and their families.

Public Safety continues to be a major focus area for providing a high level of service, responsibly. After all, when crime is in progress, or fire suppression or emergency management is needed, citizens have a high expectation that police officers and first responders will come to their assistance expeditiously. The budget provides for the reorganization of police resources under the direction of a new command structure that will provide geographic accountability across the entire City.

Capital Improvement and Information Technology Plans and Capital Outlay

Across all funds, the FY 2014 recommended budget provides \$23,923,265 for capital including:

- \$16,921,540 for Capital Improvement Plan Projects
- \$2,472,805 for Information Technology Plan Projects
- \$4,210,700 for Fleet Replacements
- \$318,220 for Other Capital

The Citizen Survey indicated that the highest priority is **road improvements** and \$1 million has been allocated to accelerate the resurfacing program. Our **community investment strategies** will continue with an added allocation of \$1 million to leverage and to acquire properties that are in decline or are impediments to redevelopment in neighborhoods and along corridors.

Corporate communication programming ensures that our messaging is delivered through appropriate media channels in an effort to keep citizens informed about what services and programs are available. In a recent survey, 24% of respondents reported that they relied on Community Access Channel 7 for City news and information and 10% said that it was its preferred source of information. Time Warner Cable will no longer operate a Public Access Channel, effective June 30, 2013, as the State of North Carolina has taken over franchise agreements with cable providers. Although the era of the Public Access Channel is coming to an end, it opens the door for a Government Access Channel: "*Fay-TV7, Your Link to City Government.*" We eagerly anticipate the FAY-TV7 start up next year.

SUMMARY

The proposed budget for FY 2014 is balanced and:

- Maintains the current tax rate of 45.6 cents per \$100 of assessed valuation
- Maintains the Downtown Municipal Services District current tax rate of 10 cents per \$100 of assessed valuation
- Aligns appropriations by portfolio (Support Services, Operations and Community Investment) to provide maximum flexibility in service delivery and accountability
- Proposes minor revenue enhancements in fees for stormwater and solid waste services
- Accommodates the Police Department's realignment and new organizational structure
- Transitions from Time-Warner Cable to the new FAY-TV7 government access channel to better communicate with our citizens
- Reassigns the Stormwater Fund the street sweeping program
- Transitions Environmental Services to an enterprise fund
- Implements two minor FAST route adjustments with offsetting savings
- Funds implementation of Phase II of the Classification and Compensation Study
- Provides for a modest 2.5% merit pay increase opportunity
- Funds the proposed Capital Improvement Program and Information Technology Plan
- Establishes a \$1 million revolving fund for corridor improvement initiatives
- Provides a \$1 million one-time boost to accelerate street resurfacing in response to feedback from citizens and City Council.



Vision for the Future

This proposed budget focuses on maintaining a solid base of core services, implementing the City Council's strategic goals, responding to community concerns and leveraging new revenues when possible. Many new initiatives were proposed by department directors to address City Council goals, to meet the needs of citizens or to improve departmental operations, but due to revenue limitations, remain unfunded. Unless and until new revenues are identified, or existing revenues are repurposed, new initiatives will remain elusive. I am hopeful that the City Council will have some success in reexamining established priorities as they relate to services and revenues associated with the City's utility and seek to realign these priorities with the interest of citizens.

On behalf of the City Manager's Office, I would like to thank the entire City staff for their continued service to our community and assistance in the development of this recommended budget. In particular, we would like to thank Chief Financial Officer Lisa Smith, Budget Manager Tracey Broyles and the Finance Department staff for their tireless efforts that resulted in the enclosed balanced budget. Finally, we would like to thank the City Council for providing clear expectations throughout the budget development process.

Respectfully submitted,



Theodore L. Voorhees
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 2013-2014 budget document is divided into seven major sections: Introduction, Policies and Goals, Budget Overview, Department Summaries, Fayetteville at a Glance, Fiscal Information and the Appendices. Each section is outlined below:

- **Introduction**

The Introduction includes the budget message from the Fayetteville City Manager regarding the 2013-2014 budget; the Reader's Guide; descriptions of the function of city government through boards, commissions and committees; discussions of the budgetary relationship of the City's utility operation; and information on the City's elected officials. Also included is the appropriations ordinance upon its passage.

- **Policies and Goals**

This section provides information on City Council's strategic plan for 2013-2014 and financial policies.

- **Budget Overview**

The Budget Overview contains tables detailing budget sources, revenues and

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

- **Department Summaries**

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

- **Fayetteville at a Glance**

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

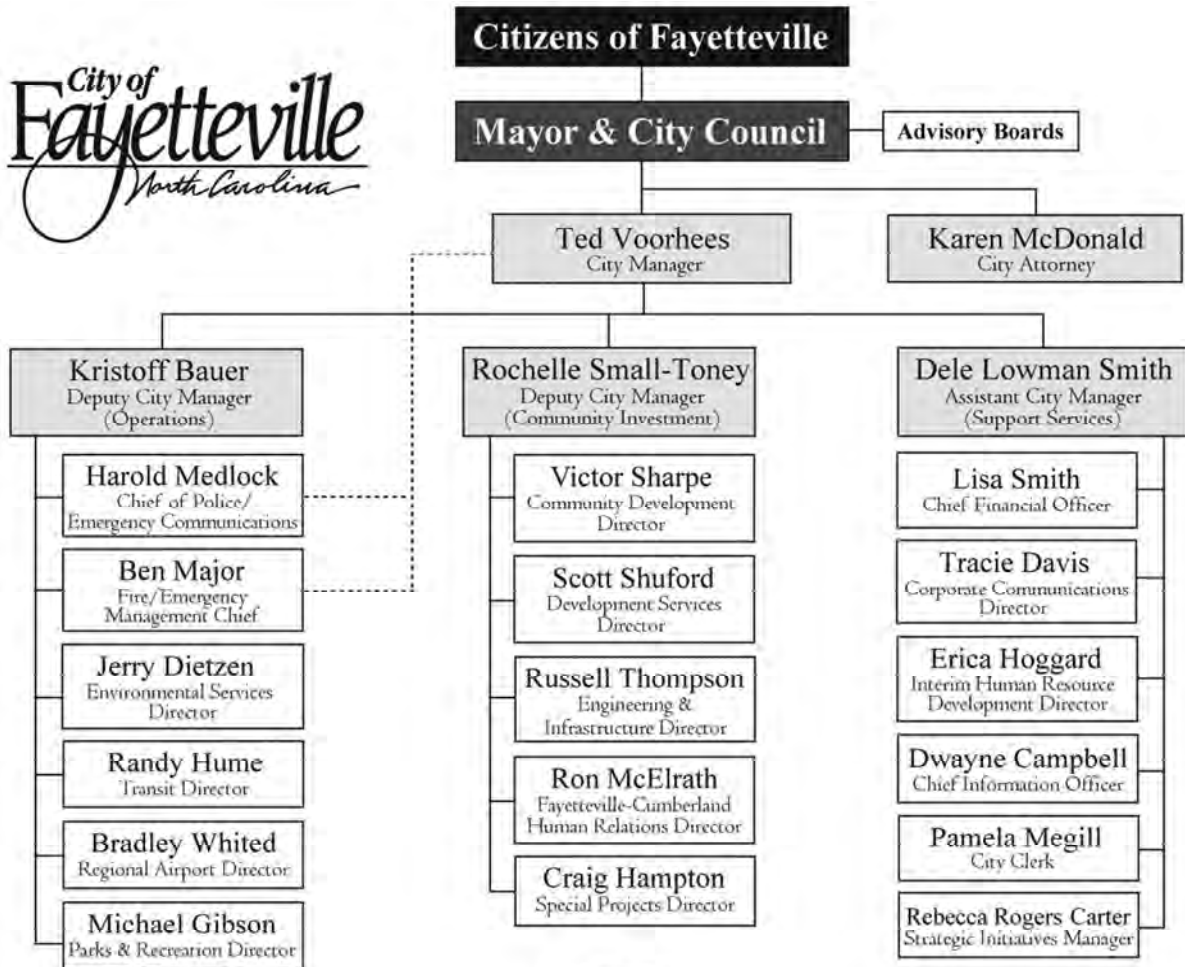
- **Fiscal Information**

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

- **Appendices**

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

Governmental Structure and Organization



Revised 5/7/2013



Governmental Structure and Organization

Form of Government

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

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

City government is comparable to a private corporation under the council/manager form of government. Citizens are both stockholders and customers; the elected body represents the board of directors and the manager is the 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 on the local cable community access channel. All meetings start at 7 p.m. and are open to the public. The council holds special meetings when necessary; notice of the meeting must be given to the public and media 48 hours before that meeting.

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

Governmental Structure and Organization

Citizen Participation

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

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

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

Profiles of the Mayor and Council

Fayetteville City Council's 10-member body includes Mayor Anthony G. Chavonne, and Council members Keith A. Bates, Sr., Kady-Ann Davy, Robert A. Massey, Jr., D.J. Haire, Bobby Hurst, Bill Crisp, Valencia Applewhite, Wade Fowler and Jim Arp (mayor pro tem). Mayor Anthony G. Chavonne is serving his fourth term as mayor.

Biographical Information

Anthony G. Chavonne was elected Mayor of the City of Fayetteville, North Carolina in 2005 and re-elected to a fourth term in November 2011. Mayor Chavonne has helped guide Fayetteville through rapid growth since his election to office. Previously being populated by more than 150,000 citizens, Fayetteville has expanded into a booming city of almost 210,000, largely inhabited by military personnel who serve their country at nearby Fort Bragg and Pope Army Airfield.

Under his leadership, curbside recycling was implemented, transit services have improved, an infill ordinance was passed, more appearance ordinances have been established, corridor studies have helped prepare pockets of the city for future growth, HOPE VI funding has provided more downtown revitalization and the North Carolina Veterans Park and Franklin Street Parking Deck have been constructed. These changes were a part of Mayor Chavonne's strong focus on preparing Fayetteville for an economic transformation associated with local Base Realignment and Closure (BRAC) changes.

Mayor Chavonne has had strong military ties for years. In 2007, he was appointed to the North Carolina Advisory Commission on Military Affairs. He has served as a member of the Bragg and Pope Special Activities Committees since 1996 and Congressman Robin Hayes named him to the Congressional Military Activities Committee in 2000. Chavonne received the Department of the Army Commander's Award for Public Service in 1995.

He has been honored with other awards, including the Fayetteville Business & Professional League's Outstanding Contribution Award in 2002, Fayetteville

Chamber of Commerce Realtor's Cup Award in 2002 and the Sam Walton Business Leader Award in 1999.

As Mayor, Chavonne has been very successful at reaching out to the public, making it easier and more comfortable for citizens to interact with the City's elected officials. This has seen him involved in open discussion with citizens at town hall meetings, events that allow the public to speak to and seek answers from City officials and staff members. Chavonne has also participated in a blog on the Fayetteville Observer website and he sends out an E-Newsletter to citizens to keep them apprised of City and local news.

Mayor Chavonne is a CPA and he retired as general manager of Fayetteville Publishing Company in 2004 after a 25-year career. He earned his Bachelor of Science degree in business from the University of North Carolina at Chapel Hill in 1977. The Mayor graduated from the first graduating class of Douglas Byrd High School in Fayetteville in 1973 and attended Massey Hill High School in Fayetteville from 1969-1972.

In addition to his mayoral duties, Mayor Chavonne is president of Chavonne Management Group, LLC and Single Source Real Estate Services, Inc. He and his wife Joanne have two sons, Grayson and Tyson, and are members of Highland Presbyterian Church.

Mayor Anthony G. Chavonne
433 Hay Street
Fayetteville, NC 28301
(Mayor's Office) (910) 433-1992
Phone: (910) 433-3401
FAX: (910) 433-1948
E-Mail: mayor@ci.fay.nc.us

Profiles of the Mayor and Council

Keith A. Bates, Sr. was re-elected as representative for District 1 in 2011. A life-long resident of Fayetteville, Bates is a 1977 graduate of Reid Ross High School.

He worked for the Parks, Recreation and Maintenance Department before joining the Army. Bates served 20 years, retiring in November 2003, as a first sergeant with two combat tours and earning the Bronze Star for service in Afghanistan.

He has served on the Cumberland County Air Quality Stakeholders Committee.

Bates has served on the North Carolina League of Municipalities Board of Directors. Mr. Bates has also served on the National League of Cities University Community Council and the Human Development Committee.

Mr. Bates has served as Co-Chair of the Regional Transportation Study Committee, member of the Capital Improvements Committee, Downtown Parking Committee and Policy Committee.

He has an Associate Degree in management and an Associate Degree in leadership. Mr. Bates also has a Bachelor's Degree in business management from the University of Phoenix, Fayetteville campus.

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

He is currently employed as a civilian worker at the 1st Special Warfare Training Group, Fort Bragg, as an operations specialist.

He is married to the former Margaret Strawn of Fayetteville and has two sons, Keith, Jr. and Dannie, and one grandson. They are members of Village Baptist Church.

Keith A. Bates, Sr.
District 1
5404 Chesapeake Road
Fayetteville, NC 28311
Phone: (910) 488-6315
E-Mail: kbates05@nc.rr.com

Kady-Ann Davy was re-elected as the District 2 representative to the Fayetteville City Council in November of 2011.

Councilwoman Davy is a graduate of the University of Oregon, Eugene, where she received her Bachelor's Degree in psychology with a minor in business. She is currently a Master of Business Administration student at Fayetteville State University.

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

Councilwoman Davy made Fayetteville her home in 2005 and immediately became actively engaged in city and community affairs.

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

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

- CARE Clinic of Cumberland County/
- Operation Inasmuch
- Council Liaison for Fayetteville/Cumberland Parks & Recreation Commission
- Council Liaison for Cumberland County Veterans Council
- President of K. Davy Consulting, LLC

Profiles of the Mayor and Council

- 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
- Board Member for Faces in the Community
- Member of Cape Fear Toastmasters, International
- Elected mayor of Leadership Fayetteville, class of 2009
- Member of the Queen Esther Chapter of OES
- Member of the Order of the Tents-Sojourner Truth
- Susan B. Anthony Award Recipient 2010
- Citizen of the Year for Tau Gamma Gamma Chapter of Omega Psi Phi Inc.
- 2011 Class of The Fayetteville Observer's 40 Under Forty.

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

Kady-Ann Davy
Council Member District 2
P.O. Box 58561
Fayetteville, NC 28305
Phone: (910) 322-0780
Email: kdavy@ci.fay.nc.us

Robert A. Massey, Jr. was initially elected to the Fayetteville City Council June 2, 1992, and is currently serving as District 3 Fayetteville City Councilman.

Councilman Massey earned his Bachelor of Science degree in history from Fayetteville State University in 1970. He also earned a Master of Arts degree in secondary education from Catholic University of America in August 1972. Massey graduated from E.E. Smith Senior High School in May 1966.

He taught history and political science at Fayetteville State University from 1972 to 1978. From 1978 to 2002, Councilman Massey worked as a program director in the Continuing Education Division and as an instructor in the associate program at Fayetteville Technical Community College. He retired from the State of North Carolina in 2002 after 31 years of service.

Massey was awarded the Fayetteville Business and Professional League's Leadership Award in 1997. The Beta Chi Chapter of Omega Psi Phi Fraternity awarded Massey the Omega Citizen of the Year award in 1997. In 1998, he was awarded the Sigma Gamma Rho Man of the Year Award. The Epsilon Rho Lambda Chapter of Alpha Phi Alpha Fraternity awarded him the D.A. Williams Political Achievement Award in 1993.

Massey's professional and civic involvement includes:

- Charter member, College Heights Presbyterian Church in Fayetteville (1955)
- Elder of College Heights Presbyterian Church
- Moderator for the Committee on Representation, Coastal Carolina Presbytery (1993)
- Member, Board of Directors of Literacy South (1991)

Profiles of the Mayor and Council

- Member of the Cumberland County Parks and Recreation Advisory Board (1991 to 1995)
- First vice chairman of Precinct 16 (E.E. Smith Sr. High School, 1991)
- Served on the Allstate All-America City Awards Team (Fayetteville was awarded All-America City status 2001)
- Served as chairman of the Policy Committee for the Fayetteville City Council (2002-2003)
- Served on the Fayetteville and Cumberland County Liaison Committee in 2003
- Became a life member of the NAACP in 1999
- Served as liaison to the Public Works Commission for the Fayetteville City Council in 2004
- Alternate commissioner for ElectriCities of North Carolina, Inc. (2004-2006)
- Served as chairperson of the Fayetteville City Council's Environment and Conservation Committee (2004).

He and his wife Joyce Elaine have a blended family of five children: Stacey M. Massey, Robert A. Massey III, Christopher A. Massey, Carla M. Hampton Webster and Allison D. Hampton. They are members of College Heights Presbyterian Church.

Robert A. Massey, Jr.
District 3
327 Westwater Way
Fayetteville, NC 28301
Phone: (910) 488-2920
Fax: (910) 481-3529
E-Mail: askia25@aol.com

D. J. Haire represents District 4, winning his first seat on the council in 1997. Councilman Haire is a Fayetteville native, who graduated from Terry Sanford High School in 1977. Haire attended North Carolina A & T State University in Greensboro and holds a certificate from the Industrial Technology Construction Management Association, 1983.

In 1992, Haire received a Certificate of Completion in Bible Studies from Bethel Bible Institute, Delaware. Haire graduated with a degree in Divinity from Destiny Bible College on June 1, 2011.

Haire is a member and former member of several state and national boards, including:

- The North Carolina League of Municipalities
- The National League of Cities
- The North Carolina League of Notaries
- Life member of the NAACP
- Member of the North Carolina League of Black Elected Municipal Officials.

D.J. Haire
District 4
709-17 Filter Plant Drive
Fayetteville, NC 28301
Phone: (910) 574-5399
FAX: (910) 485-3595
E-Mail: buildingbridges@djhaire.com
dhaire2@nc.rr.com

Bobby Hurst was re-elected to the Fayetteville City Council in November 2011 as the District 5 representative. Hurst was originally appointed to serve on the City Council as an at-large council member in 2000 and was first elected to the City Council in 2007. A life-long resident of Fayetteville, Hurst is a 1972 graduate from Terry Sanford High School and a 1976 graduate of Elon

Profiles of the Mayor and Council

University with a Bachelor of Arts degree in business administration.

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

His list of professional and civic involvement includes:

- Chairman, City Appointments Committee (2010-2011)
- Liaison, PWC (2011)
- Chairman, Fayetteville Beautiful (2006-present)
- Vice Chair, Economic Development, CCBC (2006-2007)
- Board of Directors, Downtown Alliance (2006)
- Chairman, Government Relations, Cape Fear Botanical Gardens (2006-present)
- Community Advisory Group, Public Works Commission (2004-2007)
- Board of Directors, Cumberland County Business Council (2004-2007)
- Chairman, Government/Military Relations, Operation Match Force (2004)
- Chairman, Public Affairs Council, Chamber of Commerce (2003-2004)
- Honorary Commander, 43rd Civil Engineers Squadron, Pope AFB (2002-2005)
- Community liaison, Operation Ceasefire (2002-present)
- Appearance Commission, City of Fayetteville (2002-2004)
- Analysis team member, Metro Visions (2002-2004)
- Chairman, Government Affairs Committee, Chamber of Commerce (2002-2003)
- Chairman, Appearance Subcommittee, Greater Fayetteville Futures (2002-2003)
- Crown Coliseum Civic Center Commission (2001)
- Fayetteville City Council, at-large member (2000-2001)
- Senior Commander, Royal Rangers at Northwood Temple (1984-1996)
- Board of Directors, Dance Theater of Fayetteville (1985-1987)
- Member, North Fayetteville Exchange Club (1987-1989)
- Board member, N.C. Small Business Advocacy Council (1986).

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

**Bobby Hurst
District 5**

**2010 Whisper Lane
Fayetteville, NC 28303**

**Phone: (910) 481-0900, (910) 483-7104 or
(910) 286-5804**

E-Mail: Bobbyhurst@aol.com

William (Bill) J. L. Crisp was elected to his third term on the Fayetteville City Council as District 6 representative in 2011. He is fully retired from the Army and the retail automotive industry.

Crisp was born in Raleigh and grew up primarily in Baltimore, Md., where he entered the United States Army in 1960. He served in

Profiles of the Mayor and Council

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

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

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

He is a lay speaker and has spoken extensively throughout Europe and the United States. Councilman Crisp is very proud to have delivered the baccalaureate address to his twins' graduating class in 1985 in Mannheim, Germany. He is a member of the masonic fraternity. Crisp strongly believes in charitable endeavors and is proud that, while in Belgium, he worked tirelessly to financially support a home and school for the blind and was instrumental in purchasing and training a "seeing-eye dog" that enabled a disabled person to become gainfully employed. He has received numerous awards and citations for

community service and is a recipient of the Governor's Citation for community involvement from the Governor of Maryland.

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

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

Valencia A. Applewhite is the District 7 representative. Originally from New York City, she grew up in Connecticut and enlisted in the Air Force in 1979. Applewhite came to Fayetteville in 1994 while on active duty and was assigned to Pope Air Force Base.

During her 25-year active duty and civilian Air Force career, she served in the telecommunications and information systems fields with special emphasis in communications security, leadership and management training. The core value of "Service before Self" is the foundation of her military and public service career.

Mrs. Applewhite has been a member of the Transportation Advisory Commission and the City Council's Appointment Committee. In 2010, she was appointed to serve on the North Carolina Lottery Oversight Committee and has served on the Partnership for Children Planning and Evaluation Committee. She has been an active member of the National Council of Negro Women and the National Association of Black Veterans.

She holds a Bachelor's Degree in business administration and associate degrees in information systems technology, and military

Profiles of the Mayor and Council

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

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

Valencia A. Applewhite
District 7

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

E-Mail: vapplewhiteccd7@yahoo.com

Wade R. Fowler, Jr. was elected to the Fayetteville City Council to represent District 8 in 2011. Wade is a native of Fayetteville. He graduated from Terry Sanford High School in 1971 and earned his Bachelor of Arts degree in history from the University of North Carolina in Chapel Hill in 1975.

Wade served in the United States Air Force as a jet pilot for eight-and-a-half years. Upon separation from the Air Force, he returned to his hometown to work in sales and raise his family. After six years in personnel sales, Wade joined Pfizer Pharmaceuticals. After 18 years of service to Pfizer, Wade retired as a member of the Pfizer Sales Hall of Fame. He currently is an independent representative in the direct sales industry.

Wade's interest in government started at the age of 18. He passionately believes that all levels of government should stick to the fundamental purposes of government. If something is not appropriate for government to do, he will not support it, even if it is for what seems to be a good cause.

As a native of Fayetteville, Wade has seen the benefits and problems associated with the growth of the city. He believes that Fayetteville is a great place to live and to raise a family, and he is committed to seeing the city of Fayetteville serve its residents effectively and efficiently.

Wade and his wife, Kim, have five children and two grandchildren. They attend Church of the Open Door.

Wade R. Fowler, Jr.
District 8

433 Hay Street
Fayetteville, NC 28301
Phone: (910) 476-4541

Email: wfowler@ci.fay.nc.us

Jim Arp, mayor pro tem, a Fayetteville native, was appointed as the District 9 Fayetteville City Council representative on December 13, 2010 and was re-elected in November of 2011. As a former member of the City of Fayetteville Zoning and Planning commissions, Mr. Arp has extensive knowledge of local government interagency policy development, strategic planning and business development that complement the Council's efforts in making Fayetteville a truly "livable city."

A 20-year Army veteran, during which he was assigned to three tours of duty at Fort Bragg, Arp is currently the Business Developer for the North Carolina Partnership for Defense Innovation. He has approximately 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: 433-1992
E-Mail: jarp@ci.fay.nc.us

Boards, Committees and Commissions

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

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

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

Boards, Committees and Commissions

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 Stormwater Advisory Board provides guidance and advice to the City Council pertaining to the stormwater management program, including but not limited to, program activities, functions, systems, management and funding.

- **Wrecker Review Board**

The board reviews problems and hears appeals for any decision of the wrecker inspector.

- **Residential Rental Property Review Board**

The board hears appeals from an owner of residential rental property who is required to register, due to disorderly activity and/or whose registration has been revoked.

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

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

Boards, Committees and Commissions

Public Works Commission (PWC)

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

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

The PWC's electric system provides for the transmission and distribution of electrical energy purchased from Duke Energy Progress, Inc. (DEP), formerly Progress Energy Carolinas, Inc. Under a 30-year agreement effective July 1, 2012, DEP will provide 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 – September 30, 2017. Under this agreement, PWC will generate and deliver energy pursuant to scheduled energy requests from DEP. DEP will provide the fuel to be used for the generation and will pay PWC for capacity, variable operating and maintenance expenses, and start costs. Either party may terminate this agreement with a 3 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 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 79,500 customers. The highest peak demand of the PWC was 476.6 MW, occurring in August 2007. The total energy requirement for fiscal year 2012 was over 2,000,000 MW hours.

The PWC operates two water treatment plants with a combined daily treatment capacity of 57.5 million gallons. In fiscal year 2012, the system treated approximately 26 million gallons per day on average, with a peak of 42 million gallons occurring in 1999. The utility serves approximately 91,100 water customers through 1,376 miles of water mains. The PWC also operates two wastewater treatment plants with a treatment capacity of 46 million gallons per day. The highest monthly maximum treatment is approximately 31 million gallons per day. Approximately 80,100 sewer customers are served through 1,331 miles of sanitary sewer mains and 66 sanitary sewer lift station sites.

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

Boards, Committees and Commissions

The commission has a separate budget and operates as an enterprise fund. The PWC must comply with the provisions of the North Carolina Local Government Budget and Fiscal Control Act. 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 subject to appropriation and authorization by Council.

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City Goals: Vision and Mission

CITY VISION

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



VISION

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

Our City has a vibrant downtown and major corridors, the Cape Fear River to enjoy, a strong local economy, diverse culture and rich heritage.

Our City is a partnership with engaged citizens who have confidence in their local government.

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

CITY MISSION

*“The Principles that Define
the Responsibility
of City Government
and Frame the Primary Services.”*

*City of
Fayetteville
North Carolina*

OUR MISSION

The City government provides service that makes Fayetteville a better place for all.

The City Government is financially sound and provides a full range of quality municipal services that are valued by our customers and delivered by a dedicated workforce in a cost effective manner.

The City has well designed and well maintained infrastructure and facilities.

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

City Goals: Core Values and Goals

CITY GOALS

*“Our Road Map for 5 Years -
How to Realize Our Vision
with Achievable Goals
Defined Through:
Objectives, Meaning to
Our Citizens, Challenges
and Opportunities,
Actions 2013-14, Major
Projects 2013-14 and
Actions on the Horizon.”*



GOALS

Safe and Secure Community

Strong, Diverse and Viable
Local Economy

Vibrant Focal Points, Unique
Neighborhoods, and High Quality,
Effective Infrastructure

Highly Desirable Place to Live, Work and
Recreate with Thriving Neighborhoods and
a High Quality of Life for All Citizens

Unity of Purpose in its Leadership, and
Sustainable Capacity within the Organization

Develop and Maintain Strong and Active
Community Connections

CORE VALUES

*“The Foundation for
City Government -
Personal Values that Define
Performance Standards
and Expectations
for Our Organization.”*



CORE VALUES

We, the Mayor, City Council,
Managers, Supervisors and Employees

SERVE with

Responsibility

Ethics

Stewardship

Professionalism

Entrepreneurial Spirit

Commitment

Teamwork

to safeguard and enhance the
public trust in City Government.

TARGETS FOR ACTION

GOAL 1: The City of Fayetteville will be a safe and secure community.

- Increase law enforcement community engagement and collaboration
- Create gang task force
- Consolidate 911 with County/Ft. Bragg
- Develop traffic safety improvement strategy

GOAL 2: The City of Fayetteville will have a strong, diverse and viable local economy.

- Implement local business initiatives

GOAL 3: The City of Fayetteville will be designed to include vibrant focal points, unique neighborhoods, and high quality, effective infrastructure.

- Increase street maintenance funding; shorten time for resurfacing
- Improve gateways

GOAL 4: 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.

- Revisit funding plan for Parks & Recreation; smaller/phased package
- Develop Traffic Flow Improvement Strategy

GOAL 5: The City of Fayetteville will have unity of purpose in its leadership, and sustainable capacity within the organization.

- City Council recognition of employees
- Study PWC efficiencies/consolidation opportunities
- Identify efficiencies through IT/Saving money

GOAL 6: The City of Fayetteville will develop and maintain strong and active community connections.

- Develop and deliver ongoing coordinated information campaign
- Develop partnerships.



Financial Policies

Overview

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

Operating Budget

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

Accounting

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

Capital Improvement Funding & Debt

- Outstanding general obligation bonds will not exceed 8 percent of the assessed valuation of taxable property of the City.
- Capital projects will be financed for a period not to exceed the expected useful life of the project.
- The City will maintain its financial condition in order to maintain a minimum bond rating of AA from at least one nationally recognized municipal debt rating service.
- The fiscal year 2014 budget dedicates an equivalent of 5.65 cents of the City's 45.6-cent ad valorem tax rate (12.4 percent) to the Capital Funding Plan (CFP). The CFP is used to manage funding for the repayment of principal and interest on general obligation debt, installment financing agreements and notes payable instruments for major capital improvements, and to cash fund major capital improvements when appropriate.

Investments

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

Revenue Overview

	FY 2012 Actual	FY 2013 Budget	FY 2014 Recommended	FY 2014 Adopted
General Fund				
Ad Valorem Taxes	59,952,814	61,275,399	63,650,229	0
Other Taxes	4,167,422	2,351,895	2,415,000	0
Intergovernmental	56,541,820	56,826,027	57,052,581	0
Functional Revenues	6,846,495	7,103,703	6,963,010	0
Other Revenues	2,322,864	1,787,257	2,156,527	0
Investment Income	287,349	316,000	305,500	0
Other Financing Sources	10,273,498	11,433,931	14,536,550	0
Fund Balance	0	3,877,411	5,495,678	0
TOTAL	\$140,392,262	\$144,971,623	\$152,575,075	\$0
Central Business Tax District Fund				
Ad Valorem Taxes	131,666	130,657	132,156	0
Investment Income	275	100	0	0
Fund Balance	0	45,262	1,373	0
TOTAL	\$131,941	\$176,019	\$133,529	\$0
City of Fayetteville Finance Corporation				
Property Leases	1,413,492	816,750	806,750	0
Investment Income	18	0	0	0
TOTAL	\$1,413,510	\$816,750	\$806,750	\$0
Emergency Telephone System Fund				
Intergovernmental	637,221	775,752	805,520	0
Investment Income	2,275	1,000	1,600	0
Fund Balance	0	0	64,574	0
TOTAL	\$639,496	\$776,752	\$871,694	\$0
Lake Valley Drive MSD Fund				
Ad Valorem Taxes	4,619	65,292	79,767	0
Investment Income	(85)	0	0	0
TOTAL	\$4,534	\$65,292	\$79,767	\$0

Revenue Overview

	FY 2012 Actual	FY 2013 Budget	FY 2014 Recommended	FY 2014 Adopted
Parking Fund				
Functional Revenues	326,053	322,000	313,973	0
Other Revenues	9,487	35,870	37,137	0
Investment Income	876	1,100	300	0
Fund Balance	0	56,159	79,195	0
TOTAL	\$336,416	\$415,129	\$430,605	\$0
Airport Fund				
Intergovernmental Revenues	138,131	133,687	113,150	0
Property Leases	2,349,364	2,341,099	2,433,266	0
Franchise Fees	1,346,570	1,301,933	1,359,410	0
Landing Fees	399,855	354,611	387,431	0
Training Facility Fees	32,225	22,000	32,500	0
Other Revenues	224,240	218,628	220,234	0
Public Safety Reimbursements	83,769	84,297	209,116	0
Investment Income	20,633	19,500	27,402	0
Interfund Transfers	21,034	0	0	0
Fund Balance	0	470,603	0	0
TOTAL	\$4,615,821	\$4,946,358	\$4,782,509	\$0
Environmental Services Fund				
Solid Waste Fees	2,281,633	2,299,100	2,909,905	0
Intergovernmental	299,525	301,500	439,463	0
Other Revenues	169,313	95,600	285,420	0
Investment Income	7,438	4,600	8,000	0
Interfund Transfers	0	0	6,558,550	0
Fund Balance	0	0	360,000	0
TOTAL	\$2,757,909	\$2,700,800	\$10,561,338	\$0
Risk Management Funds				
Interfund Charges	12,352,707	13,139,898	13,732,739	0
Other Revenues				
Employee Contributions	2,796,985	2,809,900	2,902,300	0
Refunds and Sundry	1,094,965	122,500	149,000	0
Investment Income	90,816	86,100	97,000	0
Interfund Transfers	500,183	487,303	474,423	0
Fund Balance	0	157,802	365,120	0
TOTAL	\$16,835,656	\$16,803,503	\$17,720,582	\$0

Revenue Overview

	FY 2012 Actual	FY 2013 Budget	FY 2014 Recommended	FY 2014 Adopted
Stormwater Fund				
Stormwater Fees	5,173,567	5,200,611	7,026,346	0
Other Revenues	36,470	0	120,500	0
Investment Income	45,194	32,700	28,858	0
Fund Balance	0	3,743,088	0	0
TOTAL	\$5,255,231	\$8,976,399	\$7,175,704	\$0
Transit Fund				
Other Taxes	625,282	638,475	775,400	0
Federal Operating Grant	1,193,896	1,479,686	1,514,256	0
State Operating Grant	674,998	696,713	671,584	0
Bus Fares	921,155	968,064	1,106,439	0
Contract Transportation	92,176	92,160	91,860	0
Other Revenues	30,866	35,345	51,020	0
Investment Income	3,508	0	0	0
Interfund Transfers	2,555,640	2,513,293	2,706,569	0
TOTAL	\$6,097,521	\$6,423,736	\$6,917,128	\$0
LEOSSA Fund				
Interfund Charges	686,544	706,000	766,133	0
Investment Income	12,971	20,100	14,500	0
TOTAL	\$699,515	\$726,100	\$780,633	\$0
GRAND TOTAL	\$179,179,812	\$187,798,461	\$202,835,314	\$0

Expenditure Overview

	FY 2012 Actual	FY 2013 Budget	FY 2014 Recommended	FY 2014 Adopted
General Fund				
City Attorney	1,052,238	1,008,373	1,155,395	0
City Manager	1,090,065	890,272	1,422,616	0
Community Development	1,097,438	1,419,402	2,212,412	0
Corporate Communications	691,328	800,210	865,198	0
Development Services	3,414,881	4,287,898	4,094,899	0
Engineering & Infrastructure	11,866,242	11,147,966	12,161,346	0
Environmental Services	8,618,276	7,915,583	0	0
Finance	2,377,648	2,564,823	2,916,118	0
Fire	23,493,633	24,558,152	24,932,342	0
Human Relations	248,774	249,642	268,665	0
Human Resource Development	1,290,119	1,151,314	1,180,134	0
Information Technology	2,853,368	4,202,706	5,573,827	0
Mayor, Council and City Clerk	663,137	552,729	923,896	0
Other Appropriations				
Agencies	307,375	312,875	312,875	0
Annexation Reimbursements	7,501,403	7,905,848	7,877,783	0
Classification and Compensation Reserve Funding	0	700,000	0	0
Debt Service for CIP Projects	6,180,822	6,203,842	6,564,679	0
Lease Payment to COFFC	1,413,492	816,750	806,750	0
Transfers to Other Funds	4,251,466	6,799,977	14,584,462	0
Other	1,217,776	1,499,254	1,640,392	0
Parks, Recreation & Maintenance	16,291,938	16,722,755	17,962,336	0
Police	41,274,110	43,261,252	45,118,950	0
TOTAL	\$137,195,529	\$144,971,623	\$152,575,075	\$0
Central Business Tax District Fund				
Central Business District	179,301	176,019	133,529	0
TOTAL	\$179,301	\$176,019	\$133,529	\$0
City of Fayetteville Finance Corporation				
Finance Corporation	1,413,510	816,750	806,750	0
TOTAL	\$1,413,510	\$816,750	\$806,750	\$0
Emergency Telephone System Fund				
Emergency Communications	620,409	776,752	871,694	0
TOTAL	\$620,409	\$776,752	\$871,694	\$0

Expenditure Overview

	FY 2012 Actual	FY 2013 Budget	FY 2014 Recommended	FY 2014 Adopted
Lake Valley Drive MSD Fund				
Lake Valley Drive	600	65,292	79,767	0
TOTAL	\$600	\$65,292	\$79,767	\$0
Parking Fund				
Parking Management	365,869	415,129	430,605	0
TOTAL	\$365,869	\$415,129	\$430,605	\$0
Airport Fund				
Operations	4,082,664	4,439,442	4,225,782	0
Fire/Training	552,957	506,916	556,727	0
TOTAL	\$4,635,621	\$4,946,358	\$4,782,509	\$0
Environmental Services Fund				
Operations	2,604,694	2,700,800	10,561,338	0
TOTAL	\$2,604,694	\$2,700,800	\$10,561,338	\$0
Risk Management Funds				
Medical, Dental, & Life	11,175,776	13,300,703	14,060,565	0
Worker's Compensation	2,172,548	1,827,220	2,069,159	0
Property & Liability	1,316,627	1,675,580	1,590,858	0
TOTAL	\$14,664,951	\$16,803,503	\$17,720,582	\$0
Stormwater Fund				
Stormwater Utility	4,713,897	8,976,399	7,175,704	0
TOTAL	\$4,713,897	\$8,976,399	\$7,175,704	\$0
Transit Fund				
Transit Operations	6,094,540	6,423,736	6,917,128	0
TOTAL	\$6,094,540	\$6,423,736	\$6,917,128	\$0
LEOSSA Fund				
Police Benefits	531,202	726,100	780,633	0
TOTAL	\$531,202	\$726,100	\$780,633	\$0
GRAND TOTAL	\$173,020,123	\$187,798,461	\$202,835,314	\$0

General Fund

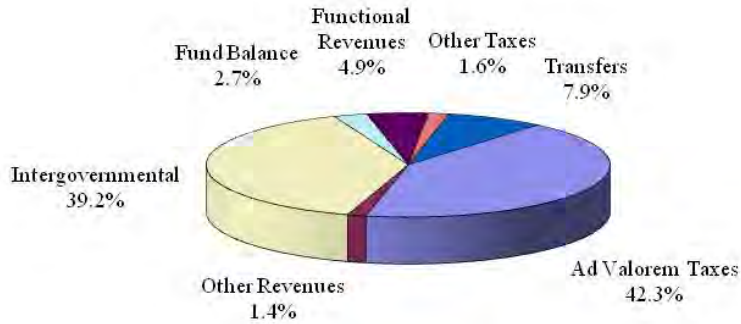
Revenues	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimated	FY 2014 Recommended	FY 2014 Adopted
Ad Valorem Taxes					
Current Year Taxes	58,593,009	59,857,399	60,097,987	62,293,829	0
Prior Years Taxes	1,070,298	1,115,000	1,058,100	1,081,000	0
Penalties & Interest	289,507	303,000	275,400	275,400	0
	\$59,952,814	\$61,275,399	\$61,431,487	\$63,650,229	\$0
Other Taxes					
Vehicle License Tax	617,271	632,475	617,600	763,600	0
Privilege License Tax	2,557,864	1,108,420	2,455,148	1,037,200	0
Franchise Fees	419,653	67,000	71,223	0	0
Vehicle Gross Receipts	572,634	544,000	602,100	614,200	0
	\$4,167,422	\$2,351,895	\$3,746,071	\$2,415,000	\$0
Intergovernmental Revenues					
Federal	3,014,395	444,973	1,357,228	205,320	0
State					
Sales Taxes	33,283,642	34,325,625	34,267,606	35,361,844	0
Utility Taxes	9,568,985	11,191,154	10,995,087	11,141,267	0
Other	6,508,572	6,585,452	6,584,676	6,406,594	0
Local	4,166,226	4,278,823	4,169,027	3,937,556	0
	\$56,541,820	\$56,826,027	\$57,373,624	\$57,052,581	\$0
Functional Revenues					
Permits and Fees	2,757,155	2,966,175	3,219,130	3,076,700	0
Property Leases	780,812	861,878	775,610	624,240	0
Engineering/Planning Svcs	507,583	456,400	439,934	472,400	0
Public Safety Services	1,120,008	1,123,471	1,137,285	1,147,435	0
Environmental Services	154,131	145,800	135,828	0	0
Parks & Recreation Fees	1,413,966	1,352,150	1,436,185	1,438,485	0
Other Fees and Services	112,840	197,829	180,148	203,750	0
	\$6,846,495	\$7,103,703	\$7,324,120	\$6,963,010	\$0
Other Revenues					
Refunds & Sundry	734,096	120,150	180,691	190,280	0
Indirect Cost Allocation	1,100,058	1,196,170	1,169,824	1,512,778	0
Special Use Assessments	103,634	220,937	190,469	220,469	0
Sale of Assets & Materials	385,076	250,000	261,215	233,000	0
	\$2,322,864	\$1,787,257	\$1,802,199	\$2,156,527	\$0
Investment Income	\$287,349	\$316,000	\$305,500	\$305,500	\$0
Other Financing Sources					
Interfund Transfers	10,273,498	11,433,931	11,433,931	12,385,913	0
Proceeds from Bonds	0	0	0	0	0
Proceeds from Loans	0	0	0	2,150,637	0
Capital Leases	0	0	0	0	0
	10,273,498	11,433,931	11,433,931	14,536,550	0
Fund Balance	\$0	\$3,877,411	\$0	\$5,495,678	\$0
TOTAL	\$140,392,262	\$144,971,623	\$143,416,932	\$152,575,075	\$0

General Fund

Expenditures	FY 2012	FY 2013	FY 2013	FY 2014	FY 2014
	Actual	Budget	Estimated	Recommended	Adopted
City Attorney	1,052,238	1,008,373	1,074,778	1,155,395	0
City Manager	1,090,065	890,272	983,206	1,422,616	0
Community Development	1,097,438	1,419,402	1,974,878	2,212,412	0
Corporate Communications	691,328	800,210	872,708	865,198	0
Development Services	3,414,881	4,287,898	4,408,256	4,094,899	0
Engineering & Infrastructure	11,866,242	11,147,966	11,511,365	12,161,346	0
Environmental Services	8,618,276	7,915,583	8,599,273	0	0
Finance	2,377,648	2,564,823	2,560,373	2,916,118	0
Fire	23,493,633	24,558,152	24,789,067	24,932,342	0
Human Relations	248,774	249,642	265,284	268,665	0
Human Resource Development	1,290,119	1,151,314	1,082,635	1,180,134	0
Information Technology	2,853,368	4,202,706	4,675,534	5,573,827	0
Mayor, Council and City Clerk	663,137	552,729	576,118	923,896	0
Other Appropriations					
Agencies	307,375	312,875	312,875	312,875	0
Annexation Reimbursements	7,501,403	7,905,848	7,703,113	7,877,783	0
Compensation Funding Reserve	0	700,000	0	0	0
Debt Service for CIP Projects	6,180,822	6,203,842	6,572,037	6,564,679	0
Lease Payment to COFFC	1,413,492	816,750	816,510	806,750	0
Transfers to Other Funds	4,251,466	6,799,977	8,638,329	14,584,462	0
Other	1,217,776	1,499,254	1,365,674	1,640,392	0
Parks, Recreation & Maintenance	16,291,938	16,722,755	17,471,899	17,962,336	0
Police	41,274,110	43,261,252	43,574,692	45,118,950	0
TOTAL	\$137,195,529	\$144,971,623	\$149,828,604	\$152,575,075	\$0

General Fund

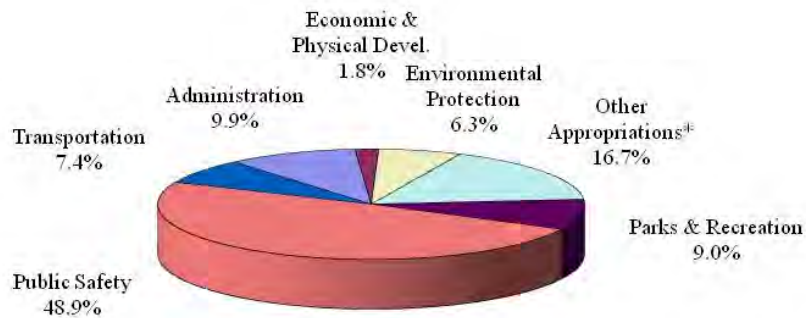
FY2013 Revenues



FY2013 Expenditures by Object



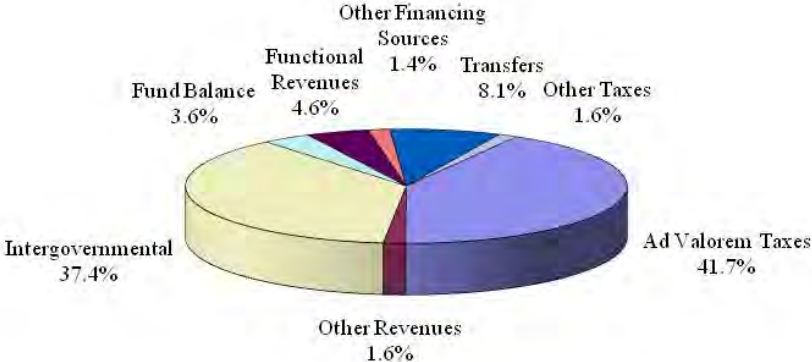
FY2013 Expenditures by Function



* Other Appropriations includes:

Agency Payments	\$312,875
Compensation Funding Reserve	\$700,000
Annexation Reimbursements	\$7,905,848
Debt Service for CIP Projects	\$6,203,842
Lease Payments to COFFC	\$816,750
Transfers to Other Funds	\$6,799,977
Other Expenditures	\$1,499,254

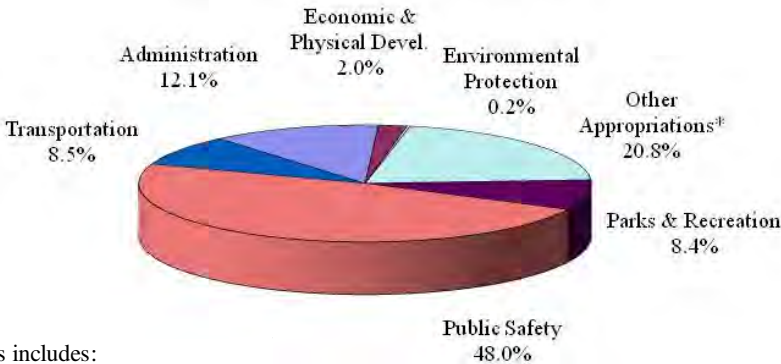
FY2014 Revenues



FY2014 Expenditures by Object



FY2014 Expenditures by Function



* Other Appropriations includes:

Agency Payments	\$312,875
Annexation Reimbursements	\$7,877,783
Debt Service for CIP Projects	\$6,564,679
Lease Payments to COFFC	\$806,750
Transfers to Other Funds	\$14,584,462
Other Expenditures	\$1,640,392

Central Business Tax District

Revenues

	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimated	FY 2014 Recommended	FY 2014 Adopted
Ad Valorem Taxes	131,666	130,657	129,537	132,156	0
Investment Income	275	100	0	0	0
Other Financing Sources					
Fund Balance	0	45,262	0	1,373	0
TOTAL	\$ 131,941	\$ 176,019	\$ 129,537	\$ 133,529	\$ 0

Expenditures

	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimated	FY 2014 Recommended	FY 2014 Adopted
Personnel	0	0	0	0	0
Operating	43,059	42,985	46,053	44,885	0
Contract Services	26,448	26,521	26,521	30,021	0
Capital Outlay	6,474	0	0	0	0
Other Charges	103,320	106,513	106,513	58,623	0
TOTAL	\$ 179,301	\$ 176,019	\$ 179,087	\$ 133,529	\$ 0

Notes:

City of Fayetteville Finance Corporation

Revenues

	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimated	FY 2014 Recommended	FY 2014 Adopted
Property Leases	1,413,492	816,750	816,510	806,750	0
Investment Income	18	0	0	0	0
TOTAL	\$ 1,413,510	\$ 816,750	\$ 816,510	\$ 806,750	\$ 0

Expenditures

	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimated	FY 2014 Recommended	FY 2014 Adopted
Personnel	0	0	0	0	0
Operating	0	0	0	0	0
Contract Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Other Charges	1,413,510	816,750	816,510	806,750	0
TOTAL	\$ 1,413,510	\$ 816,750	\$ 816,510	\$ 806,750	\$ 0

Notes:

Emergency Telephone System Fund

Revenues

	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimated	FY 2014 Recommended	FY 2014 Adopted
Intergovernmental	637,221	775,752	775,752	805,520	0
Investment Income	2,275	1,000	2,300	1,600	0
Other Financing Sources					
Fund Balance	0	0	0	64,574	0
TOTAL	\$ 639,496	\$ 776,752	\$ 778,052	\$ 871,694	\$ 0

Expenditures

	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimated	FY 2014 Recommended	FY 2014 Adopted
Personnel	0	0	0	0	0
Operating	451,762	501,138	508,769	536,271	0
Contract Services	144,609	145,884	152,286	157,960	0
Capital Outlay	17,914	0	277,065	168,733	0
Other Charges	6,124	129,730	8,094	8,730	0
TOTAL	\$ 620,409	\$ 776,752	\$ 946,214	\$ 871,694	\$ 0

Notes:

Lake Valley Drive MSD Fund

Revenues

	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimated	FY 2014 Recommended	FY 2014 Adopted
Ad Valorem Taxes	4,619	65,292	58,113	79,767	0
Investment Income	(85)	0	0	0	0
TOTAL	\$ 4,534	\$ 65,292	\$ 58,113	\$ 79,767	0

Expenditures

	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimated	FY 2014 Recommended	FY 2014 Adopted
Personnel	0	0	0	0	0
Operating	0	0	0	0	0
Contract Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Other Charges	600	65,292	55,890	79,767	0
TOTAL	\$ 600	\$ 65,292	\$ 55,890	\$ 79,767	\$ 0

Notes:

Parking Fund

Revenues

	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimated	FY 2014 Recommended	FY 2014 Adopted
Functional Revenues	326,053	322,000	297,584	313,973	0
Other Revenues	9,487	35,870	33,483	37,137	0
Investment Income	876	1,100	625	300	0
Other Financing Sources					
Fund Balance	0	56,159	0	79,195	0
TOTAL	\$ 336,416	\$ 415,129	\$ 331,692	\$ 430,605	\$ 0

Expenditures

	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimated	FY 2014 Recommended	FY 2014 Adopted
Personnel	0	0	0	0	0
Operating	114,955	184,061	180,486	195,023	0
Contract Services	250,914	231,068	224,891	235,582	0
Capital Outlay	0	0	0	0	0
Other Charges	0	0	0	0	0
TOTAL	\$ 365,869	\$ 415,129	\$ 405,377	\$ 430,605	\$ 0

Notes:

Airport Fund

Revenues

	FY 2012	FY 2013	FY 2013	FY 2014	FY 2014
	Actual	Budget	Estimated	Recommended	Adopted
Intergovernmental	138,131	133,687	112,888	113,150	0
Property Leases	2,349,364	2,341,099	2,423,305	2,433,266	0
Franchise Fees	1,346,570	1,301,933	1,359,410	1,359,410	0
Landing Fees	399,855	354,611	387,431	387,431	0
Training Facility Fees	32,225	22,000	32,500	32,500	0
Other Revenues	224,240	218,628	214,238	220,234	0
Public Safety Reimb.	83,769	84,297	188,313	209,116	0
Investment Income	20,633	19,500	26,898	27,402	0
Other Financing Sources					
Interfund Transfers	21,034	0	0	0	0
Fund Balance	0	470,603	0	0	0
TOTAL	\$ 4,615,821	\$ 4,946,358	\$ 4,744,983	\$ 4,782,509	\$ 0

Expenditures

	FY 2012	FY 2013	FY 2013	FY 2014	FY 2014
	Actual	Budget	Estimated	Recommended	Adopted
Personnel	1,250,562	1,350,297	1,293,943	1,452,551	0
Operating	1,085,627	1,229,965	1,277,381	1,256,096	0
Contract Services	148,571	150,510	101,061	109,192	0
Capital Outlay	324,239	263,000	236,340	30,000	0
Other Charges	1,826,622	1,952,586	1,397,724	1,934,670	0
TOTAL	\$ 4,635,621	\$ 4,946,358	\$ 4,306,449	\$ 4,782,509	\$ 0

Notes:

Environmental Services Fund

Revenues

	FY 2012	FY 2013	FY 2013	FY 2014	FY 2014
	Actual	Budget	Estimated	Recommended	Adopted
Solid Waste Fees	2,281,633	2,299,100	2,304,200	2,909,905	0
Intergovernmental	299,525	301,500	301,250	439,463	0
Other Revenues	169,313	95,600	102,952	285,420	0
Investment Income	7,438	4,600	8,000	8,000	0
Other Financing Sources					
Interfund Transfers	0	0	0	6,558,550	0
Fund Balance	0	0	0	360,000	0
TOTAL	\$ 2,757,909	\$ 2,700,800	\$ 2,716,402	\$ 10,561,338	\$ 0

Expenditures

	FY 2012	FY 2013	FY 2013	FY 2014	FY 2014
	Actual	Budget	Estimated	Recommended	Adopted
Personnel	20,824	32,957	30,521	3,818,369	0
Operating	100,370	100,416	92,073	2,728,750	0
Contract Services	1,970,310	2,062,998	2,023,950	2,123,756	0
Capital Outlay	37,481	0	0	1,155,000	0
Other Charges	475,709	504,429	441,559	735,463	0
TOTAL	\$ 2,604,694	\$ 2,700,800	\$ 2,588,103	\$ 10,561,338	\$ 0

Notes:

Risk Management Fund

Revenues	FY 2012	FY 2013	FY 2013	FY 2014	FY 2014
	Actual	Budget	Estimated	Recommended	Adopted
Interfund Charges	12,352,707	13,139,898	12,906,712	13,732,739	0
Other Revenues					
Employee Contributions	2,796,985	2,809,900	2,786,000	2,902,300	0
Refunds and Sundry	1,094,965	122,500	345,906	149,000	0
Investment Income	90,816	86,100	100,500	97,000	0
Other Financing Sources					
Interfund Transfer	500,183	487,303	487,303	474,423	0
Fund Balance	0	157,802	0	365,120	0
TOTAL	\$ 16,835,656	\$ 16,803,503	\$ 16,626,421	\$ 17,720,582	\$ 0

Expenditures	FY 2012	FY 2013	FY 2013	FY 2014	FY 2014
	Actual	Budget	Estimated	Recommended	Adopted
Personnel	283,794	323,705	303,220	399,350	0
Operating	14,163,818	15,656,351	15,523,142	16,348,868	0
Contract Services	217,322	337,400	251,616	411,895	0
Capital Outlay	0	0	0	0	0
Other Charges	17	486,047	67	560,469	0
TOTAL	\$ 14,664,951	\$ 16,803,503	\$ 16,078,045	\$ 17,720,582	\$ 0

Notes:

Stormwater Fund

Revenues

	FY 2012	FY 2013	FY 2013	FY 2014	FY 2014
	Actual	Budget	Estimated	Recommended	Adopted
Stormwater Fees	5,173,567	5,200,611	5,242,101	7,026,346	0
Other Revenues	36,470	0	60,000	120,500	0
Investment Income	45,194	32,700	41,853	28,858	0
Other Financing Sources					
Fund Balance	0	3,743,088	0	0	0
TOTAL	\$ 5,255,231	\$ 8,976,399	\$ 5,343,954	\$ 7,175,704	\$ 0

Expenditures

	FY 2012	FY 2013	FY 2013	FY 2014	FY 2014
	Actual	Budget	Estimated	Recommended	Adopted
Personnel	1,365,533	1,521,682	1,489,896	2,181,518	0
Operating	477,052	565,655	507,266	829,614	0
Contract Services	256,644	306,940	436,955	554,390	0
Capital Outlay	301,956	0	0	0	0
Other Charges	2,312,712	6,582,122	6,578,507	3,610,182	0
TOTAL	\$ 4,713,897	\$ 8,976,399	\$ 9,012,624	\$ 7,175,704	\$ 0

Notes:

Transit Fund

Revenues

	FY 2012	FY 2013	FY 2013	FY 2014	FY 2014
	Actual	Budget	Estimated	Recommended	Adopted
Other Taxes	625,282	638,475	625,600	775,400	0
Federal Operating Grant	1,193,896	1,479,686	1,502,249	1,514,256	0
State Operating Grant	674,998	696,713	671,584	671,584	0
Fares					
Buses	921,155	968,064	976,880	1,106,439	0
Contract Transportation	92,176	92,160	91,860	91,860	0
Other Revenues	30,866	35,345	20,510	51,020	0
Investment Income	3,508	0	0	0	0
Other Financing Sources					
Interfund Transfers	2,555,640	2,513,293	2,644,931	2,706,569	0
TOTAL	\$ 6,097,521	\$ 6,423,736	\$ 6,533,614	\$ 6,917,128	\$ 0

Expenditures

	FY 2012	FY 2013	FY 2013	FY 2014	FY 2014
	Actual	Budget	Estimated	Recommended	Adopted
Personnel	4,054,458	4,196,273	4,380,330	4,797,226	0
Operating	1,514,322	1,650,351	1,589,349	1,558,796	0
Contract Services	38,516	38,465	41,816	35,654	0
Capital Outlay	0	0	15,833	3,000	0
Other Charges	487,244	538,647	506,286	522,452	0
TOTAL	\$ 6,094,540	\$ 6,423,736	\$ 6,533,614	\$ 6,917,128	\$ 0

Notes:

LEOSSA Fund

Revenues

	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimated	FY 2014 Recommended	FY 2014 Adopted
Interfund Charges	686,544	706,000	723,739	766,133	0
Investment Income	12,971	20,100	13,750	14,500	0
TOTAL	\$ 699,515	\$ 726,100	\$ 737,489	\$ 780,633	\$ 0

Expenditures

	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimated	FY 2014 Recommended	FY 2014 Adopted
Personnel	531,202	565,626	617,538	639,699	0
Operating	0	0	0	0	0
Contract Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Other Charges	0	160,474	0	140,934	0
TOTAL	\$ 531,202	\$ 726,100	\$ 617,538	\$ 780,633	\$ 0

Notes:

Fund Balance Projections

	General Fund	Parking Fund	Lake Valley Dr. MSD	CBTD Fund
Available Fund Balance at June 30, 2012	\$38,840,091	\$182,464	\$4,302	\$56,493
FY13 Estimated Revenues and Other Sources	143,416,932	331,692	58,113	129,537
FY13 Estimated Expenditures and Other Uses	149,475,464	405,377	55,890	179,087
Less: Fund Balance Use Recommended for FY15 to FY18 Capital Improvement Plan	2,592,968	0	0	0
Less: Miscellaneous Designations (i.e., senior recreation)	994,600	0	0	0
Less: Fund Balance Restricted for County Recreation at 6/30/13	3,919,660	0	0	0
Less: Designation for Capital Funding Plan at 6/30/13	2,721,840	0	0	0
Projected Available Fund Balance at June 30, 2013	\$22,552,491	\$108,779	\$6,525	\$6,943
FY14 Estimated Revenues and Other Sources	147,079,397	351,410	79,767	132,156
FY14 Estimated Expenditures and Other Uses	152,534,262	430,605	55,890	133,529
Less: Increase in Fund Balance Restricted for County Recreation at 6/30/14	40,813	0	0	0
Plus: Decrease in Designation for Capital Funding Plan at 6/30/14	74,687	0	0	0
Projected Available Fund Balance at June 30, 2014	\$17,131,500	\$29,584	\$30,402	\$5,570

Fund Balance Projections

	Stormwater Fund	Emergency Telephone System Fund	Risk Fund	Transit Fund
Available Fund Balance at June 30, 2012	\$7,683,258	\$472,850	\$15,806,166	(\$428,802)
FY13 Estimated Revenues and Other Sources	5,343,954	778,052	16,626,421	6,533,614
FY13 Estimated Expenditures and Other Uses	9,012,624	946,214	16,078,045	6,533,614
Plus: FY12 Grant Revenue Receivable at 6/30/12	0	0	0	789,574
Projected Available Fund Balance at June 30, 2013	\$4,014,588	\$304,688	\$16,354,542	\$360,772
FY14 Estimated Revenues and Other Sources	7,175,704	807,120	17,355,462	6,917,128
FY14 Estimated Expenditures and Other Uses	7,129,417	871,694	17,720,582	6,917,128
Projected Available Fund Balance at June 30, 2014	\$4,060,875	\$240,114	\$15,989,422	\$360,772
	Environmental			
	Airport Fund	Services Fund	LEOSSA Fund	Finance Corporation
Available Fund Balance at June 30, 2012	\$4,094,421	\$982,068	\$2,570,310	\$0
FY13 Estimated Revenues and Other Sources	4,744,983	2,716,402	737,489	816,510
FY13 Estimated Expenditures and Other Uses	4,306,449	2,588,103	617,538	816,510
Projected Available Fund Balance at June 30, 2013	\$4,532,955	\$1,110,367	\$2,690,261	\$0
FY14 Estimated Revenues and Other Sources	4,782,509	10,201,338	780,633	806,750
FY14 Estimated Expenditures and Other Uses	4,647,190	10,561,338	639,699	806,750
Projected Available Fund Balance at June 30, 2014	\$4,668,274	\$750,367	\$2,831,195	\$0

Overview

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

This plan does not encompass all long-term debt obligations of the City. The Fayetteville Public Works Commission manages debt obligations and planning for the Electric Fund and Water and Sewer Fund. The City also separately manages debt service for: capital leases for the acquisition of operating equipment as expenditures in benefiting department budgets; a loan from the Housing and Urban Development Department as an expenditure of the multi-year Federal and State Assistance Fund; and two loans and 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 Community Development in the General Fund as tenant lease payments are used to fund the debt service and the City intends to sell the building in the future.

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

Resources

- This budget dedicates an amount equivalent to 5.65 cents of the recommended 45.6-cent tax rate for the capital funding plan.
- Additionally, a \$26,323 transfer from the Central Business Tax District and \$6,033 of general ad valorem taxes generated by projected growth in property values within the Central Business Tax District (CBTD) are dedicated to this plan for the Franklin Street Parking Deck debt service. For fiscal year 2014, a payment of \$9,790 is also expected
- from Cumberland County based upon tax revenues from tax base growth within the CBTD.
- 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.
- Plan resources for fiscal year 2014 include \$106,568 from a 45% Federal interest rebate.

Outstanding Debt Instruments

- **General obligation (GO) bonds** pledge the full faith, credit and taxing power of the City to meet principal and interest obligations. The City (excluding PWC) is projected to have \$9,916,551 of GO bonds outstanding over three series of bonds as of June 30, 2013. They bear interest at rates varying from 3.75 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, 2013, the City of Fayetteville is projected to have \$3,520,000 in outstanding revenue bonds on one issue through the City of Fayetteville Finance Corporation. The bonds bear interest rates of 5.0 to 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 Funding Plan

- **Capital lease agreements** are installment purchases collateralized by the property that is financed. The City currently manages four capital leases issued for a recreation center, fire stations, public safety equipment and a parking deck through the capital funding plan. Outstanding obligations on June 30, 2013 will total \$12,447,413, with three at fixed interest rates from 1.81 to 5.1 percent and one at a variable rate of 65.1 percent of LIBOR plus .57%.
- An **interfund loan** was made from the Risk Management Fund to the General Fund in

fiscal year 2011 to finance costs for infrastructure improvements for the HOPE VI project at a rate of 3.0 percent. As of June 30, 2013, \$1,717,367 is outstanding.

- **Planned capital lease** financings during fiscal year 2014 include \$5,893,300 for upgrades of the 800 MHz radio system and \$2,150,637 to finance vehicles as substitution for a variety of information technology and capital improvement projects. Both financings are planned for December, 2013.

Other Expenditures

- In fiscal year 2007, outstanding general obligation bonds associated with previous water and sanitary sewer improvements were assumed by PWC. The fiscal year 2014 budget includes a \$385,200 transfer to PWC to fund a portion of this debt service.
- Other expenditures for capital improvements in fiscal year 2014 include \$180,000 for land purchases for the redevelopment of the Murchison Road corridor, \$125,000 for thoroughfare streetlight improvements, and \$176,250 to match anticipated grants for the construction of the second phase of the Multimodal Transportation Center.

SUMMARY OF OUTSTANDING DEBT ISSUES SERVICED THROUGH THE CAPITAL FUNDING PLAN

Description	Debt Type	Purpose	Amount Outstanding @ 06/30/13	FY2014 Principal & Interest
<i>General Obligation Bonds</i>				
2002 Refunding Bonds	General Obligation	Refunded Series 1991 and a portion of Series 1994 Public Improvement Bonds	910,000	381,400
2005 Public Improvement Bonds	General Obligation	Street, Sidewalk and Drainage Improvements, Fire Station and Park Land Acquisition	5,050,000	626,875
2009 Refunding Bonds	General Obligation	Refunded Series 1996 Public Improvement Bonds, Series 1999 and 2000 Street Improvement Bonds, and City's Share of Series 2000 Public Improvement Bonds	3,956,551	1,377,063
			9,916,551	2,385,338
<i>Revenue Bonds</i>				
2005 Refunding and Municipal Building Bonds	Revenue - COPs	Westover Recreation Center, Festival Park and Refunded Police Administrative Building	3,520,000	803,250
			3,520,000	803,250
<i>Other Financings</i>				
Capital Lease - Construction	Lease Agreement	E.E. Miller Recreation Center and Buhmann Drive Fire Station	2,873,433	419,272
Capital Lease - Construction	Lease Agreement	Franklin Street Parking Deck	4,958,333	644,484
Capital Lease - Construction	Lease Agreement	Fire Station 19 *	2,320,017	223,971
Capital Lease - Equipment	Lease Agreement	800 MHz Radios and CAD/RMS System	2,295,630	1,507,476
Interfund Loan		Hope VI Infrastructure	1,717,367	474,423
			14,164,780	3,269,626
			\$27,601,331	\$6,458,214

* Estimated at 2.0% variable rate for fiscal year 2014

Authorized Strength by Department

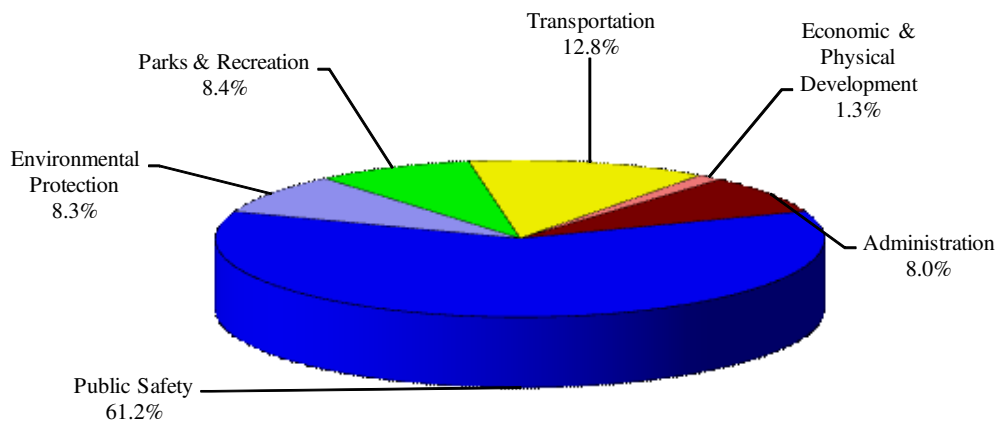
DEPARTMENT	Adopted 2010-11	Adopted 2011-12	Adopted 2012-13	Recommended 2013-14	Adopted 2013-14
Airport	17	17	17	17	0
City Attorney	9	6	6	6	0
City Manager	6	6	6	9	0
Community Development	10	10	10	10	0
Corporate Communications	10	10	10	13	0
Development Services	43	44	47	47	0
Engineering & Infrastructure	120	123	124	124	0
Environmental Services	105	101	91	73	0
Finance	19	19	20	23	0
Fire & Emergency Mgmt.	330	330	331	331	0
Human Relations	3	3	3	3	0
Human Resource Development	14	14	14	19	0
Information Technology	20	20	23	23	0
Mayor, Council and City Clerk	1	1	1	3	0
Other Appropriations	0	0	0	0	0
Parks, Recreation & Maintenance	161	161	162	162	0
Police	537	539	553	556	0
Risk Management	5	4	4	0	0
Transit	84	92	92	92	0
TOTAL	1494	1500	1514	1511	0

NOTES:

Position totals include full-time authorized positions funded by general fund, other budgeted funds, and grants, as well as frozen and unfunded positions.

Corporate Communications Department formerly known as Management Services Department

FY14 Recommended Positions by Function



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Department Summaries

General Fund

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

City Attorney

Mission Statement

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

Goals and Objectives

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

Services and Programs

- Litigation Services
 - Civil Cases
 - Environmental Court
 - Legal Advice and Opinions
 - Mayor and Council
 - Boards and Commissions
 - City Manager and Departments
 - Enforcement of Ordinance Violations
 - Draft and Approve Legal Documents
 - Ordinance, Resolution, and Legislative Drafting
 - Review and Approve Contracts
-

Notes:

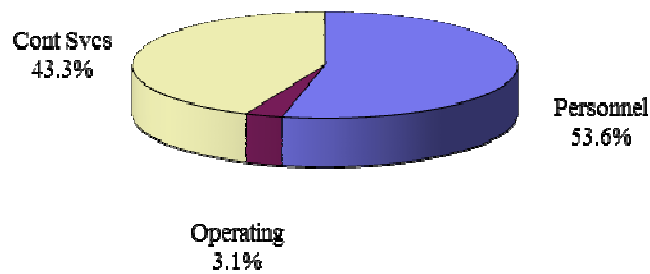
Budget Summary

	2011-12 Actuals	2012-13 Orig Budget	2013-14 Recommended	2013-14 Adopted	% Change
Expenditures					
Personnel	549,973	570,755	619,083	0	8.47%
Operating	30,020	37,344	35,978	0	-3.66%
Contract Services	471,773	400,024	500,000	0	24.99%
Capital Outlay	0	0	0	0	0.00%
Other Charges	472	250	334	0	33.60%
Total	\$ 1,052,238	\$ 1,008,373	\$ 1,155,395	\$ 0	14.58%
Revenues					
General Fund	1,052,238	1,008,373	1,155,395	0	14.58%
Total	\$ 1,052,238	\$ 1,008,373	\$ 1,155,395	\$ 0	14.58%
Personnel					
Full-time	9	6	6	0	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Personnel includes \$13,991 for employee pay adjustments
- Contract services includes \$500,000 for contract legal services

Budget by Expenditure Category



City Manager

Vision Statement

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

Goals and Objectives

- Transform the City government organization into a high performance enterprise that uses data-driven decision making
 - Lead a team of local government professionals using the very best industry practices while fostering creativity in the workforce to improve the quality of life for our citizens
 - Actively seek ways to maintain and enhance City service levels while containing the associated costs for delivering those services
 - Assist in the preparation and implementation of the City's Strategic Plan
 - Actively engage the community in a dialogue regarding City services and the community that we are partnering to create
 - Assist in building consensus on community items with other local, state, regional and national groups as applicable
-

Services and Programs

Community Investment:

- Land use, neighborhood revitalization, transportation infrastructure, and code enforcement
- Supporting the community's vulnerable citizens through programs and investments

Support Services:

- Providing human, financial, technical, and strategic planning resources to manage and lead City departments
- Engaging the community in dialogues regarding City services and the community we serve

Operations:

- Providing a safe community through crime and fire suppression and emergency response
 - Supporting recreation and quality of life through providing diverse parks and recreation options
 - Serving the community's needs for mass transportation and aviation
 - Ensuring a clean community through debris and solid waste disposal
-

Notes: This budget represents a significant transition in the organization of this office with the objective of improving focus and available resources to actively engage the community and focus efforts on revitalization and protection of those areas of the community under pressure from blight and other negative pressures.

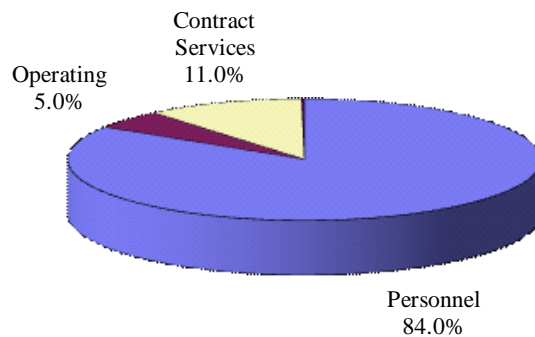
Budget Summary

	2011-12 Actuals	2012-13 Orig Budget	2013-14 Recommended	2013-14 Adopted	% Change
Expenditures					
Personnel	1,027,660	846,862	1,194,376	0	41.04%
Operating	34,453	40,860	71,490	0	74.96%
Contract Services	25,530	50	154,000	0	307900.00%
Capital Outlay	0	0	0	0	0.00%
Other Charges	2,422	2,500	2,750	0	10.00%
Total	\$ 1,090,065	890,272	1,422,616	0	59.80%
Revenues					
General Fund	1,090,065	890,272	1,422,616	0	59.80%
Total	\$ 1,090,065	\$ 890,272	\$ 1,422,616	\$ 0	59.80%
Personnel					
Full-time	6	6	9	0	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Fiscal year 2013-14 includes \$218,839 for the strategic planning function transferred from Management Services
- Personnel reflects the addition of a deputy city manager, the transfer of two strategic planning positions and also includes \$33,227 for employee pay adjustments
- Contract Services includes \$120,000 for organizational development studies and \$30,000 for strategic plan development
- Other Charges includes \$1,500 for employee appreciation and \$1,250 for community relations

Budget by Expenditure Category



Community Development

Mission Statement

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

Goals and Objectives

Community Development

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

Housing

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

Homelessness

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

Economic Development

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

Services and Programs

- Affordable Housing Development
 - Neighborhood Resource Center Network
 - Assessment Fee Assistance Program (Water/Sewer & Street Paving)
 - Residential Façade Grant Program
 - Small Business Retention Grant Program
 - Housing Rehabilitation
 - Downtown Development
 - Homeless Assistance Program
 - Downtown Loan Pool
 - Business Assistance Program
 - Mortgage and Downpayment Assistance Programs
 - Acquisition/Demolition Program
-

Community Development

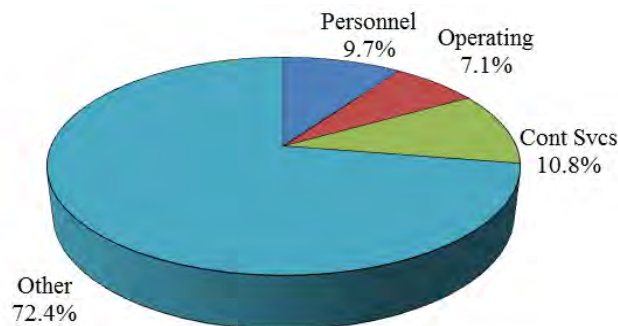
Budget Summary

	2011-12 Actual	2012-13 Orig Budget	2013-14 Recommended	2013-14 Adopted	% Change
Expenditures					
Personnel	179,139	199,221	213,571	0	7.20%
Operating	111,459	156,725	156,179	0	-0.35%
Contract Services	150,788	343,925	240,020	0	-30.21%
Capital Outlay	0	0	0	0	0.00%
Other Charges	656,052	719,531	1,602,642	0	122.73%
Total	\$ 1,097,438	\$ 1,419,402	\$ 2,212,412	\$ 0	55.87%
Revenues					
Functional Revenues	476,082	581,927	462,000	0	-20.61%
General Fund	621,356	837,475	1,750,412	0	109.01%
Total	\$ 1,097,438	\$ 1,419,402	\$ 2,212,412	\$ 0	55.87%
Personnel					
Full-time	2	2	2	0	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Grant-funded program and personnel expenses for 8 positions are not reflected in this budget
- Personnel includes \$2,652 for employee pay adjustments
- Contract Services includes \$133,221 for four property tax grant-back incentive agreements and \$70,000 for the Goodyear incentive
- Festival Park Plaza expenditures for operating (\$146,181), contract services (\$36,799) and debt service (\$454,942) are included in this budget
- Other Charges includes \$180,000 for the Murchison Road redevelopment plan and \$1,000,000 for the revitalization funding initiative
- Revenues include \$462,000 in projected rent payments for Festival Park Plaza office space

Budget by Expenditure Category



Corporate Communications

Mission Statement

To provide comprehensive, professional services that proactively communicate information and provide support to the citizens of Fayetteville in a timely and accurate manner. We seek to tell the City's story and market our departments to the citizens we serve.

Goals and Objectives

- Provide appropriate, effective and consistent internal and external communication to inform the public about City policies and programs
 - Provide an interactive and informative Citizens' Academy program
 - Operate the 433-1FAY Call Center to provide excellent customer service
 - Communicate the City's story through various media
 - Provide creative and innovative graphic design and print shop services
 - Provide quality mail room services in support of City programs and functions
 - Provide professional organizational support and marketing efforts to the City Manager's Office and all departments
-

Services and Programs

- Communication and marketing of City services and programs
 - Citizen engagement
 - Community and employee newsletters
 - Media releases and media inquiries
 - City Council meeting broadcasts
 - Government Access Channel programming
 - Social media communications
 - Creative services and graphic design
 - Printing and copying services
 - City postal operations
 - Communications plan
-

Notes: This budget represents a significant transition in the organization of this department. Formerly the Management Services department, it now includes mail room services, print shop services, graphic design services, corporate communication services and the 433-1FAY call center. The City Clerk is now included in the Mayor, Council and City Clerk department, and strategic planning activities are now included in the City Manager's Office.

Corporate Communications

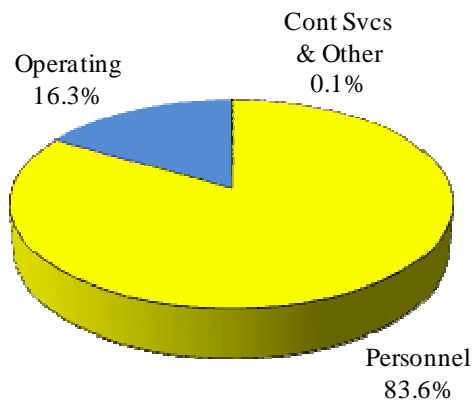
Budget Summary

	2011-12 Actuals	2012-13 Orig Budget	2013-14 Recommended	2013-14 Adopted	% Change
Expenditures					
Personnel	558,036	586,674	722,850	0	23.21%
Operating	101,320	178,403	141,328	0	-20.78%
Contract Services	89,362	69,733	34,570	0	-50.43%
Capital Outlay	0	0	0	0	0.00%
Other Charges	(57,390)	(34,600)	(33,550)	0	-3.03%
Total	\$ 691,328	\$ 800,210	\$ 865,198	\$ 0	8.12%
Revenues					
General Fund	691,328	800,210	865,198	0	8.12%
Total	\$ 691,328	\$ 800,210	\$ 865,198	\$ 0	8.12%
Personnel					
Full-time	10	10	13	0	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Personnel reflects the addition of a Corporate Communications Director, plus five call center positions from Environmental Services and one Public Information Specialist from Police, less four positions transferred for strategic planning and city clerk functions
- Personnel also includes \$14,060 for employee pay adjustments
- Operating includes \$22,825 for advertising and \$11,600 for travel and training
- Contract Services includes \$25,800 for the Kaleidoscope program and \$7,000 for closed captioning services
- Other Charges includes \$118,000 for postage and printing inventories, less \$153,000 for service charges to other departments

Budget by Expenditure Category



Development Services

Mission Statement

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

Goals and Objectives

- Implement the Unified Development Ordinance, including proposing proactive adjustments to City land use regulations to ensure that the regulations reflect changes in technology, markets, and community values
 - Prepare an updated Sign Code
 - Continue our collaboration with Community Development, Police, Engineering and Infrastructure, and other departments to achieve a positive impact on our neighborhoods
 - Manage service delivery of the adopted RAMP program
 - Evaluate policies, practices and procedures to maximize the efficiency and effectiveness of all operations using valid and verifiable performance metrics and subjective customer feedback through focus groups and other mechanisms
 - Pursue best practices for permitting procedures
 - Implement the new Cityworks software permitting program
 - Elevate the effectiveness and efficiency of plan review procedures and practices using technology and organizational methods
 - Evaluate inspection procedures, practices, and overall structure to maximize efficiency and effectiveness, striving to meet the customers' service needs within the guidelines of State law
 - Prepare for consideration a Future Land Use Policies Plan
 - Continue to implement adopted small area plans, including the Bragg Boulevard and Ramsey Street corridor plans
 - Support other departments in their implementation of small area plans, such as the Murchison Road Corridor Plan and the Renaissance Plan Update
 - Effectively promote economic development by developing and implementing a variety of regulatory and fiscal strategies in conjunction with the private sector
 - Implement an inspections dispatch program
-

Services and Programs

- North Carolina State Construction Code Compliance for Accessibility, Building, Electrical, Energy, Conservation, Fuel Gas, Mechanical, Plumbing, & Residential codes and associated contractor privilege licenses
 - City ordinance compliance for zoning and property maintenance
 - Development and coordination of long- and short-range plans for the pattern and character of the physical development of the community
 - Taxicab registration and inspection program
 - Coordination of subdivision and site plan review
 - RAMP program
 - Technical and staff support to the City Council, Planning Commission, Zoning Commission, Board of Adjustment, Board of Appeals on Dwellings and Buildings, RAMP Board, Taxicab Review Board, Joint Appearance Commission, Historic Resources Commission, Public Arts Commission, and the Technical Review Committee
-

Development Services

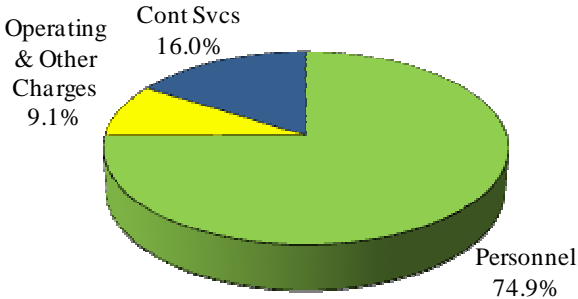
Budget Summary

	2011-12 Actuals	2012-13 Orig Budget	2013-14 Recommended	2013-14 Adopted	% Change
Expenditures					
Personnel	2,763,331	2,958,354	3,065,260	0	3.61%
Operating	309,949	378,021	370,793	0	-1.91%
Contract Services	290,034	654,050	658,846	0	0.73%
Capital Outlay	0	220,000	0	0	-100.00%
Other Charges	51,567	77,473	0	0	-100.00%
Total	\$ 3,414,881	\$ 4,287,898	\$ 4,094,899	\$ 0	-4.50%
Revenues					
Functional Revenues	2,617,691	2,839,875	2,886,100	0	1.63%
Other Revenues	105,773	170,468	170,000	0	-0.27%
General Fund	691,417	1,277,555	1,038,799	0	-18.69%
Total	\$ 3,414,881	\$ 4,287,898	\$ 4,094,899	\$ 0	-4.50%
Personnel					
Full-time	45	47	47	0	
Part-time	0	1	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Personnel reflects the elimination of a part-time Office Assistant II for the RAMP program and also includes \$110,311 for employee pay adjustments
- Contract Services includes \$88,346 for the Metropolitan Planning Organization, \$18,700 for planning consulting services, \$550,000 for contracted lot cleanings and demolitions, including the demolition of two large commercial buildings
- Functional revenues include various permit fees and fines for citations
- Other revenues consist of lot cleaning and demolition assessments

Budget by Expenditure Category



Engineering and Infrastructure

Mission Statement

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

Goals and Objectives

- Maintain employee retention and staff development
 - Continue to utilize technology to enhance the department's capabilities
 - Complete the design for Phase II of the Cape Fear River Multipurpose Trail and begin construction
 - Design and implement a plan to effectively manage utility cuts
 - Provide real estate support to all city departments
 - Review departmental procedures to identify benchmarking measures that can be implemented to increase overall efficiency
 - Complete the 14 Stormwater bond projects
 - Coordinate traffic management and emergency response with local agencies
 - Support environmental sustainability through the stormwater management and compliance programs
 - Maintain roadway asset through resurfacing and preventative maintenance
-

Services and Programs

- Engineering
 - Stormwater and Drainage
 - Street Sweeping and Maintenance
 - Street Resurfacing
 - Project Management
 - Construction Management
 - Management and Maintenance of the City's Traffic Signal System
 - Installation and Maintenance of Street Markings and Street Signs
 - Parking
 - Real Estate
-

Completed Projects and Services

- Completed the Fort Bragg Road Rehabilitation project
 - Completion of 13 of the 14 Stormwater bond projects
 - Installed 6.2 miles of Sidewalks and 7.2 miles of multi-use lanes.
 - Completed the pavement evaluation study and used the data for our decision making process
-

Engineering & Infrastructure

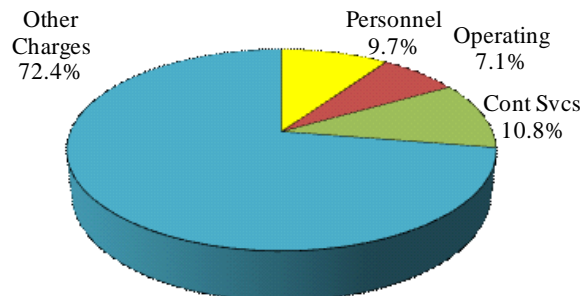
Budget Summary

	2011-12 Actual	2012-13 Orig Budget	2013-14 Recommended	2013-14 Adopted	% Change
Expenditures					
Personnel	3,856,269	4,212,715	4,113,592	0	-2.35%
Operating	1,551,105	1,801,550	1,432,382	0	-20.49%
Contract Services	670,821	836,307	620,110	0	-25.85%
Capital Outlay	321,196	279,900	34,100	0	-87.82%
Other Charges	5,466,851	4,017,494	5,961,162	0	48.38%
Total	\$ 11,866,242	\$ 11,147,966	\$ 12,161,346	\$ 0	9.09%
Revenues					
Functional Revenues	701,165	632,200	612,500	0	-3.12%
PWC transfers	50,770	0	0	0	0.00%
Other Revenues	58,590	183,469	170,969	0	-6.81%
General Fund	11,055,717	10,332,297	11,377,877	0	10.12%
Total	\$ 11,866,242	\$ 11,147,966	\$ 12,161,346	\$ 0	9.09%
Personnel					
Full-time	84	84	75	0	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Fiscal year 2013-14 reflects the transition of \$1,076,254 of street sweeping expenditures to the Stormwater Fund
- Personnel reflects the transfer of 8 sweeper operators and also includes \$97,029 for employee pay adjustments
- Three authorized positions are frozen and unfunded
- Operating includes \$193,902 for streetlight utility costs and approximately \$458,000 for supplies and materials for street maintenance, signals, signs and street marking activities
- Contract Services includes \$133,640 for traffic signal repairs and upgrades, \$255,000 for street and sidewalk repairs, \$110,000 for pavement marking and traffic calming devices, and \$85,000 for technical specifications consultant, bridge inspections and independent materials testing
- Other Charges includes transfers for capital improvement projects including parking lot maintenance (\$55,000), street resurfacing (\$4,605,000), street improvements (\$510,000), sidewalks (\$465,000), and downtown streetscapes (\$320,637)

Budget by Expenditure Category



Environmental Services

Budget Summary

	2011-12 Actual	2012-13 Orig Budget	2013-14 Recommended	2013-14 Adopted	% Change
Expenditures					
Personnel	4,029,473	3,901,472	0	0	-100.00%
Operating	2,267,548	2,474,411	0	0	-100.00%
Contract Services	260,737	23,928	0	0	-100.00%
Capital Outlay	1,667,919	961,000	0	0	-100.00%
Other Charges	392,599	554,772	0	0	-100.00%
Total	\$ 8,618,276	\$ 7,915,583	\$ 0	\$ 0	-100.00%
Revenues					
Intergovernmental	142,217	151,329	0	0	-100.00%
Functional	142,509	137,466	0	0	-100.00%
General Fund	8,333,550	7,626,788	0	0	-100.00%
Total	\$ 8,618,276	\$ 7,915,583	\$ 0	\$ 0	-100.00%
Personnel					
Full-time	100	90	0	0	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Effective July 1, 2014, expenditures and revenues for the Environmental Services function will be reported in the Environmental Services Enterprise fund
 - Expenditures and revenues for City fuel site operations are now included with Other Appropriations
-

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Finance

Mission Statement

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

Goals and Objectives

- Obtain financing for vehicles and 800 megahertz radio system upgrade
 - Review and enhance financial policies and procedures
 - Increase collection of City revenues through enhanced collection procedures
 - Prepare the Comprehensive Annual Financial Report in-house
 - Obtain Certificate of Achievement in Financial Reporting
 - Assist the City Manager's Office with preparation of the fiscal year 2014-2015 annual budget and update of the five-year capital improvement and information technology plans
 - Leverage technology to improve business process efficiency
-

Services and Programs

- Cash and Investments
 - Debt Management
 - Accounts Payable
 - Licenses and Assessments
 - Payroll
 - Budget and Research
 - Capital Assets Management
 - Audit
 - Financial Reporting and Planning
 - Accounts Receivable
 - Grants Financial Management
 - Procurement Services (Contract)
 - Tax Collection (Contract)
 - Workers' Compensation and Property and Liability Risk Management
-

Notes:

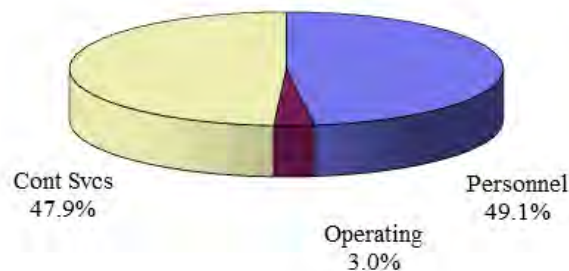
Budget Summary

	2011-12 Actuals	2012-13 Orig Budget	2013-14 Recommended	2013-14 Adopted	% Change
Expenditures					
Personnel	1,178,927	1,313,258	1,397,079	0	6.38%
Operating	63,736	85,540	88,355	0	3.29%
Contract Services	1,124,223	1,166,025	1,430,109	0	22.65%
Capital Outlay	0	0	0	0	0.00%
Other Charges	10,762	0	575	0	100.00%
Total	\$ 2,377,648	\$ 2,564,823	\$ 2,916,118	\$ 0	13.70%
Revenues					
General Fund	2,377,648	2,564,823	2,916,118	0	13.70%
Total	\$ 2,377,648	\$ 2,564,823	\$ 2,916,118	\$ 0	13.70%
Personnel					
Full-time	19	20	22	0	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Personnel reflects the addition of an Office Assistant I and a Payroll and Liabilities Manager due to the reorganization of risk management functions and also includes \$41,867 for employee pay adjustments
- Contract Services includes \$845,492 for tax collection services, \$445,840 for PWC purchasing management, and \$64,000 for the annual audit
- Operating includes \$15,300 for maintenance of software systems and equipment, \$22,000 for postage, \$13,655 for Travel & Development, and \$18,000 for supplies

Budget by Expenditure Category



Fire and Emergency Management

Mission Statement

The Fayetteville Fire/Emergency Management Department is committed to the preservation of life, property and the environment in our community through effective public education, fire code enforcement, and emergency response.

We are dedicated to achieving customer satisfaction while serving with R.E.S.P.E.C.T.

Goals and Objectives

- Provide the safest work environment possible for all employees through proactive actions.
 - Ensure the department is constantly prepared to meet future operational needs.
 - Market our services through the operating philosophy that the fire station is the focal point of any neighborhood and the hub of all City services.
 - Ensure effective communication of goals and objectives throughout the organization.
 - Establish an effective recruiting and retention plan that ensures we maintain a highly qualified and diverse workforce.
 - Implement innovative ways to improve service delivery through annual review and revision of policies, procedures and the established Standard of Coverage.
 - Ensure appropriate type and kinds of resources will be maintained and deployed to support response needs of the community based on City growth and hazard assessments.
 - Maximize efficiency by partnering with national, state, and local organizations and supporting each other's efforts with common goals in mind.
-

Services and Programs

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

2012 Incident Statistics – 27,843 Total Responses



Fire and Emergency Management

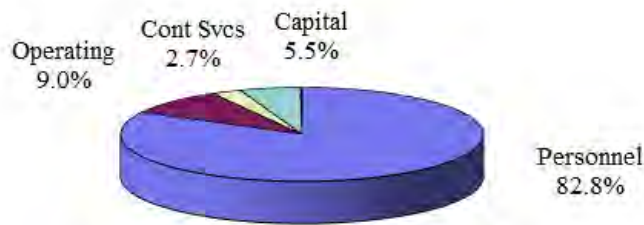
Budget Summary

	2011-12 Actuals	2012-13 Orig Budget	2013-14 Recommended	2013-14 Adopted	% Change
Expenditures					
Personnel	19,220,903	19,678,697	20,642,014	0	4.90%
Operating	2,188,767	2,230,703	2,250,274	0	0.88%
Contract Services	619,984	578,339	662,757	0	14.60%
Capital Outlay	1,387,168	1,988,044	1,344,026	0	-32.39%
Other Charges	76,811	82,369	33,271	0	-59.61%
Total	\$ 23,493,633	\$ 24,558,152	\$ 24,932,342	\$ 0	1.52%
Revenues					
Functional Revenues	445,767	474,871	481,435	0	1.38%
Intergovernmental	866,351	632,543	387,344	0	-38.76%
Other Revenues	1,500	5,000	59,000	0	1080.00%
General Fund	22,180,015	23,445,738	24,004,563	0	2.38%
Total	\$ 23,493,633	\$ 24,558,152	\$ 24,932,342	\$ 0	1.52%
Personnel					
Full-time	324	325	325	0	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Personnel includes \$593,807 for employee pay adjustments
- Operating includes expenditures to operate 16 fire stations and \$890,222 for vehicle maintenance and fuel
- Contract Services includes \$542,793 for payments to volunteer fire departments for contracted fire protection
- Other Charges includes an indirect cost allocation of \$69,344 for HazMat operations, offset by a \$75,000 allocation of HazMat costs to the Stormwater Fund and a transfer of \$33,627 to provide additional funding for the purchase of land to relocate Station 12
- Intergovernmental revenues include state and county funding for HazMat operations and fire district taxes from the farm program properties and West Area Fire District

Budget by Expenditure Category



Human Relations

Mission Statement

To protect civil rights, promote equal opportunity and positive community relations for the City of Fayetteville and its workforce and Cumberland County. Also, to provide efficient and effective staff support to the Fayetteville-Cumberland Human Relations Commission and Fair Housing Board.

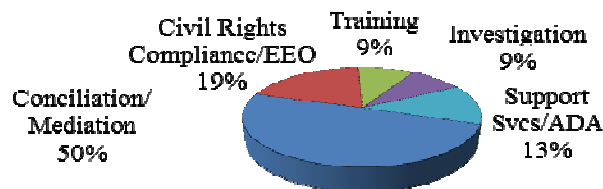
Goals and Objectives

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

Services and Programs

- Investigate unfair treatment and all equal opportunity/equal access complaints
 - Administer the City's Fair Housing Ordinance
 - Provide staff support to the Fair Housing Board
 - Provide staff support to the Human Relations Commission in the areas of Diversity, Publicity, and Martin Luther King, Jr. Scholarship committees etc.
 - Provide support in partnership with Fort Bragg EEO efforts in the areas of equal access/equal opportunity
 - Provide training and mediation to the City's workforce on equal opportunity and human relations matters
 - Conduct serious incident investigations
 - Develop and foster programs and activities aimed at developing mutual respect, addressing and improving race and human relations, a positive outlook on inclusiveness, diversity and multiculturalism issues aimed at promoting a meaningful quality of life for all citizens and visitors
 - Carry out the administrative responsibilities found in the City Code of Ordinances § 2.39
 - Serve as the City's ADA Coordinator and manage the self evaluation process
 - Provide coordination of the Hunger Stand Down Project and Annual Recognition Banquet
 - Provide staff support to Greater Fayetteville United
 - Serve as Civil Rights Compliance Officer for F.A.S.T. as required by the Federal Transportation Administration
-

Calendar Year 2012 Resolution Type



Human Relations

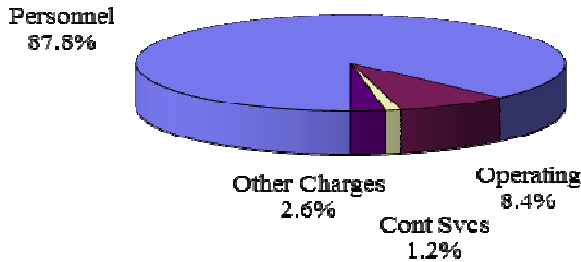
Budget Summary

	2011-12 Actual	2012-13 Orig Budget	2013-14 Recommended	2013-14 Adopted	% Change
Expenditures					
Personnel	224,290	220,342	235,796	0	7.01%
Operating	20,624	21,075	22,669	0	7.56%
Contract Services	585	2,575	3,200	0	24.27%
Capital Outlay	0	0	0	0	0.00%
Other Charges	3,275	5,650	7,000	0	23.89%
Total	\$248,774	\$ 249,642	\$ 268,665	\$ 0	7.62%
Revenues					
Other Revenues	10,460	13,150	15,150	0	15.21%
General Fund	238,314	236,492	253,515	0	7.20%
Total	\$248,774	\$ 249,642	\$ 268,665	\$ 0	7.62%
Personnel					
Full-time	3	3	3	0	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Personnel includes \$6,679 for employee pay adjustments
- Operating includes \$10,150 for the annual scholarship banquet, held in conjunction with the Cumberland Community Foundation
- Other Charges consists of \$5,000 budgeted for anticipated donations (not to be expended unless donations are received) and \$2,000 for Community Relations
- Other Revenues include program fees for the annual banquet and miscellaneous donations

Budget by Expenditure Category



Human Resource Development

Mission Statement

To select, retain and develop a committed and valued workforce.

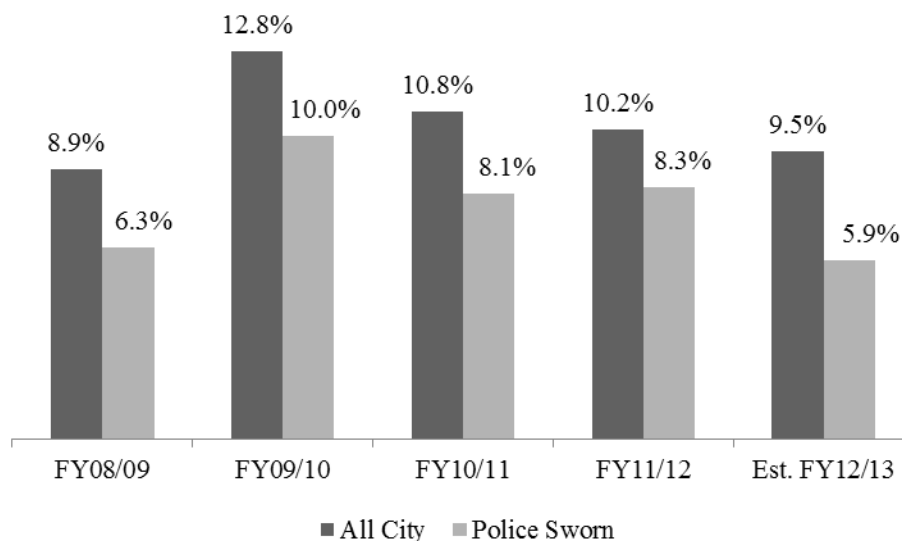
Goals and Objectives

- Develop recruitment/selection strategies to attract and select quality employees
 - Develop strategies to reward and retain talent
 - Seek creative ways to limit increasing healthcare costs
 - Leverage technology where appropriate for efficient HR business processes (e.g. open enrollment for annual benefit elections and paperless records)
 - Develop strategies to effectively manage employee relations issues
 - Support Ethics Commission and Personnel Review Board processes
 - Update policies for compliance with Federal and State laws and regulations
 - Provide a safe work environment for employees and offer ongoing safety training
 - Provide developmental training opportunities to employees
-

Services and Programs

- Employee Recruitment and Selection
 - Classification/Compensation Management
 - Benefits Management and Administration
 - Employee Relations
 - Performance Evaluation Administration
 - Employee Engagement & Appreciation
 - Diversity Management and EEO
 - Personnel Records Management
 - Employee Training and Development
 - Leadership Development
 - Organizational Development
 - Safety/OSHA Compliance
-

Gross Turnover Percentage



Human Resource Development

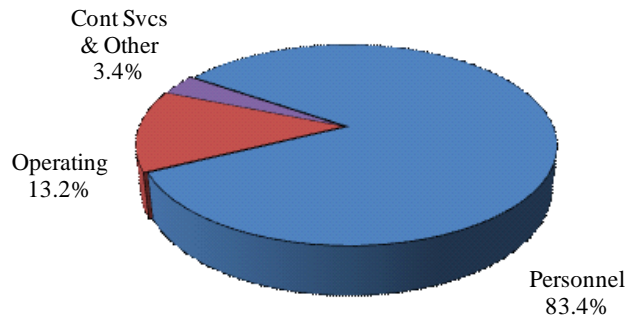
Budget Summary

	2011-12 Actuals	2012-13 Orig Budget	2013-14 Recommended	2013-14 Adopted	% Change
Expenditures					
Personnel	959,500	942,684	983,931	0	4.38%
Operating	177,296	170,077	156,136	0	-8.20%
Contract Services	152,778	37,553	39,467	0	5.10%
Capital Outlay	0	0	0	0	0.00%
Other Charges	545	1,000	600	0	-40.00%
Total	\$ 1,290,119	\$ 1,151,314	\$ 1,180,134	\$ 0	2.50%
Revenues					
General Fund	1,290,119	1,151,314	1,180,134	0	2.50%
Total	\$ 1,290,119	\$ 1,151,314	\$ 1,180,134	\$ 0	2.50%
Personnel					
Full-time	14	14	16	0	
Part-time	1	1	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Personnel reflects the addition of a Human Resources Specialist and the upgrade of a part-time Office Assistant to full-time
- Personnel also includes \$24,644 for employee pay adjustments
- Operating includes \$89,823 for city-wide internal development and training and \$14,118 for equipment and software maintenance
- Contract Services includes \$18,225 for the Employee Assistance Program and \$19,328 for Flexible Spending Account administration

Budget by Expenditure Category



Information Technology

Mission Statement

Align technology efforts and initiatives to support the business goals of the City of Fayetteville.

Goals and Objectives

- Continue to focus on customer service strategy
 - Increase the use of mapping solutions for external and internal GIS users
 - Provide leadership, expertise and resources in the development and deployment of innovative technologies
 - Enhance disaster recovery and business continuity planning
 - Improve citizen and employee access to information and services, including enhanced web-based applications
 - Improve and standardize technology across all departments via desktop virtualization and computer replacement
 - Complete the City Wireless Network Expansion Project
 - Improve communication for public safety personnel via 800 MHz Radio System upgrade
 - Implement City-wide Voice Over IP system
-

Services and Programs

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

Notes:

Information Technology

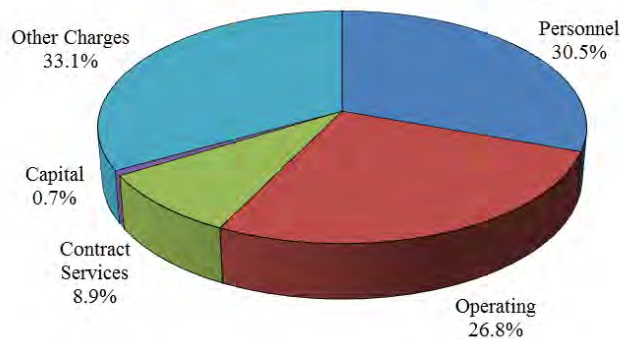
Budget Summary

	2011-12 Actuals	2012-13 Orig Budget	2013-14 Recommended	2013-14 Adopted	% Change
Expenditures					
Personnel	1,298,441	1,571,853	1,702,419	0	8.31%
Operating	1,011,002	1,299,348	1,493,690	0	14.96%
Contract Services	155,234	221,170	497,999	0	125.17%
Capital Outlay	77,532	34,121	33,000	0	-3.29%
Other Charges	311,159	1,076,214	1,846,719	0	71.59%
Total	\$ 2,853,368	\$ 4,202,706	\$ 5,573,827	\$ 0	32.62%
Revenues					
General Fund	2,853,368	4,202,706	5,573,827	0	32.62%
Total	\$ 2,853,368	\$ 4,202,706	\$ 5,573,827	\$ 0	32.62%
Personnel					
Full-time	20	23	23	0	
Part-time	0	0	0	0	
Temporary	4	4	2	0	

Budget Highlights

- Personnel includes \$50,000 for employee pay adjustments
- Operating includes \$44,355 for departmental small equipment, \$1,064,007 for hardware and software maintenance and licensing, \$166,729 for central telephone services and repairs, and \$19,427 for a hardware lease
- Contract Services includes services for technical consulting and programming, telephone maintenance and wiring, and other support services
- Other Charges consists of transfers to the General Government Capital Fund totaling \$1,846,619 for various Information Technology Plan projects as listed in the General Fund capital listing

Budget by Expenditure Category



Mayor, Council and City Clerk

Council Vision Statement

The City of Fayetteville is a ***GREAT PLACE TO LIVE*** with a choice of ***DESIRABLE, SAFE NEIGHBORHOODS, LEISURE OPPORTUNITIES FOR ALL, and BEAUTY BY DESIGN***. Our City has a ***VIBRANT DOWNTOWN*** and ***MAJOR CORRIDORS***, the ***CAPE FEAR RIVER*** to ***ENJOY***, and a ***STRONG LOCAL ECONOMY, DIVERSE CULTURE AND RICH HERITAGE***. Our City is a ***PARTNERSHIP*** with ***ENGAGED CITIZENS*** who have ***CONFIDENCE*** in their local government. This creates a ***SUSTAINABLE COMMUNITY*** with opportunities for individuals and families to ***THRIVE***.

City Clerk Mission Statement

The City Clerk's office is committed to professionalism, efficiency and high work ethic in support of recording and maintaining all City records to include City Council minutes, agendas, ordinances, resolutions, and contracts.

Goals and Objectives

- Safe and secure community
- Strong, diverse and viable local economy
- Community designed to include vibrant focal points, unique neighborhoods and high-quality effective infrastructure
- Highly desirable place to live, work and recreate with thriving neighborhoods and high quality of life for all citizens
- Unity of purpose in leadership and a sustainable capacity within the organization
- Strong and active community connections

Services and Programs

- Set the City vision
- Provide community leadership
- Provide policy guidance and strategic planning for the City government
- Provide oversight of the City government, including the City Public Works Commission
- Record and maintain all official actions, meetings and records of the City Council
- Publicize vacancies and process applications for Council appointed boards, committees and commissions
- Provide notice for meetings according to the N.C. Open Meetings law
- Archiving permanent records
- Coordinate the codification of Fayetteville City Code

Notes: This budget represents the transition to a City Clerk's Office model. Three existing positions now create this team to support Council, and records and agenda management.

Mayor, Council and City Clerk

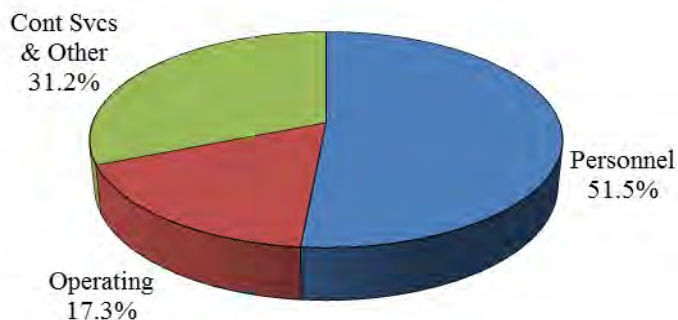
Budget Summary

	2011-12 Actuals	2012-13 Orig Budget	2013-14 Recommended	2013-14 Adopted	% Change
Expenditures					
Personnel	281,666	328,466	475,585	0	44.79%
Operating	120,861	156,663	160,261	0	2.30%
Contract Services	257,698	65,000	285,550	0	339.31%
Capital Outlay	0	0	0	0	0.00%
Other Charges	2,912	2,600	2,500	0	-3.85%
Total	\$ 663,137	\$ 552,729	\$ 923,896	\$ 0	67.15%
Revenues					
General Fund	663,137	552,729	923,896	0	67.15%
Total	\$ 663,137	\$ 552,729	\$ 923,896	\$ 0	67.15%
Personnel					
Full-time	1	1	3	0	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Fiscal year 2013-14 includes \$164,466 for the city clerk function transferred from the former Management Services department
- Personnel reflects the transfer of the city clerk and deputy city clerk positions and also includes \$13,756 for employee and council pay adjustments
- Operating includes \$45,120 for travel and training, and \$97,519 for organizational memberships and dues
- Contract Services includes \$215,000 for the Board of Elections, \$50,000 for the legislative affairs agreement through the Chamber of Commerce, \$5,000 for evaluation consulting services, and \$12,000 for codification services

Budget by Expenditure Category



Other Appropriations

Description

Other Appropriations is used to account for general City expenditures such as payments to non-profit organizations and other governmental agencies, transfers to other funds, insurance, debt service payments, Transit subsidy and other miscellaneous financial requirements.

Budget Summary

	2011-12 Actuals	2012-13 Orig Budget	2013-14 Recommended	2013-14 Adopted	% Change
Expenditures					
Personnel	23,276	733,848	436,533	0	-40.51%
Operating	2,458,119	2,010,156	1,919,909	0	-4.49%
Contract Services	7,566,400	8,075,348	7,948,883	0	-1.57%
Capital Outlay	0	0	0	0	0.00%
Other Charges	10,824,539	13,419,194	21,481,616	0	60.08%
Total	\$ 20,872,334	\$ 24,238,546	\$ 31,786,941	\$ 0	31.14%
Revenues					
Other Revenues	129,725	120,621	106,568	0	-11.65%
Intergovernmental	1,237	0	9,790	0	100.00%
Interfund Transfer	25,000	25,000	26,323	0	5.29%
General Fund	20,716,372	24,092,925	31,644,260	0	31.34%
Total	\$ 20,872,334	\$ 24,238,546	\$ 31,786,941	\$ 0	31.14%
Personnel					
Full-time	0	0	1	0	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Costs to operate the City fuel site, including fuel inventory and cost redistributions, are now reported with Other Appropriations due to the transition of the Environmental Services function to an enterprise fund
- Personnel includes costs for a shared position that operates the City fuel site, retiree benefit costs for certain former employees and unemployment benefit costs
- Operating includes \$1,076,797 for insurance and claim settlements for the General Fund and \$806,750 for rent payments to the City of Fayetteville Finance Corporation for facility debt service
- Contract Services includes \$6,646,378 for payments under the sales tax agreement, \$260,551 for payments to Spring Lake from revenues resulting from the Fort Bragg annexation and \$970,854 to PWC on behalf of Fort Bragg to fund a water infrastructure project
- Other Charges includes: \$100,000 for the Chamber of Commerce; \$28,125 for the Center for Economic Empowerment and Development \$75,000 for the Arts Council; \$56,250 for the ASOM Foundation; \$48,000 for Fascinate-U Children's Museum; and \$5,500 for the United Way for the 211 program
- Other Charges also includes: \$6,564,679 for debt service; a \$6,558,550 transfer to the Environmental Services fund; \$2,994,177 for transfers to the Transit Funds; \$4,691,735 in transfers to PWC for water and sewer projects and the Black and Decker agreement; and a \$340,000 in transfers for capital projects
- Other Revenues and Transfers include an interest subsidy from the IRS (\$106,568) a transfer from the CBTD (\$26,323) and the County (\$9,790) related to debt service for the Parking Deck

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Parks, Recreation & Maintenance

Mission Statement

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

Goals and Objectives

- Continue the Linear Park Trail to connect to the Cape Fear River
 - Develop a plaza surrounding the Lafayette statue at Cross Creek Park
 - Plan greenways connectivity
 - Create a tree inventory for City parks
 - Construct Phase II A of the Cape Fear River Trail
 - Construct the Blount Creek Trail
 - Continue to coordinate with Fayetteville Beautiful to improve City appearance
 - Program and solicit sponsorships for Festival Park
 - Upgrade department's software program to increase customer service by offering on-line registration
 - Replace and refurbish outdated, non-compliant playground equipment
 - Continue to maintain Fayetteville Community Gardens
 - Improve employee training
 - Continue to implement the Parks and Recreation Master Plan
 - Continue to renovate and improve City buildings
-

Services and Programs

- Youth Recreation Programs
 - Youth and Adult Athletics
 - Senior Citizens Services
 - Nature Center and Interpretation
 - Special Events
 - Swimming Program
 - Therapeutic Recreation / Special Olympics
 - Parks Maintenance and Development
 - Horticulture
 - Cemetery Maintenance
 - Urban Forestry
 - Building Maintenance
 - Leaf Season Collection
 - Right-of-Way Maintenance
 - Adopt-A-Street/Adopt-A-Site
-

North Carolina Veteran's Park



Parks, Recreation & Maintenance

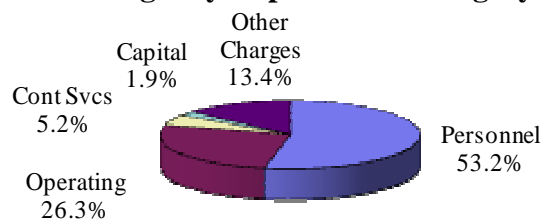
Budget Summary

	2011-12 Actual	2012-13 Orig Budget	2013-14 Recommended	2013-14 Adopted	% Change
Expenditures					
Personnel	8,695,965	8,967,704	9,551,098	0	6.51%
Operating	4,612,946	4,719,766	4,723,258	0	0.07%
Contract Services	916,318	902,780	932,865	0	3.33%
Capital Outlay	1,089,571	586,500	342,500	0	-41.60%
Other Charges	977,138	1,546,005	2,412,615	0	56.05%
Total	\$ 16,291,938	\$ 16,722,755	\$ 17,962,336	\$ 0	7.41%
Revenues					
Intergovernmental	3,443,517	3,579,935	3,300,010	0	-7.82%
Functional	1,456,826	1,393,150	1,478,485	0	6.13%
Other	36,921	56,429	56,700	0	0.48%
General Fund	11,354,674	11,693,241	13,127,141	0	12.26%
Total	\$ 16,291,938	\$ 16,722,755	\$ 17,962,336	\$ 0	7.41%
Personnel					
Full-time	161	162	162	0	
Part-time	0	0	0	0	
Temporary	193	193	193	0	

Budget Highlights

- Personnel includes \$173,147 for employee pay adjustments
- Budget includes \$3,733,856 for operation of the District Parks & Recreation program, plus \$40,813 for the projected excess of District revenues over expenditures
- Other Charges includes transfers of \$2,034,649 for building projects, \$189,000 for playground improvements, and \$45,253 for software upgrades
- Fiscal year 2013-14 does not include expenditures or revenues to maintain J.P. Riddle Stadium on behalf of the County
- Intergovernmental Revenues includes recreation tax proceeds from the County and Eastover
- Functional revenues include participant fees and rental fees for parks and recreation centers

Budget by Expenditure Category



Police

Mission Statement

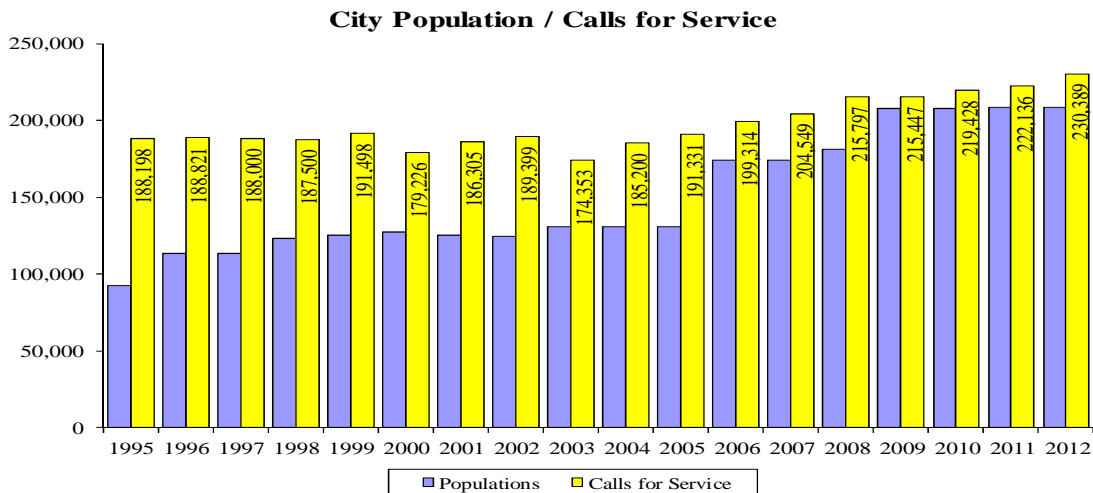
We are committed to leading the community's problem-solving efforts that improve the quality of life for all citizens of Fayetteville. We will work assertively with the community to address the underlying conditions that lead to crime and disorder.

Goals and Objectives

- Work to increase community participation through prevention and education efforts as we seek to increase the number of community watch groups throughout the city
- Seek out other community forums where speakers from the FPD and other city departments can continue to educate the community on crime prevention strategies and techniques, as well as identify resources that can assist citizens in their neighborhoods
- Continue aggressive enforcement to impact the underlying causes of crime and traffic-related problems that pose serious public safety issues for the community
- Identify resources and opportunities for intervention and mentoring for at-risk youth in an effort to decrease the number of crimes committed by juvenile offenders
- Aggressively seek recruitment opportunities to attract qualified applicants in an effort to increase the number of officers on the FPD

Services and Programs

- Chief's Office/Professional Standards
- Campbellton and Cross Creek Districts
- Operations Support Bureau
- Juvenile Restitution Program
- Drug Court
- Narcotics / Vice Suppression Unit
- Service Bureau
- Support Services Division
- Training and Education Center
- Public Safety Dispatching
- Enhanced 911 System and Data Base Maintenance
- Crime Prevention
- Traffic Unit
- Gang & Gun Violence Unit



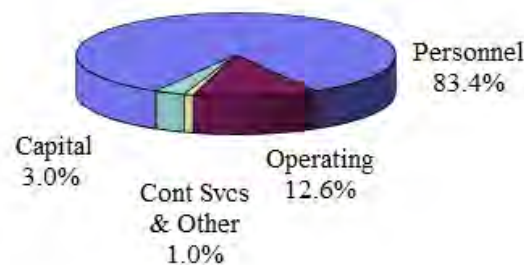
Budget Summary

	2011-12 Actuals	2012-13 Orig Budget	2013-14 Recommended	2013-14 Adopted	% Change
Expenditures					
Personnel	34,153,542	36,043,648	37,613,181	0	4.35%
Operating	5,109,513	5,586,441	5,682,215	0	1.71%
Contract Services	279,047	260,045	293,294	0	12.79%
Capital Outlay	1,599,681	1,213,345	1,386,549	0	14.27%
Other Charges	132,327	157,773	143,711	0	-8.91%
Total	\$ 41,274,110	\$ 43,261,252	\$ 45,118,950	\$ 0	4.29%
Revenues					
Functional Revenues	766,292	745,644	753,404	0	1.04%
Intergovernmental	509,768	392,162	428,642	0	9.30%
Other Revenues	49,995	10,000	10,000	0	0.00%
General Fund	39,948,055	42,113,446	43,926,904	0	4.31%
Total	\$ 41,274,110	\$ 43,261,252	\$ 45,118,950	\$ 0	4.29%
Personnel					
Full-time	520	533	552	0	
Part-time	9	9	9	0	
Temporary	0	0	0	0	

Budget Highlights

- Personnel reflects the addition of 17 police officer positions transitioned from the COPS Hiring Grant, the net addition of four positions for restructuring, the transfer of the Public Information Specialist to Corporate Communications and the deletion of a frozen Installation Technician position
- Personnel also includes \$1,331,733 for employee pay adjustments
- Four full-time and two part-time support positions are frozen to fund temporary services
- Other Charges includes \$100,000 for confidential/evidence funds and \$37,825 for grant matches

Budget by Expenditure Category



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Department Summaries

Special Revenue Funds

Central Business Tax District Fund	E-2
City of Fayetteville Finance Corporation Fund	E-3
Emergency Telephone System Fund	E-4
Lake Valley Drive Municipal Service District Fund	E-5
Parking Fund	E-6

Central Business Tax District Fund

Description

This fund is used to account for the proceeds from the tax levied on downtown properties. The tax is levied to provide resources for the economic development and beautification of the downtown area. The tax district, first established in 1978 and reauthorized in April 2013, extends from Cool Spring Street to Bragg Boulevard, Russell Street and Rowan Street.

Budget Summary

	2011-12 Actuals	2012-13 Orig Budget	2013-14 Recommended	2013-14 Adopted	% Change
Expenditures					
Personnel	0	0	0	0	0.00%
Operating	43,059	42,985	44,885	0	4.42%
Contract Services	26,448	26,521	30,021	0	13.20%
Capital Outlay	6,474	0	0	0	0.00%
Other Charges	103,320	106,513	58,623	0	-44.96%
Total	\$ 179,301	\$ 176,019	\$ 133,529	\$ 0	-24.14%
Revenues					
Ad Valorem Taxes	131,666	130,657	132,156	0	1.15%
Investment Income	275	100	0	0	-100.00%
Fund Balances	0	45,262	1,373	0	-96.97%
Total	\$ 131,941	\$ 176,019	\$ 133,529	\$ 0	-24.14%
Personnel					
Full-time	0	0	0	0	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Operating expenditures include \$13,500 for advertising and promotional materials, \$14,000 for holiday decorations, \$15,000 for downtown cameras, and \$2,000 for graffiti removal supplies
- Contract Services includes \$25,000 for a portion of the parking contract, \$3,500 for web application and design, and \$1,521 for tax collection services
- Other Charges consists of a \$32,300 cost allocation for the Downtown Development Manager and a \$26,323 transfer to the General Fund for financing costs associated with the Franklin Street Parking Deck
- Tax rate remains at 10 cents per \$100 of assessed valuation

City of Fayetteville Finance Corporation Fund

Description

The City of Fayetteville Finance Corporation (COFFC) leases facilities to the City. This fund accounts for lease payments received from the City, as well as debt service related to the facilities. The COFFC's construction projects are accounted for in the corporation's capital project fund.

Budget Summary

	2011-12 Actual	2012-13 Orig Budget	2013-14 Recommended	2013-14 Adopted	% Change
Expenditures					
Personnel	0	0	0	0	0.00%
Operating	0	0	0	0	0.00%
Contract Services	0	0	0	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Other Charges	1,413,510	816,750	806,750	0	-1.22%
Total	\$ 1,413,510	\$ 816,750	\$ 806,750	\$ 0	-1.22%
Revenues					
Property Use/Rent	1,413,492	816,750	806,750	0	-1.22%
Investment Income	18	0	0	0	0.00%
Total	\$ 1,413,510	\$ 816,750	\$ 806,750	\$ 0	-1.22%
Personnel					
Full-time	0	0	0	0	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- For fiscal year 2014, Other Charges includes \$183,250 of bond interest and \$620,000 of principal payments for Westover Recreation Center and the Police Administration Building, and \$3,500 for associated service charges
- Property Use/Rent represents the lease payment from the General Fund for the use of the listed facilities

Emergency Telephone System Fund

Description

This fund is used to account for the NC 911 Board distribution of E911 service charges which are imposed on each active voice communications service connection that is capable of accessing the 911 system. Proceeds pay for the cost of maintaining the enhanced 911 system, associated telephone company fees and street addressing and identification.

Budget Summary

	2011-12 Actuals	2012-13 Orig Budget	2013-14 Recommended	2013-14 Adopted	% Change
Expenditures					
Personnel	0	0	0	0	0.00%
Operating	451,762	501,138	536,271	0	7.01%
Contract Services	144,609	145,884	157,960	0	8.28%
Capital Outlay	17,914	0	168,733	0	100.00%
Other Charges	6,124	129,730	8,730	0	-93.27%
Total	\$ 620,409	\$ 776,752	\$ 871,694	\$ 0	12.22%
Revenues					
Intergovernmental	637,221	775,752	805,520	0	3.84%
Investment Income	2,275	1,000	1,600	0	60.00%
Fund Balance	0	0	64,574	0	100.00%
Total	\$ 639,496	\$ 776,752	\$ 871,694	\$ 0	12.22%
Personnel					
Full-time	0	0	0	0	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Operating includes \$187,104 for maintenance services and \$251,133 for telephone services
- Contract Services includes \$151,960 for street naming and numbering services under an interlocal agreement with Cumberland County
- Capital Outlay includes \$168,733 for a call recording system
- Other Charges include a \$8,730 redistribution of eligible expenditures for the E911 Coordinator position from the General Fund

Lake Valley Drive MSD Fund

Description

This fund was established in fiscal year 2011 to account for taxes levied on properties in the Lake Valley Drive Municipal Service District. Tax proceeds are used to repay an interfund loan from the General Fund, which funded drainage improvements that benefited the properties in the municipal service district.

Budget Summary

	2011-12 Actuals	2012-13 Orig Budget	2013-14 Recommended	2013-14 Adopted	% Change
Expenditures					
Personnel	0	0	0	0	0.00%
Operating	0	0	0	0	0.00%
Contract Services	0	0	0	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Other Charges	600	65,292	79,767	0	22.17%
Total	\$ 600	\$ 65,292	\$ 79,767	\$ 0	22.17%
Revenues					
Ad Valorem Taxes	4,619	65,292	79,767	0	22.17%
Investment Income	(85)	0	0	0	0.00%
Interfund Transfers	0	0	0	0	0.00%
Total	\$ 4,534	\$ 65,292	\$ 79,767	\$ 0	22.17%
Personnel					
Full-time	0	0	0	0	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Other Charges include a \$55,890 transfer to the General Fund for the scheduled loan payment, and an appropriation of \$23,877 of excess revenues for future expenditures

Parking Fund

Description

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

Budget Summary

	2011-12 Actual	2012-13 Orig Budget	2013-14 Recommended	2013-14 Adopted	% Change
Expenditures					
Personnel	0	0	0	0	0.00%
Operating	114,955	184,061	195,023	0	5.96%
Contract Services	250,914	231,068	235,582	0	1.95%
Capital Outlay	0	0	0	0	0.00%
Other Charges	0	0	0	0	0.00%
Total	\$ 365,869	\$ 415,129	\$ 430,605	\$ 0	3.73%
Revenues					
Functional Revenues	326,053	322,000	313,973	0	-2.49%
Other Revenues	9,487	35,870	37,137	0	3.53%
Investment Income	876	1,100	300	0	-72.73%
Fund Balance	0	56,159	79,195	0	41.02%
Total	\$ 336,416	\$ 415,129	\$ 430,605	\$ 0	3.73%
Personnel					
Full-time	0	0	0	0	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Operating includes \$23,533 in utilities for lighting, \$40,000 for maintenance of the parking deck, \$22,797 for parking deck capital reserve, and \$96,636 estimated for annual lease payments for the Franklin Common parking lot
- Contract Services includes \$219,075 for the parking management contract (including \$22,428 for parking deck management), with an additional \$25,000 budgeted in the Central Business Tax District
- Functional Revenues consists of leased parking fees, hourly parking fees and parking violation fees
- Proposed fee increases account for \$16,389 of the projected parking revenues
- Other Revenues reflects a \$37,137 contribution from PWC to fund a portion of the parking deck operating costs and capital reserve

Proprietary Funds

Airport Fund F-2
Environmental Services Fund F-4
Risk Management Fund F-6
Stormwater Fund F-8
Transit Fund F-10

Airport Fund

Mission Statement

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

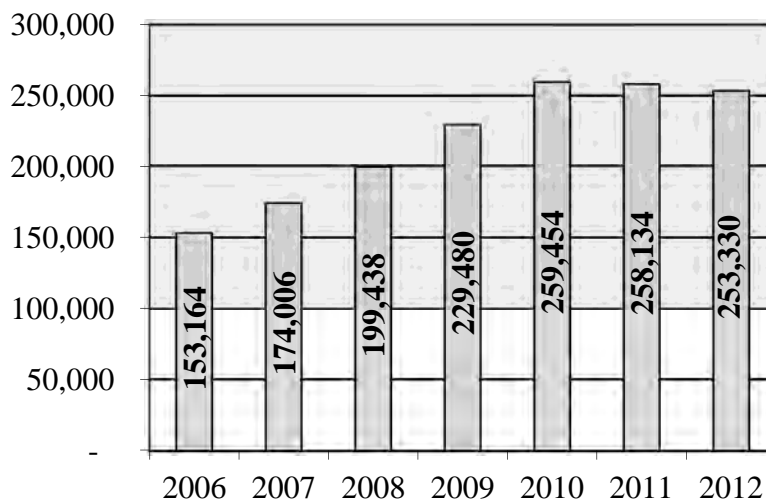
Goals and Objectives

- Investigate demand for direct airline service to new markets, including the New York City area
 - Market airlines, terminal services and facilities
 - Involve economic development and other community organizations in the development of air service, public relations, and business/industry development
 - Monitor and facilitate administration of passenger facility charges
 - Initiate general aviation development and service improvements
 - Enhance overall appearance of all airport properties, to include terminal facility, entranceway signage, roads and architectural standards
 - Maintain beautification efforts
-

Services and Programs

- Terminal Facilities
 - Aircraft Fire and Rescue Protection
 - Parking and Access Roads
 - General Aviation T-hangars
 - Management and Operations Support
 - Airside Facilities
 - Revenue Generation
 - Regional Airport / Aircraft Firefighting
-

**Fayetteville Regional Airport
2007 to 2012 Enplanements**



Airport Fund

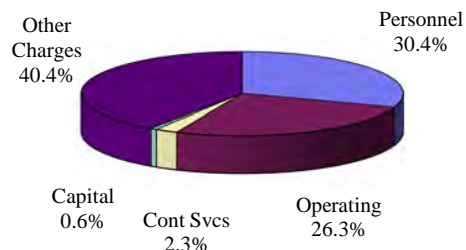
Budget Summary

	2011-12 Actual	2012-13 Orig Budget	2013-14 Recommended	2013-14 Adopted	% Change
Expenditures					
Personnel	1,250,562	1,350,297	1,452,551	0	7.57%
Operating	1,085,627	1,229,965	1,256,096	0	2.12%
Contract Services	148,571	150,510	109,192	0	-27.45%
Capital Outlay	324,239	263,000	30,000	0	-88.59%
Other Charges	1,826,622	1,952,586	1,934,670	0	-0.92%
Total	\$4,635,621	\$ 4,946,358	\$ 4,782,509	\$ 0	-3.31%
Revenues					
Intergovernmental	138,131	133,687	113,150	0	-15.36%
Airport Revenues	4,457,057	4,322,568	4,641,957	0	7.39%
Investment Income	20,633	19,500	27,402	0	40.52%
Fund Balance	0	470,603	0	0	-100.00%
Total	\$4,615,821	\$ 4,946,358	\$ 4,782,509	\$ 0	-3.31%
Personnel					
Full-time	23	23	23	0	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Personnel includes \$26,349 for employee pay adjustments
- Operating includes \$440,258 for utilities and stormwater fees, and \$394,723 for maintenance of Airport facilities and equipment, and \$100,000 for advertising
- Contract services includes \$32,700 for technical consulting, \$10,000 for engineering/architect services and \$18,000 for landscaping services
- Other charges includes \$632,032 in reimbursements to the General Fund for police services (\$441,800) and indirect cost allocations (\$190,232)
- Other charges also includes \$1,149,719 in local funding and local matches for grants for capital projects

Budget by Expenditure Category



Environmental Services Fund

Mission Statement

To provide high quality, efficient collection of municipal waste, increase the diversion of recyclables from our landfills and to partner with our citizens as we transition to a more sustainable community.

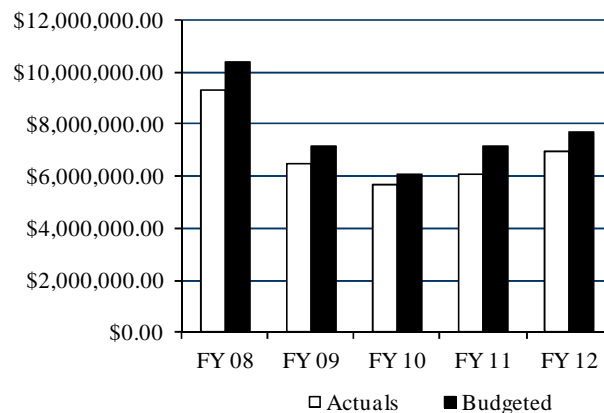
Goals and Objectives

- Improve the efficiency of solid waste and yard debris collection processes
 - Reduce equipment down time
 - Improve the image of the Environmental Services Department and the City
 - Improve employee morale
 - Increase recycling rates through program expansion, education and outreach
 - Provide customer service that is responsive to our citizens needs and requests
 - Solicit customer feedback and measure our successes
 - Improve employee safety and training in an effort to reduce employee injuries and accidents
 - Improve energy efficiency in City buildings and facilities
 - Monitor utility usage and facilitate changes to reduce electricity and water consumption
-

Services and Programs

- Residential solid waste collection
 - Residential yard waste collection
 - Bulky item and limb pickups
 - Backdoor collection for the disabled
 - Dead animal collection
 - E-waste collection
 - Recycling for city residents, city facilities, events and drop-off sites
 - Cart maintenance, inventory and delivery
 - Sustainability plan implementation
 - Energy efficiency project implementation
 - Scrap metal collection
 - Sustainability and recycling education
-

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



Environmental Services Fund

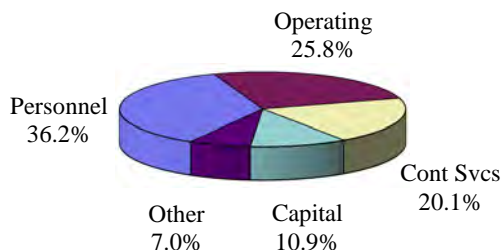
Budget Summary

	2011-12 Actual	2012-13 Orig Budget	2013-14 Recommended	2013-14 Adopted	% Change
Expenditures					
Personnel	20,824	32,957	3,818,369	0	11485.91%
Operating	100,370	100,416	2,728,750	0	2617.45%
Contract Services	1,970,310	2,062,998	2,123,756	0	2.95%
Capital Outlay	37,481	0	1,155,000	0	100.00%
Other Charges	475,709	504,429	735,463	0	45.80%
Total	\$ 2,604,694	\$ 2,700,800	\$ 10,561,338	\$ 0	291.04%
Revenues					
Intergovernmental	299,525	301,500	439,463	0	45.76%
Functional Revenues	2,281,633	2,299,100	2,909,905	0	26.57%
Investment Income	7,438	4,600	8,000	0	73.91%
Other Revenues	169,313	95,600	285,420	0	198.56%
Interfund Transfers	0	0	6,558,550	0	100.00%
Fund Balance	0	0	360,000	0	100.00%
Total	\$ 2,757,909	\$ 2,700,800	\$ 10,561,338	\$ 0	291.04%
Personnel					
Full-time	1	1	72	0	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Fiscal year 2013-14 includes \$8,237,339 for environmental services expenditures transitioned from the General Fund to this expanded enterprise fund
- Personnel reflects the transfer of 71 positions from the General Fund and also includes \$63,932 for employee pay adjustments
- Operating includes \$367,183 for carts and replacement parts, and \$2,000,050 for fuel and vehicle maintenance
- Contract Services includes \$2,080,000 for contracted curbside recycling collection for an estimated 60,625 households
- Other charges includes \$365,943 for an indirect cost allocation from the General Fund and a \$360,000 transfer for information technology improvement projects
- Revenue projections reflect an annual solid waste fee of \$48 per household, increased \$10 per year to reduce the General Fund subsidy
- Intergovernmental revenues include payments of \$5 per household per year from Cumberland County (\$303,125) and \$136,338 state-shared solid waste disposal taxes

Budget by Expenditure Category



Risk Management Fund

Mission Statement

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

Goals and Objectives

- Reduce costs associated with workers' compensation and liability claims, and property and casualty insurance
- Improve workplace safety by decreasing hazards and exposure to employees
- Develop an injury and accident accountability system
- Enhance the wellness program to increase employee participation
- Seek creative ways to limit increasing healthcare costs
- Develop a database to track employee safety training
- Ensure completion of on-site health and safety inspections of all City facilities

Services and Programs

- Property, Casualty and Excess Insurance Program
- Liability Claims Management
- Workers' Compensation Claims Management
- Accident investigations, safety and loss control programs
- Substance Abuse Compliance and Testing
- Healthcare Benefit Plan
- Wellness Program

Notes:

Risk Management Fund

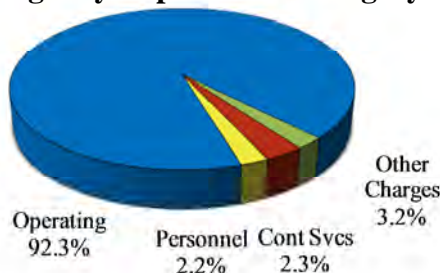
Budget Summary

	2011-12 Actual	2012-13 Orig Budget	2013-14 Recommended	2013-14 Adopted	% Change
Expenditures					
Personnel	283,794	323,705	399,350	0	23.37%
Operating	14,163,818	15,656,351	16,348,868	0	4.42%
Contract Services	217,322	337,400	411,895	0	22.08%
Capital Outlay	0	0	0	0	0.00%
Other Charges	17	486,047	560,469	0	15.31%
Total	\$ 14,664,951	\$ 16,803,503	\$ 17,720,582	\$ 0	5.46%
Revenues					
Interfund Charges	12,352,707	13,139,898	13,732,739	0	4.51%
Functional Revenues	3,891,950	2,932,400	3,051,300	0	4.05%
Investment Income	90,816	86,100	97,000	0	12.66%
Interfund Transfer	500,183	487,303	474,423	0	-2.64%
Fund Balance	0	157,802	365,120	0	131.38%
Total	\$ 16,835,656	\$ 16,803,503	\$ 17,720,582	\$ 0	5.46%
Personnel					
Full-time	4	4	4	0	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Personnel includes 4 full-time positions and allocations totaling 1.85 full-time equivalents from other Human Resource Development and Finance staff members
- Contract Services includes medical services for safety and wellness programs, consulting and enrollment services for the healthcare plan and insurance programs
- Operating includes \$16,119,645 for claims administration, payments and reinsurance programs: \$13,035,073 for health, life and dental, \$1,304,000 for property and liability and \$1,780,572 for workers' compensation
- Other Charges reflects the expected increase in fund balance, primarily from the repayment of an interfund loan, and \$88,000 for Healthcare Reform Act fees

Budget by Expenditure Category



Stormwater Fund

Mission Statement

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

Goals and Objectives

- Complement the stormwater quality program with drainage infrastructure programs to resolve identified problems including system maintenance and repair
 - Record and maintain an accurate customer service database of inquiries and requests to provide efficient delivery of services; seek improvements in support software for work orders
 - Negotiate and implement DWQ requirements resulting from the NPDES permit renewal and Phase II program
 - Continue stormwater public awareness and education as required by Permit through a variety of outreach programs focused on specific target pollutants
 - Continue to upgrade our GIS capabilities in order to effectively manage and update the stormwater inventory and work order software
 - Continue the local beaver management program and creek cleaning activities to remove debris and obstructions from waterways
 - Review funding strategy, to include a comparison of fees and potential additional revenue bonds for drainage improvement projects
 - Continue use of the Administrative Manual that correlates to the Stormwater Ordinance, modifying as needed
-

Services and Programs

- Maintain and review the local Stormwater Quality Management Plan (SWQMP) to control, limit and monitor stormwater discharges
 - Provide available funding for stormwater infrastructure maintenance, repair, and new construction on a prioritized basis on identified problems
 - Contract with the USDA Wildlife Services to manage local beaver control issues
 - Provide limited cleaning of waterways to improve flow and remove debris
 - Monitor non-point source pollutants through sampling (ambient in-stream/dry weather) and laboratory analysis
 - Partner with local business and industry to identify the potential for illegal discharges and connections
 - Provide various public education programs including volunteer groups
 - Inspect major stormwater outfalls to identify and proactively address problems
 - Provide a customer service hotline for 24-hour problem reporting
-

Stormwater Fund

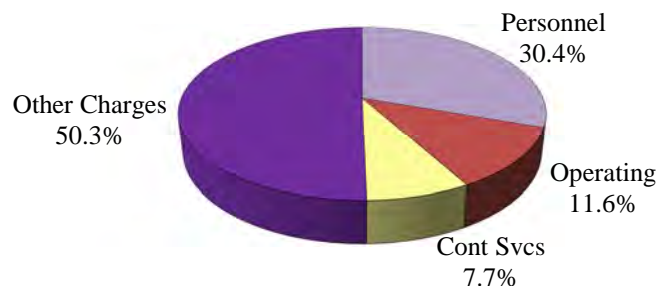
Budget Summary

	2011-12 Actual	2012-13 Orig Budget	2013-14 Recommended	2013-14 Adopted	% Change
Expenditures					
Personnel	1,365,533	1,521,682	2,181,518	0	43.36%
Operating	477,052	565,655	829,614	0	46.66%
Contract Services	256,644	306,940	554,390	0	80.62%
Capital Outlay	301,956	0	0	0	0.00%
Other Charges	2,312,712	6,582,122	3,610,182	0	-45.15%
Total	\$ 4,713,897	\$ 8,976,399	\$ 7,175,704	\$ 0	-20.06%
Revenues					
Stormwater Fee	5,173,567	5,200,611	7,026,346	0	35.11%
Intergovernmental	0	0	120,500	0	100.00%
Other Revenues	36,470	0	0	0	0.00%
Investment Income	45,194	32,700	28,858	0	-11.75%
Interfund Transfer	0	0	0	0	0.00%
Fund Balance	0	3,743,088	0	0	-100.00%
Total	\$ 5,255,231	\$ 8,976,399	\$ 7,175,704	\$ 0	-20.06%
Personnel					
Full-time	40	40	49	0	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

Budget Highlights

- Fiscal year 2013-14 includes \$1,076,254 for street sweeping expenditures transitioned from the General Fund
- Personnel reflects the transfer of nine sweeper operators, the funding of a previously frozen Inspector and also includes \$48,205 for employee pay adjustments
- Personnel counts include 12 frozen and unfunded positions
- Contract Services includes \$150,000 for drainage infrastructure camera inspections and jetrodding, \$128,750 for street sweepings disposal, \$105,000 for technical assistance, and \$54,540 for permits and lab fees
- Other Charges includes \$2,252,873 for transfers for drainage improvement projects and \$235,373 for vehicle replacements, and \$921,226 for debt service
- Revenue projections reflect a proposed increase in the monthly fee from \$3 to \$4 per month, generating \$1,742,438 in additional revenue

Budget by Expenditure Category



Transit Fund

Mission Statement

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

Goals and Objectives

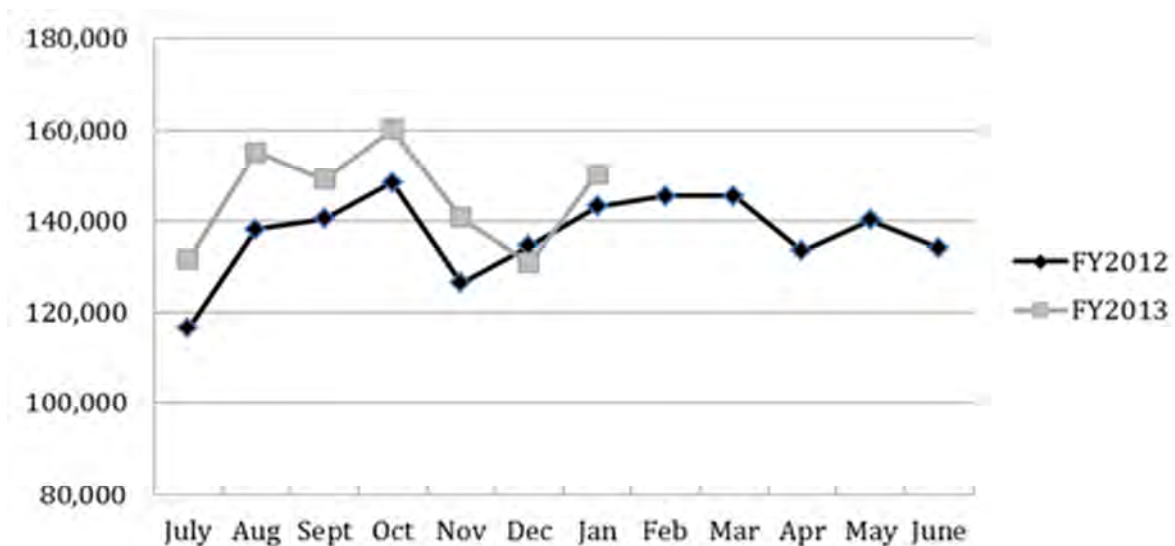
- Continue to provide a viable, ADA integrated transportation option for all residents of Fayetteville
 - Continue to provide ADA Para-Transit service in compliance with the Americans with Disabilities Act through FASTTRAC! Services
 - Continue to implement recommendations from the Transportation Development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

Services and Programs

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

Ridership for FY12 and FY13

- Ridership reached a high of approximately 148,405 unlinked passenger trips in October of 2012. Total ridership for FY12 was 1,646,179, with average monthly ridership of 137,182. The average monthly ridership for the first seven months of FY13 was 145,350, representing an increase of 7.37% as compared to the average for the first seven months of FY12 of 135,377.



Transit Fund

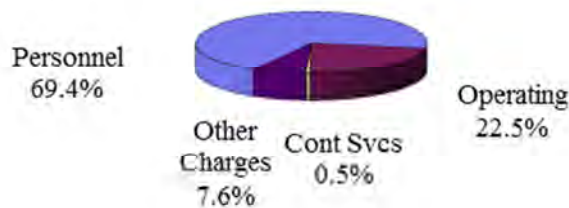
Budget Summary

	2011-12 Actuals	2012-13 Orig Budget	2013-14 Recommended	2013-14 Adopted	% Change
Expenditures					
Personnel	4,054,458	4,196,273	4,797,226	0	14.32%
Operating	1,514,322	1,650,351	1,558,796	0	-5.55%
Contract Services	38,516	38,465	35,654	0	-7.31%
Capital Outlay	0	0	3,000	0	100.00%
Other Charges	487,244	538,647	522,452	0	-3.01%
Total	\$ 6,094,540	\$ 6,423,736	\$ 6,917,128	\$ 0	7.68%
Revenues					
Other Taxes	625,282	638,475	775,400	0	21.45%
Functional Revenues	1,044,197	1,095,569	1,249,319	0	14.03%
Federal Grant	1,193,896	1,479,686	1,514,256	0	2.34%
State Grant	674,998	696,713	671,584	0	-3.61%
Investment Income	3,508	0	0	0	0.00%
General Fund Transfer	2,555,640	2,513,293	2,706,569	0	7.69%
Total	\$ 6,097,521	\$ 6,423,736	\$ 6,917,128	\$ 0	7.68%
Personnel					
Full-time	92	92	92	0	
Part-time	0	0	0	0	
Temporary	10	10	15	0	

Budget Highlights

- Personnel includes \$100,134 for employee pay adjustments
- Operating includes \$300,198 for vehicle maintenance and \$917,390 for fuel costs
- Contract Services includes \$22,000 for bus shelter maintenance services to be performed by the Parks, Recreation and Maintenance Department
- Other charges includes \$589,359 for indirect cost allocations offset by a \$95,000 cost redistribution to the planning grant
- Other Taxes reflect estimated collections of the \$5.00 vehicle license tax

Budget by Expenditure Category



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Department Summaries

Other Funds

LEOSSA Fund G-2

LEOSSA Fund

Description

The Law Enforcement Officer's Special Separation Allowance (LEOSSA) Fund is a pension trust fund established for officers retired from the City of Fayetteville on or after January 1, 1987. The allowance is paid to an officer who either retires at age 55 with five years of service; or upon completion of 30 years of service, whichever is earlier.

Budget Summary

	2011-12 Actuals	2012-13 Orig Budget	2013-14 Recommended	2013-14 Adopted	% Change
Expenditures					
Personnel	531,202	565,626	639,699	0	13.10%
Operating	0	0	0	0	0.00%
Contract Services	0	0	0	0	0.00%
Capital Outlay	0	0	0	0	0.00%
Other Charges	0	160,474	140,934	0	-12.18%
Total	\$ 531,202	\$ 726,100	\$ 780,633	\$ 0	7.51%
Revenues					
Interfund Charges	686,544	706,000	766,133	0	8.52%
Investment Income	12,971	20,100	14,500	0	-27.86%
Fund Balance	0	0	0	0	0.00%
Total	\$ 699,515	\$ 726,100	\$ 780,633	\$ 0	7.51%
Personnel					
Full-time	0	0	0	0	
Part-time	0	0	0	0	
Temporary	0	0	0	0	

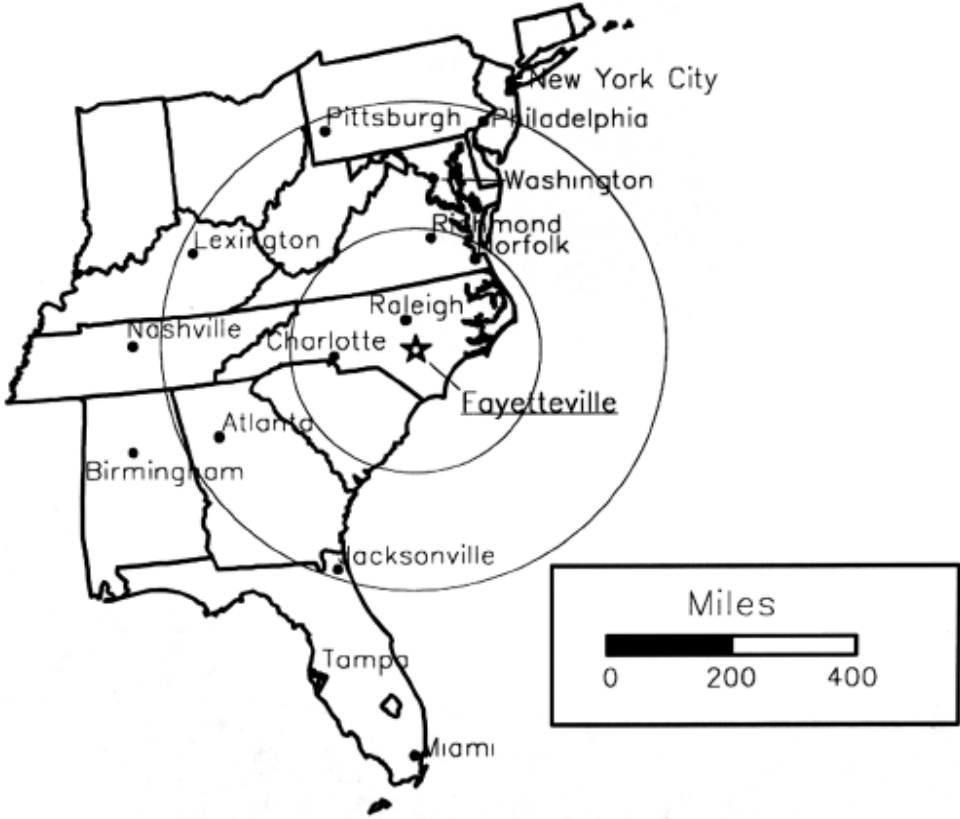
Budget Highlights

- Interfund Charges for the LEOSSA fund are based on an actuarial valuation which determines the City's annual required contribution to fund the plan (estimated at 3.68% of annual covered payroll)
- Annual allowance projected for retired officers ranges from \$3,924 to \$37,596 in fiscal year 2014
- Personnel consists of projected benefit payments for 32 current retired officers and assumes an additional 12 retirees by the end of fiscal year 2014

Geographic Location

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

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



Fayetteville at a Glance

Demographic Characteristics

Estimated Population	208,001
Median Age*	29.8
Median Education*	23.9% with 4 or more yrs of college
Median Household Income*	\$44,266
Median Value of Owner Occupied Housing Unit*	\$121,100

Climate

Average Annual Sunny Days – 216
Average Annual Precipitation – 45.4 inches
Average Relative Humidity
Sunrise - 85%
Afternoon - 55%
Average Daily Temperature
January – 41.6° (F)
July – 80.3° (F)
October – 61.9° (F)
Annual – 61.2° (F)

*Source – U.S. Census Bureau, Bureau of Labor Statistics
2007-2011 American Community Survey Data for Fayetteville

Economy/Employment

Rates of Unemployment (March 2013)
Fayetteville – 9.6 %
North Carolina – 9.2%
United States – 7.6%

City of Fayetteville’s Major Employers*

U.S. Dept. of Defense (Civilian)	14,125
Cumberland County Schools	6,531
Cape Fear Valley Health System	5,356
Wal-Mart	2,876
The Goodyear Tire & Rubber Co.	2,468
Cumberland County	2,315
City of Fayetteville	1,978
FTCC	1,340
Veterans Administration	1,133
Fayetteville State University	858

Building Construction

<u>Year</u>	<u># of Permits</u>	<u>\$ Value</u>
2003	1,654	123.0M
2004	2,053	194.8M
2005	2,784	289.7M
2006	3,377	358.9M
2007	2,660	211.9M
2008	2,835	233.1M
2009	2,555	175.4M
2010	3,202	264.6M
2011	3,655	351.3M
2012	4,177	305.4M

*Source: City of Fayetteville Comprehensive Annual Financial Report 2012

Fayetteville’s Ten Largest Taxpayers*

<u>Name</u>	<u>Type of Enterprise</u>	<u>Assessed Valuation 01/31/11</u>	<u>% of Total Valuation</u>
Cross Creek Mall LLC	Investment Company	\$113,194,500	0.86%
Carolina Telephone	Utility	54,806,136	0.42%
Piedmont Natural Gas Co., Inc.	Utility	51,255,160	0.39%
Wal-Mart	Retail	39,027,713	0.30%
Centurion Aviation Services	Transportation	34,600,000	0.26%
Westlake at Morganton LLC	Property Rental	28,107,800	0.21%
Hidden Creek Village	Property Rental	24,803,500	0.19%
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	21,671,548	0.16%

What is a Budget?

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

The City provides a wide variety of services for its estimated 208,001 residents. Municipal services are financed through a variety of taxes, fees, intergovernmental assistance and charges for services. The City adopts an annual budget to plan for effective delivery of services and to efficiently manage the revenues, which support those services.

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

As A Policy and Planning Tool

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

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

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

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

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

Development of the Budget

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

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

Basics of Budgeting

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

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

Prior to the development of the annual budget, capital improvement 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.

Basics of Budgeting

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

Budget Implementation and Monitoring

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

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

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

Basics of Budgeting

Basis of Budgeting

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

Budgetary Amendment and Control

The appropriation authorization of City Council for the General Fund is transitioning for fiscal year 2014. Previously appropriated at the department level, the General Fund will now have appropriation authorizations at the following portfolio grouping levels, consistent with the City's revised management structure: Community Investment, Operations, and Support Services, 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
- 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, Administration and Other Appropriations

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

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

- **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

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.

Budget Format

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

- **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

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

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

Basis of Accounting

Basis of Accounting

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

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

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

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

Revenue Assumptions

Overview

Different techniques and methods are used to assist the City in estimating future revenue sources. The following information outlines significant revenue assumptions used to project revenues for the 2014 fiscal year.

GENERAL FUND REVENUES

Ad Valorem Taxes

The recommended tax rate for fiscal year 2014 is 45.6 cents per 100 dollars of property valuation, with total taxable values estimated to be \$13,639,807,391 and collection rates estimated at 99.25 percent for real and personal property and 81.22 percent for motor vehicles.

There are two separate events which impact ad valorem tax revenue projections and comparisons for fiscal years 2013 and 2014. Tax revenue projections for fiscal year 2013 only include revenues of \$257,614 generated from the Gates Four area which was incorporated into the City for the months of May and June, 2012. Tax revenue projections for fiscal year 2014 only include revenues of \$1,569,938 from a four-cycle motor vehicle tax overlap resulting from the implementation of the State's Tax and Tag Together program. Under this program, ad valorem taxes on motor vehicles will be collected at the time of registration renewal. For fiscal year 2014 only, there will be 16 cycles of taxes on motor vehicles.

Fiscal year 2014 current year property tax collections (excluding the Tax and Tag Together overlap) are projected to be \$60,723,891, a 1.5 percent increase over the fiscal year 2013 estimate excluding the Gates Four area taxes. Prior year taxes and penalties are projected to total \$1,356,400. With the four-month revenue overlap from the Tax and Tag Together program, total ad valorem taxes for fiscal year 2014 are projected to total \$63,650,229. As the four month overlap of motor vehicle taxes will not recur, the

proceeds will be used to offset planned use of fund balance for non-recurring expenditures.

Real and personal property taxable values are projected to be 1.7 percent over estimated fiscal year 2013 values (exclusive of Gates Four area) based upon data provided by the Cumberland County Tax Office on April 3, 2013.

Motor vehicle taxable property values (exclusive of Gates Four area) for the first nine registration cycles of fiscal year 2013 were 3.2 percent above the same cycles in the prior fiscal year. Tax projections for the remaining three months of fiscal year 2013 assume growth of 3.0 percent over values from the same cycles in fiscal year 2012. Fiscal year 2014 projections assume continuation of the 3.0 percent growth in values.

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 tax are projected to total \$763,600, including \$146,000 related to the four-month Tax and Tag Together overlap. Privilege license tax revenue is projected to be \$1,037,200, as compared to the fiscal year 2013 year-end projections of \$2,455,148. These projections reflect the elimination of \$1.4 million in payments from internet sweepstakes operators. Vehicle gross receipts tax revenues are projected to total \$614,200.

Fiscal year 2013 revenues included \$71,223 for the final two months of the local cablevision franchise agreement which terminated on August 31, 2012.

Intergovernmental Revenues

This revenue source represents funds received from other governmental units. Depending on the source and nature of the resource,

Revenue Assumptions

occasionally restrictions are placed on the use of these proceeds.

Federal Revenues

Federal intergovernmental revenue projections for fiscal year 2014 total \$205,320, and include \$98,752 in funding from federal law enforcement agencies for police expenditures, and \$106,568 in interest subsidies from the IRS. This represents a decline of \$1,151,908 from total projected revenues for fiscal year 2013 which included \$908,628 in FEMA reimbursements from the April 2011 tornados and \$209,837 in final SAFER grant proceeds that funded firefighter positions. Other public safety grant revenues, including a projected remaining balance of \$101,315 from the COPS grant which funded 17 police officer positions, are accounted for in a special revenue fund.

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 2013, year-to-date sales tax revenues from statewide sales distributed on a per capita basis were compared to revenues received from point-of-delivery distributions (i.e. based upon sales in Cumberland County). Locally derived sales tax revenues have outperformed state-wide sales tax revenues for the first six months of the fiscal year (2.4 percent vs. 1.1 percent growth over the first six months of the prior year).

The NCLM is projecting that sales tax revenues based on state-wide sales for fiscal year 2013 will be up a total of 2.8 percent over fiscal year 2012 revenues. Based upon that projection and year-to-date comparisons of locally derived sales taxes, point-of-delivery based sales tax revenues for fiscal year 2013 are projected to exceed fiscal year 2012 revenues by 3.5 percent. Total City sales tax revenues projected for fiscal year 2013 are \$34,267,606, in line with the original budget of \$34,325,625. 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 \$6,429,343.

For fiscal year 2014, the NCLM is projecting state-wide sales tax collections to be up 3.0 to 3.5 percent. The differential between local point-of-delivery sales tax growth and statewide per capita sales tax growth has been diminishing as the state recovers from the impact of the economic downturn on retail sales. On that basis, projections of total sales tax distributions to the county as a whole are projected to be up 3.25 percent for fiscal year 2014.

Revenue Assumptions

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 2014, the City is projected to receive \$35,361,844 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 \$6,646,378.

Utility Tax Distributions

Utility tax distributions from the State are projected to be \$10,995,087 in fiscal year 2013, down from the fiscal year 2013 original budget projection of \$11,191,154, reflecting the impact of mild winter weather and declining telecommunication and video programming revenues due to technology shifts by consumers. For fiscal year 2014, \$11,141,267 is projected to be received. This projection is influenced by forecast information provided by the NCLM for electric, natural gas, telecommunications and video programming sales.

\$1,571,913 in distributions of electric and video programming tax revenues are projected to be received related to the Fort Bragg annexation. Of these revenues, \$970,854 is projected to be paid to fund water infrastructure projects for Fort Bragg, and \$157,033 must be shared with Spring Lake in accordance with the Fort Bragg annexation agreement.

Additionally, an estimated payment of \$499,600 is to be paid to the Public Works Commission under an agreement to pay a share of utility tax revenues resulting from the full-requirements purchased power agreement. The payment is to be fixed at 31.25% of additional taxes received in fiscal year 2013 over the fiscal year 2012 base year.

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 \$928,247 in beer and wine tax proceeds for fiscal year 2013, and \$946,812 for fiscal year 2014. These projections reflect an increase in per capita revenues of 3.0 percent in fiscal year 2013 and growth of 2.0 percent in fiscal year 2014 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 2014, the per capita rate is projected to be \$20.16 with a population estimate of 208,001, and the per mile rate is projected to be \$1,596 with a municipal street mileage estimate of 734.13. Powell Bill revenues are expected to total \$5,364,972 in fiscal year 2014, a 1.1 percent decline from fiscal year 2013. This revenue source must be used for street and sidewalk construction, maintenance or debt service.

The State levies a \$2 per ton statewide solid waste tipping tax that is shared with local governments on a per capita basis. For fiscal years 2013 and 2014, the City anticipates receiving \$136,338 from this fee. For fiscal year 2014, the proceeds of this tax will be reflected in revenues of the expanded Environmental Services Enterprise Fund.

Consistent with the Fort Bragg annexation agreement, the City must remit payments to Spring Lake to ensure a 70 percent to 30 percent share of state-shared revenues related to the Fort Bragg annexation. For fiscal year 2014, projected payments related to Powell Bill, beer and wine taxes and solid waste disposal fees total \$106,264.

Revenue Assumptions

Local Revenues

County and housing authority reimbursements are based on formulas specified in interlocal agreements with the City for the operations of the housing authority police officer program, Fire Hazardous Materials Response Team, the consolidated parks and recreation program and for fire protection for specific parcels in the LaFayette Village, Lake Rim, Bonnie Doone and West Area Fire Districts. The reimbursement formulas and methodologies for the programs are projected to continue in fiscal year 2014 under the same provisions that existed in fiscal year 2013. As of January, 2013, the county resumed management of J.P. Riddle stadium and contract payments to the City are no longer projected.

The fiscal year 2014 budget includes anticipated reimbursements of \$15,122 from the Town of Spring Lake under the revised county-wide sales tax agreement.

It is anticipated that the County will contribute \$9,790 under the agreement to construct the Franklin Street Parking Deck based upon projected increases in tax values in the Central Business Tax District.

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 2014 for the General Fund include \$35,600 related to proposed fee increases for utility excavation permits and degradation fees. The fee schedule in the appendix includes a comprehensive list of the current and recommended fees for fiscal year 2014.

Permit and fee revenues for fiscal year 2013 are projected to be \$3,219,130, which is 8.5 percent above the current budget and 16.8 percent above actual fiscal year 2012

revenues. The increase primarily reflects increased building permit revenues. Fiscal year 2014 revenue projections total \$3,076,700, reflecting slight declines in permit activity and the \$35,600 for fee increases as discussed above.

Significant leases projected in fiscal year 2014 property use revenues include \$462,000 in projected tenant leases in the Festival Plaza building, \$30,000 in payments from the Public Works Commission for use of the City's 800 MHz radio system, \$24,000 in lease payments from Amtrak, and a \$28,000 rental charge to the Stormwater Fund for the Alexander Street building. Beginning in fiscal year 2014, \$139,140 in lease payments for the use of the transfer station are being moved to the expanded Environmental Services Fund.

Engineering and planning services revenues for fiscal year 2013 are projected to be 3.6 percent below the current budget, primarily reflecting an accounting reclassification. Projections for fiscal year 2014 are projected to be 3.5 percent above the fiscal year 2013 budget, generally assuming a continuation of current levels of activity and revenues.

Public safety revenues for fiscal year 2013 are projected to be 1.2 percent above budget. Fiscal year 2014 revenues are projected to be up 0.8 percent, relatively unchanged from fiscal year 2013.

Environmental Services revenue projections for fiscal year 2013 are projected to total \$135,828. For fiscal year 2014, the revenues will be projected in the expanded Environmental Services Fund.

Parks and Recreation revenues are projected to be 6.2 percent above budget for fiscal year 2013, primarily reflecting greater than projected participation in recreation programs and increased park facility rentals. Fiscal year 2014 revenues are projected to be in-line with fiscal year 2013.

Revenue Assumptions

Other Revenues

Miscellaneous revenue sources are estimated based on historical trends

Investment Earnings

The amount of revenue received from the investment of idle cash. This source of revenue is estimated based on the projected cash position of the City and projected future investment earning rates.

Other Financing Sources

Other financing sources projected for fiscal year 2014 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 regular Electric Fund transfer from the Public Works Commission (PWC) to the General Fund is budgeted at \$12,303,700, consistent with the terms of the current transfer agreement.

Other transfers projected to be received by the General Fund include a payment from the Lake Valley Municipal Service District Fund to repay an interfund loan and a contribution from the Central Business Tax District to assist in funding debt service for the Franklin Street Parking Deck. Those transfers are projected to total \$82,213 in fiscal year 2014.

The City anticipates financing \$2,150,637 for the purchase of vehicles to provide substitute financing for planned capital improvement and information technology plan projects.

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 2014 fund balance appropriation for the General Fund of \$5,495,678 is associated with specific planned expenditures totaling \$7,211,616 offset by one-time motor vehicle tax proceeds of \$1,715,938 from the four-month overlap from the transition to the Tax and Tag Together program. Those expenditures include: a total of \$5,326,948 for capital and information technology improvement plan projects comprised of \$1,000,000 to initiate a revolving fund for revitalization, \$1,000,000 for street resurfacing, \$584,649 for a variety of building maintenance projects, \$510,000 for street improvements, \$357,000 for sidewalk improvements, \$189,000 for playground improvements, \$140,000 for a planned grant match for improvements at the train station, \$75,000 for improvements at the recently acquired Texfi site, \$33,627 for additional funding needed to acquire land for a fire station and \$1,437,672 for a variety of information technology improvement projects; \$363,033 to fund one-time initial unemployment insurance prefunding; \$215,000 for biennial election cost; \$308,000 for two large anticipated commercial demolitions; \$213,500 for a variety of small improvements at parks and ballfields; \$241,460 for non-recurring agreement and contract service payments; \$80,626 for a variety of Police small equipment; \$35,000 for an expansion of the City cemetery; \$225,150 for vehicles and equipment for five added police positions; \$132,663 for personnel and operating costs for the first year of Police restructuring changes which have an identified funding commitment for fiscal year 2015 and beyond; and \$74,687 for capital funding plan expenditures in excess of current year revenues; offset by \$4,451 to balance expenditures to revenues.

Revenue Assumptions

CENTRAL BUSINESS TAX DISTRICT FUND

The recommended tax rate for the Central Business Tax District for fiscal year 2014 remains at 10.0 cents per 100 dollars of property valuation, with total taxable values estimated to be \$133,839,114 and collection rates estimated at 97.43 percent for real and personal property and 93.55 percent for motor vehicles. On this basis, fiscal year 2014 current year property tax collections are projected to be \$130,206, an increase of 2.1 percent from fiscal year 2013 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 2014, the E911 Fund is projected to receive \$805,520 in these dedicated revenues from the State, as compared to \$775,752 projected to be received in fiscal year 2013.

LAKE VALLEY DRIVE MSD FUND

The recommended tax rate for the Lake Valley Municipal Service District Fund for fiscal year 2014 is 34.5 cents per 100 dollars of property valuation, with total taxable values estimated to be \$23,120,823, with a 100% collection rate. On this basis, fiscal year 2014 current year property tax collections are projected to be \$79,767.

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.

For fiscal year 2014, lease rates for all lots are recommended to remain at \$50 per month. The fee schedule in the appendix includes a comprehensive list of the current and recommended fees for fiscal year 2014, including increases for certain fines, late payments and hourly, daily and weekly parking.

The Public Works Commission is projected to pay \$37,137 to fund its proportionate share of parking deck operating costs and capital reserves.

Total revenue projections for the Parking Fund for fiscal year 2014 are \$351,410. The use of \$79,195 of accumulated fund balance will be required to fund projected 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 \$3,792,676 in fiscal year 2014 based upon known leases and agreements and historical trends. These revenues are expected to comprise 79.3 percent of total Airport revenues.

The Airport also receives funding from the Federal Aviation Administration and airlines to fund security services at the Airport. These revenues are projected to total \$322,266 for fiscal year 2014 based upon current agreements. These funds are reimbursed to the General Fund for law enforcement services provided to the Airport.

Revenue Assumptions

In addition, landing fees paid by various companies are expected to total \$387,431 in fiscal year 2014.

ENVIRONMENTAL SERVICES FUND

For fiscal year 2014, the former Recycling Fund has been expanded into the Environmental Services Fund in order to record all costs associated with providing residential garbage, recycling and yard waste collection within one fund.

The former single-family residential recycling fee will now be the single-family residential solid waste fee. For fiscal year 2014, the fee is proposed to increase from \$38 to \$48 per single-family residential parcel. Current year fee revenues for fiscal year 2014 are projected to total \$2,875,705, including \$599,105 projected from the proposed fee increase.

Intergovernmental revenue projections for the expanded fund for fiscal year 2014 include \$303,125 from Cumberland County based upon agreed payments of \$5 per household and \$136,338 in proceeds from the solid waste disposal tax collected by the State.

A fund balance appropriation of \$360,000 is planned for fiscal year 2014 to fund planned information technology improvements.

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 2014, the transfer is projected to total \$6,558,550.

RISK MANAGEMENT FUND

The Risk Management Fund is primarily funded through interfund charges to other funds for services including workers' compensation benefits, health and dental benefits and property and casualty insurance coverage. These charges are projected based

upon historical trends and estimated charges needed to finance expected expenditures.

In addition, employees and retirees also contribute to the Risk Management Fund for health and dental coverage for individual and dependent coverage. Contributions are projected based upon the anticipated number of participants and rates needed to fund expected claims expenditures.

STORMWATER FUND

The current monthly stormwater fee of \$3 has \$1 dedicated to stormwater quality improvements, and \$2 dedicated to stormwater drainage improvements. For fiscal year 2014, the proposed monthly fee is \$4 with no specified funding dedications to quality or quantity improvements. The proposed fee increase will provide funding for additional drainage improvements.

Stormwater fee revenue projections for fiscal year 2013 are projected to total \$5,242,101, a 0.1 percent increase over the original budget. With the proposed fee increase for fiscal year 2014, stormwater fee revenue projections are projected to total \$7,026,346, a 34.0 percent increase over projected revenues for fiscal year 2013.

Beginning with the fiscal year 2014 budget, program costs for street sweeping operations are being transferred from the General Fund to the Stormwater fund. The State currently contracts with the City to sweep state-maintained roads within the city. Projected contract payments of \$120,500 are projected in the Stormwater fund for fiscal year 2014.

TRANSIT FUND

The Transit Fund receives grants from the federal government for the operation of the department. The Transit capital maintenance, operating assistance and ADA grants are projected to total \$1,514,256 in fiscal year 2014. The grant proceeds fund ADA services,

Revenue Assumptions

vehicle and general maintenance and some fuel.

The Transit Fund also receives funding under the State Maintenance Assistance Program. Fiscal year 2014 proceeds from this revenue are projected to be \$671,584, in-line with fiscal year 2013 receipts.

In fiscal year 2009, the City implemented a \$5 vehicle license tax dedicated to support transit operations. In fiscal year 2013, \$625,600 is projected to be generated from this tax. For fiscal year 2014, \$775,400 is projected to be received, including \$146,000 related to the four-month Tax and Tag Together overlap.

The Transit system is projected to generate a total of \$1,106,439 in fare revenue in fiscal year 2014 based upon ridership data supplied by the Transit Department and fare schedules as adjusted by City Council effective April 8, 2013. There are no additional adjustments to fares projected in the proposed fiscal year 2014 budget.

For fiscal years 2013 and 2014, \$91,860 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 2013, the transfer is projected to total \$2,644,931 compared to the originally budgeted transfer of \$2,513,293. For fiscal year 2014, the General Fund transfer needed to cover Transit operating costs is projected to total \$2,706,569.

LEOSSA FUND

The LEOSSA Fund is supported through interfund charges primarily to the General Fund. The fund revenues are projected based upon estimated earnings of sworn law enforcement personnel during the fiscal year and an actuarially determined funding rate.

City Attorney

Description	FY 2012 Actual	FY 2013 Orig Budget	FY 2013 Estimate	FY 2014 Recommend	FY 2014 Adopted
Salaries & Wages	445,543	460,162	434,142	500,302	0
Social Security & Pension	60,616	62,765	58,698	70,210	0
Insurance & Benefits	43,814	47,828	44,702	48,571	0
Temporary Services	0	0	0	0	0
Personnel Services	549,973	570,755	537,542	619,083	0
Utilities	0	0	0	0	0
Supplies	17,127	18,732	19,102	18,952	0
Small Equipment/Computers	0	2,400	1,772	0	0
General Maintenance	0	0	0	0	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	4,904	4,402	4,402	4,402	0
Travel and Development	4,243	8,095	8,095	8,909	0
Memberships and Dues	3,746	3,715	3,331	3,715	0
Insurance	0	0	0	0	0
Other Services	0	0	0	0	0
Operating	30,020	37,344	36,702	35,978	0
Accounting, Auditing & Legal	471,661	400,000	500,000	500,000	0
Medical Services	29	0	0	0	0
Other Contract Services	83	24	200	0	0
Professional/Cont Services	471,773	400,024	500,200	500,000	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Other Charges	472	250	334	334	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Financing Uses	0	0	0	0	0
Other Charges	472	250	334	334	0
Total Expenditures	1,052,238	1,008,373	1,074,778	1,155,395	0

City Manager

Description	FY 2012	FY 2013	FY 2013	FY 2014	FY 2014
	Actual	Orig Budget	Estimate	Recommend	Adopted
Salaries & Wages	837,715	645,531	650,189	974,825	0
Social Security & Pension	117,895	123,218	86,615	130,913	0
Insurance & Benefits	72,050	78,113	56,180	88,638	0
Temporary Services	0	0	13,200	0	0
Personnel Services	1,027,660	846,862	806,184	1,194,376	0
Utilities	0	0	0	0	0
Supplies	3,764	4,600	4,600	8,450	0
Small Equipment/Computers	0	0	19,957	0	0
General Maintenance	0	0	0	0	0
Vehicle Maintenance	624	0	0	0	0
Vehicle Fuel	160	0	0	0	0
Communications	9,423	8,870	8,675	16,982	0
Travel and Development	15,517	21,590	21,090	29,180	0
Memberships and Dues	4,965	5,800	5,800	16,878	0
Insurance	0	0	0	0	0
Other Services	0	0	0	0	0
Operating	34,453	40,860	60,122	71,490	0
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	50	0	0	0
Other Contract Services	25,530	0	114,400	154,000	0
Professional/Cont Services	25,530	50	114,400	154,000	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Other Charges	2,422	2,500	2,500	2,750	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Financing Uses	0	0	0	0	0
Other Charges	2,422	2,500	2,500	2,750	0
Total Expenditures	1,090,065	890,272	983,206	1,422,616	0

Community Development

Description	FY 2012 Actual	FY 2013 Orig Budget	FY 2013 Estimate	FY 2014 Recommend	FY 2014 Adopted
Salaries & Wages	130,657	148,057	158,203	159,288	0
Social Security & Pension	18,539	21,306	22,349	23,451	0
Insurance & Benefits	29,943	29,858	31,646	30,832	0
Temporary Services	0	0	0	0	0
Personnel Services	179,139	199,221	212,198	213,571	0
Utilities	56,634	58,644	55,908	57,020	0
Supplies	1,659	4,400	4,700	5,700	0
Small Equipment/Computers	0	2,100	2,100	0	0
General Maintenance	38,431	74,387	66,937	74,517	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	5,282	6,100	9,690	6,050	0
Travel and Development	1,928	3,840	4,693	4,155	0
Memberships and Dues	1,485	1,795	1,905	1,805	0
Insurance	6,040	5,459	6,636	6,932	0
Other Services	0	0	600	0	0
Operating	111,459	156,725	153,169	156,179	0
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	150,788	343,925	637,394	240,020	0
Professional/Cont Services	150,788	343,925	637,394	240,020	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Other Charges	47,669	0	2,432	0	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	473,504	451,044	421,885	454,942	0
Inventory	0	0	0	0	0
Cost Redistribution	(28,320)	(31,513)	(31,513)	(32,300)	0
Other Financing Uses	163,199	300,000	579,313	1,180,000	0
Other Charges	656,052	719,531	972,117	1,602,642	0
Total Expenditures	1,097,438	1,419,402	1,974,878	2,212,412	0

Corporate Communications

Description	FY 2012	FY 2013	FY 2013	FY 2014	FY 2014
	Actual	Orig Budget	Estimate	Recommend	Adopted
Salaries & Wages	427,269	446,363	470,597	550,982	0
Social Security & Pension	60,913	64,221	66,892	81,100	0
Insurance & Benefits	58,207	71,111	70,832	90,768	0
Temporary Services	11,647	4,979	5,795	0	0
Personnel Services	558,036	586,674	614,116	722,850	0
Utilities	0	0	0	0	0
Supplies	14,123	11,500	20,538	17,690	0
Small Equipment/Computers	2,515	0	16,592	4,487	0
General Maintenance	11,307	15,000	8,801	12,834	0
Vehicle Maintenance	834	1,000	4,806	2,000	0
Vehicle Fuel	250	298	250	250	0
Communications	53,016	126,798	67,496	67,040	0
Travel and Development	3,971	7,810	9,052	11,700	0
Memberships and Dues	1,552	2,245	2,075	3,067	0
Insurance	0	0	0	0	0
Other Services	13,752	13,752	18,006	22,260	0
Operating	101,320	178,403	147,616	141,328	0
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	89,362	69,733	96,620	34,570	0
Professional/Cont Services	89,362	69,733	96,620	34,570	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	48,856	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	48,856	0	0
Other Charges	309	500	500	1,450	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	0	0	0	0	0
Inventory	107,007	125,900	116,000	118,000	0
Cost Redistribution	(164,706)	(161,000)	(151,000)	(153,000)	0
Other Financing Uses	0	0	0	0	0
Other Charges	(57,390)	(34,600)	(34,500)	(33,550)	0
Total Expenditures	691,328	800,210	872,708	865,198	0

Development Services

Description	FY 2012 Actual	FY 2013 Orig Budget	FY 2013 Estimate	FY 2014 Recommend	FY 2014 Adopted
Salaries & Wages	2,075,352	2,265,869	2,274,841	2,333,867	0
Social Security & Pension	295,381	325,737	323,559	343,105	0
Insurance & Benefits	329,985	366,748	382,108	388,288	0
Temporary Services	62,613	0	6,149	0	0
Personnel Services	2,763,331	2,958,354	2,986,657	3,065,260	0
Utilities	0	0	0	0	0
Supplies	28,057	40,519	32,142	35,069	0
Small Equipment/Computers	2,378	32,059	33,034	4,443	0
General Maintenance	12,360	38,775	42,376	45,051	0
Vehicle Maintenance	182	7,000	35,257	6,500	0
Vehicle Fuel	760	11,498	6,100	12,479	0
Communications	109,528	118,304	126,309	136,200	0
Travel and Development	149,324	118,150	132,969	119,731	0
Memberships and Dues	7,008	11,166	10,283	11,120	0
Insurance	0	350	0	0	0
Other Services	352	200	200	200	0
Operating	309,949	378,021	418,670	370,793	0
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	290,034	654,050	720,209	658,846	0
Professional/Cont Services	290,034	654,050	720,209	658,846	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	220,000	198,413	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	220,000	198,413	0	0
Other Charges	101	0	0	0	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	1,466	6,200	13,034	0	0
Debt Service	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Financing Uses	50,000	71,273	71,273	0	0
Other Charges	51,567	77,473	84,307	0	0
Total Expenditures	3,414,881	4,287,898	4,408,256	4,094,899	0

Engineering & Infrastructure

Description	FY 2012	FY 2013	FY 2013	FY 2014	FY 2014
	Actual	Orig Budget	Estimate	Recommend	Adopted
Salaries & Wages	2,875,532	3,137,440	3,258,101	3,088,618	0
Social Security & Pension	405,892	450,902	462,741	454,523	0
Insurance & Benefits	563,257	624,373	629,588	570,451	0
Temporary Services	11,588	0	5,996	0	0
Personnel Services	3,856,269	4,212,715	4,356,426	4,113,592	0
Utilities	337,591	248,292	251,202	254,410	0
Supplies	429,397	555,704	590,250	493,082	0
Small Equipment/Computers	3,775	7,369	10,856	0	0
General Maintenance	44,118	55,176	40,755	33,971	0
Vehicle Maintenance	432,144	581,982	592,164	371,400	0
Vehicle Fuel	234,534	248,368	237,800	176,549	0
Communications	32,001	42,293	35,289	34,989	0
Travel and Development	31,041	50,080	50,730	51,030	0
Memberships and Dues	4,788	6,936	8,103	8,801	0
Insurance	0	0	0	0	0
Other Services	1,716	5,350	8,150	8,150	0
Operating	1,551,105	1,801,550	1,825,299	1,432,382	0
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	646	1,384	1,384	784	0
Other Contract Services	670,175	834,923	766,575	619,326	0
Professional/Cont Services	670,821	836,307	767,959	620,110	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	8,599	37,800	28,150	0	0
Equipment - Other	58,675	205,000	195,163	0	0
Equipment - Motor Vehicles	253,922	32,000	177,777	29,000	0
Infrastructure	0	5,100	5,100	5,100	0
Capital Outlay	321,196	279,900	406,190	34,100	0
Other Charges	4,608	6,875	6,875	5,525	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	83,676	76,708	76,708	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Financing Uses	5,378,567	3,933,911	4,071,908	5,955,637	0
Other Charges	5,466,851	4,017,494	4,155,491	5,961,162	0
Total Expenditures	11,866,242	11,147,966	11,511,365	12,161,346	0

Environmental Services

Description	FY 2012 Actual	FY 2013 Orig Budget	FY 2013 Estimate	FY 2014 Recommend	FY 2014 Adopted
Salaries & Wages	2,610,236	2,847,145	2,657,661	0	0
Social Security & Pension	370,243	409,585	377,493	0	0
Insurance & Benefits	567,143	644,742	562,662	0	0
Temporary Services	481,851	0	355,358	0	0
Personnel Services	4,029,473	3,901,472	3,953,174	0	0
Utilities	30,697	33,392	33,300	0	0
Supplies	328,988	339,652	370,784	0	0
Small Equipment/Computers	0	0	2,322	0	0
General Maintenance	35,612	20,084	20,084	0	0
Vehicle Maintenance	1,176,080	1,326,381	1,241,974	0	0
Vehicle Fuel	625,710	711,274	671,454	0	0
Communications	61,185	34,328	33,766	0	0
Travel and Development	1,594	6,000	7,388	0	0
Memberships and Dues	3,086	3,300	2,790	0	0
Insurance	4,596	0	0	0	0
Other Services	0	0	0	0	0
Operating	2,267,548	2,474,411	2,383,862	0	0
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	1,986	2,028	2,028	0	0
Other Contract Services	258,751	21,900	41,450	0	0
Professional/Cont Services	260,737	23,928	43,478	0	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	27,849	0	0	0	0
Equipment - Motor Vehicles	1,640,070	961,000	1,427,570	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	1,667,919	961,000	1,427,570	0	0
Other Charges	2,963	3,020	3,020	0	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	544,047	498,712	498,712	0	0
Inventory	2,241,581	1,588,900	1,608,500	0	0
Cost Redistribution	(2,395,992)	(1,690,860)	(1,731,043)	0	0
Other Financing Uses	0	155,000	412,000	0	0
Other Charges	392,599	554,772	791,189	0	0
Total Expenditures	8,618,276	7,915,583	8,599,273	0	0

Finance

Description	FY 2012	FY 2013	FY 2013	FY 2014	FY 2014
	Actual	Orig Budget	Estimate	Recommend	Adopted
Salaries & Wages	877,212	1,013,506	998,179	1,075,907	0
Social Security & Pension	123,581	144,306	140,201	156,929	0
Insurance & Benefits	138,324	155,446	148,807	164,243	0
Temporary Services	39,810	0	45,179	0	0
Personnel Services	1,178,927	1,313,258	1,332,366	1,397,079	0
Utilities	0	0	0	0	0
Supplies	11,974	18,000	19,887	18,000	0
Small Equipment/Computers	2,468	0	16,168	0	0
General Maintenance	6,946	17,340	15,259	15,300	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	36,299	38,000	36,623	38,800	0
Travel and Development	4,270	9,700	8,668	13,655	0
Memberships and Dues	1,779	2,500	2,622	2,600	0
Insurance	0	0	0	0	0
Other Services	0	0	0	0	0
Operating	63,736	85,540	99,227	88,355	0
Accounting, Auditing & Legal	53,785	64,360	106,551	65,123	0
Medical Services	0	0	0	0	0
Other Contract Services	1,070,438	1,101,665	1,022,102	1,364,986	0
Professional/Cont Services	1,124,223	1,166,025	1,128,653	1,430,109	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Other Charges	10,762	0	127	575	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Financing Uses	0	0	0	0	0
Other Charges	10,762	0	127	575	0
Total Expenditures	2,377,648	2,564,823	2,560,373	2,916,118	0

Fire & Emergency Management

Description	FY 2012 Actual	FY 2013 Orig Budget	FY 2013 Estimate	FY 2014 Recommend	FY 2014 Adopted
Salaries & Wages	14,317,447	14,673,364	14,836,834	15,393,051	0
Social Security & Pension	2,030,334	2,112,639	2,102,452	2,267,850	0
Insurance & Benefits	2,831,132	2,892,694	2,936,958	2,981,113	0
Temporary Services	41,990	0	329	0	0
Personnel Services	19,220,903	19,678,697	19,876,573	20,642,014	0
Utilities	186,348	200,541	190,000	193,800	0
Supplies	607,638	639,111	710,427	661,290	0
Small Equipment/Computers	98,443	79,200	96,191	91,500	0
General Maintenance	98,858	112,536	113,819	125,350	0
Vehicle Maintenance	619,944	654,600	571,181	587,800	0
Vehicle Fuel	284,448	296,771	301,273	302,422	0
Communications	177,875	180,950	161,040	154,931	0
Travel and Development	44,484	52,383	52,383	58,504	0
Memberships and Dues	18,058	14,611	16,316	20,677	0
Insurance	51,972	0	54,000	54,000	0
Other Services	699	0	0	0	0
Operating	2,188,767	2,230,703	2,266,630	2,250,274	0
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	82,652	75,505	75,505	113,380	0
Other Contract Services	537,332	502,834	506,978	549,377	0
Professional/Cont Services	619,984	578,339	582,483	662,757	0
Land	0	0	0	0	0
Buildings	0	23,134	23,134	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	101,852	26,910	25,910	45,826	0
Equipment - Motor Vehicles	1,285,316	1,938,000	1,938,000	1,298,200	0
Infrastructure	0	0	0	0	0
Capital Outlay	1,387,168	1,988,044	1,987,044	1,344,026	0
Other Charges	508	5,000	5,233	5,300	0
Indirect Cost Allocation	65,363	73,589	67,324	69,344	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	85,940	78,780	78,780	0	0
Inventory	0	0	0	0	0
Cost Redistribution	(75,000)	(75,000)	(75,000)	(75,000)	0
Other Financing Uses	0	0	0	33,627	0
Other Charges	76,811	82,369	76,337	33,271	0
Total Expenditures	23,493,633	24,558,152	24,789,067	24,932,342	0

Human Relations

Description	FY 2012	FY 2013	FY 2013	FY 2014	FY 2014
	Actual	Orig Budget	Estimate	Recommend	Adopted
Salaries & Wages	181,041	173,015	184,263	185,844	0
Social Security & Pension	25,732	24,906	26,100	27,360	0
Insurance & Benefits	17,517	22,421	20,886	22,592	0
Temporary Services	0	0	0	0	0
Personnel Services	224,290	220,342	231,249	235,796	0
Utilities	0	0	0	0	0
Supplies	8,646	8,050	8,100	9,050	0
Small Equipment/Computers	0	0	5,613	0	0
General Maintenance	0	0	0	0	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	2,218	4,975	4,700	4,350	0
Travel and Development	8,609	5,350	5,325	6,000	0
Memberships and Dues	490	1,200	1,769	1,769	0
Insurance	0	0	0	0	0
Other Services	661	1,500	1,000	1,500	0
Operating	20,624	21,075	26,507	22,669	0
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	585	2,575	2,200	3,200	0
Professional/Cont Services	585	2,575	2,200	3,200	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Other Charges	886	5,650	4,328	7,000	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	2,389	0	1,000	0	0
Debt Service	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Financing Uses	0	0	0	0	0
Other Charges	3,275	5,650	5,328	7,000	0
Total Expenditures	248,774	249,642	265,284	268,665	0

Human Resource Development

Description	FY 2012 Actual	FY 2013 Orig Budget	FY 2013 Estimate	FY 2014 Recommend	FY 2014 Adopted
Salaries & Wages	729,580	721,786	668,704	746,889	0
Social Security & Pension	103,101	102,683	94,501	109,715	0
Insurance & Benefits	126,819	118,215	115,390	127,327	0
Temporary Services	0	0	3,934	0	0
Personnel Services	959,500	942,684	882,529	983,931	0
Utilities	0	0	0	0	0
Supplies	14,025	13,219	14,341	14,950	0
Small Equipment/Computers	5,133	0	8,579	1,450	0
General Maintenance	14,099	25,900	14,091	14,118	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	17,674	20,707	15,649	17,700	0
Travel and Development	121,129	106,823	103,744	103,754	0
Memberships and Dues	5,236	3,428	4,213	4,164	0
Insurance	0	0	0	0	0
Other Services	0	0	0	0	0
Operating	177,296	170,077	160,617	156,136	0
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	152,778	37,553	38,656	39,467	0
Professional/Cont Services	152,778	37,553	38,656	39,467	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Other Charges	545	1,000	833	600	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Financing Uses	0	0	0	0	0
Other Charges	545	1,000	833	600	0
Total Expenditures	1,290,119	1,151,314	1,082,635	1,180,134	0

Information Technology

Description	FY 2012	FY 2013	FY 2013	FY 2014	FY 2014
	Actual	Orig Budget	Estimate	Recommend	Adopted
Salaries & Wages	921,649	1,220,869	1,207,753	1,303,290	0
Social Security & Pension	131,559	172,569	169,027	189,260	0
Insurance & Benefits	136,000	178,415	166,787	169,309	0
Temporary Services	109,233	0	65,793	40,560	0
Personnel Services	1,298,441	1,571,853	1,609,360	1,702,419	0
Utilities	0	0	0	0	0
Supplies	28,463	37,203	31,141	35,828	0
Small Equipment/Computers	56,680	119,114	155,530	44,355	0
General Maintenance	736,750	889,599	1,164,262	1,064,007	0
Vehicle Maintenance	3,124	2,360	3,360	3,460	0
Vehicle Fuel	638	698	880	888	0
Communications	119,026	134,874	136,146	170,629	0
Travel and Development	36,292	74,513	76,535	119,500	0
Memberships and Dues	2,033	27,487	26,977	35,596	0
Insurance	0	0	0	0	0
Other Services	27,996	13,500	11,946	19,427	0
Operating	1,011,002	1,299,348	1,606,777	1,493,690	0
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	155,234	221,170	331,560	497,999	0
Professional/Cont Services	155,234	221,170	331,560	497,999	0
Land	0	0	0	0	0
Buildings	0	0	13,920	0	0
Improvements	0	0	0	0	0
Equipment - Office	77,532	34,121	37,703	33,000	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	77,532	34,121	51,623	33,000	0
Other Charges	159	100	100	100	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Financing Uses	311,000	1,076,114	1,076,114	1,846,619	0
Other Charges	311,159	1,076,214	1,076,214	1,846,719	0
Total Expenditures	2,853,368	4,202,706	4,675,534	5,573,827	0

Mayor, Council & City Clerk

Description	FY 2012 Actual	FY 2013 Orig Budget	FY 2013 Estimate	FY 2014 Recommend	FY 2014 Adopted
Salaries & Wages	228,491	233,463	233,448	349,008	0
Social Security & Pension	20,886	21,356	21,279	38,062	0
Insurance & Benefits	32,289	73,647	54,047	88,515	0
Temporary Services	0	0	0	0	0
Personnel Services	281,666	328,466	308,774	475,585	0
Utilities	0	0	0	0	0
Supplies	8,660	7,700	6,200	10,650	0
Small Equipment/Computers	2,391	0	0	1,200	0
General Maintenance	0	0	0	0	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	9,756	12,375	5,673	5,772	0
Travel and Development	11,282	42,888	75,574	45,120	0
Memberships and Dues	88,772	93,700	94,847	97,519	0
Insurance	0	0	0	0	0
Other Services	0	0	0	0	0
Operating	120,861	156,663	182,294	160,261	0
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	257,698	65,000	82,550	285,550	0
Professional/Cont Services	257,698	65,000	82,550	285,550	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Other Charges	2,912	2,600	2,500	2,500	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Financing Uses	0	0	0	0	0
Other Charges	2,912	2,600	2,500	2,500	0
Total Expenditures	663,137	552,729	576,118	923,896	0

Other Appropriations

Description	FY 2012	FY 2013	FY 2013	FY 2014	FY 2014
	Actual	Orig Budget	Estimate	Recommend	Adopted
Salaries & Wages	0	700,000	0	27,925	0
Social Security & Pension	0	0	0	4,116	0
Insurance & Benefits	23,276	33,848	36,694	404,492	0
Temporary Services	0	0	0	0	0
Personnel Services	23,276	733,848	36,694	436,533	0
Utilities	12,336	12,724	22,550	27,342	0
Supplies	4,845	0	0	1,020	0
Small Equipment/Computers	0	0	0	0	0
General Maintenance	0	0	0	6,000	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	85,402	0	0	2,000	0
Travel and Development	0	0	0	0	0
Memberships and Dues	0	0	0	0	0
Insurance	942,044	1,180,682	1,132,628	1,076,797	0
Other Services	1,413,492	816,750	816,510	806,750	0
Operating	2,458,119	2,010,156	1,971,688	1,919,909	0
Accounting, Auditing & Legal	16,751	53,000	67,719	53,000	0
Medical Services	0	0	0	0	0
Other Contract Services	7,549,649	8,022,348	7,717,113	7,895,883	0
Professional/Cont Services	7,566,400	8,075,348	7,784,832	7,948,883	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Other Charges	84,876	102,500	92,083	107,100	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	307,375	312,875	312,875	312,875	0
Debt Service	6,180,822	6,203,842	6,572,037	6,564,679	0
Inventory	0	0	0	1,616,500	0
Cost Redistribution	0	0	0	(1,704,000)	0
Other Financing Uses	4,251,466	6,799,977	8,638,329	14,584,462	0
Other Charges	10,824,539	13,419,194	15,615,324	21,481,616	0
Total Expenditures	20,872,334	24,238,546	25,408,538	31,786,941	0

Parks, Recreation & Maintenance

Description	FY 2012 Actual	FY 2013 Orig Budget	FY 2013 Estimate	FY 2014 Recommend	FY 2014 Adopted
Salaries & Wages	6,299,787	6,492,322	6,628,278	6,958,688	0
Social Security & Pension	869,919	907,022	914,907	995,656	0
Insurance & Benefits	1,207,398	1,235,841	1,236,099	1,228,646	0
Temporary Services	318,861	332,519	368,108	368,108	0
Personnel Services	8,695,965	8,967,704	9,147,392	9,551,098	0
Utilities	1,197,889	1,212,623	1,186,893	1,176,109	0
Supplies	997,092	934,766	950,321	899,256	0
Small Equipment/Computers	27,844	0	773	67,000	0
General Maintenance	556,645	614,051	641,522	616,205	0
Vehicle Maintenance	938,011	1,024,376	960,059	998,841	0
Vehicle Fuel	330,928	350,499	375,193	378,771	0
Communications	366,904	353,264	346,525	335,865	0
Travel and Development	33,906	24,307	34,279	33,832	0
Memberships and Dues	6,119	6,112	6,532	6,732	0
Insurance	124,455	110,991	124,257	126,750	0
Other Services	33,153	88,777	145,707	83,897	0
Operating	4,612,946	4,719,766	4,772,061	4,723,258	0
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	229	645	570	654	0
Other Contract Services	916,089	902,135	1,040,087	932,211	0
Professional/Cont Services	916,318	902,780	1,040,657	932,865	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	341,661	94,000	233,008	165,000	0
Equipment - Office	0	0	0	0	0
Equipment - Other	242,486	286,500	332,469	104,500	0
Equipment - Motor Vehicles	505,424	206,000	226,488	73,000	0
Infrastructure	0	0	0	0	0
Capital Outlay	1,089,571	586,500	791,965	342,500	0
Other Charges	1,840	597,620	469,527	64,513	0
Indirect Cost Allocation	60,000	60,000	60,000	60,000	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	16,562	15,183	15,183	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Financing Uses	898,736	873,202	1,175,114	2,288,102	0
Other Charges	977,138	1,546,005	1,719,824	2,412,615	0
Total Expenditures	16,291,938	16,722,755	17,471,899	17,962,336	0

Police

	FY 2012	FY 2013	FY 2013	FY 2014	FY 2014
Description	Actual	Budget	Estimate	Recommend	Adopted
Salaries & Wages	24,806,587	25,990,675	26,123,881	27,082,077	0
Social Security & Pension	5,185,935	5,496,701	5,474,422	5,833,629	0
Insurance & Benefits	4,004,995	4,415,548	4,369,133	4,530,269	0
Temporary Services	156,025	140,724	169,268	167,206	0
Personnel Services	34,153,542	36,043,648	36,136,704	37,613,181	0
Utilities	196,692	215,761	193,430	203,898	0
Supplies	767,054	917,802	978,858	1,035,993	0
Small Equipment/Computers	147,181	148,713	223,692	65,603	0
General Maintenance	301,990	348,555	391,389	478,768	0
Vehicle Maintenance	1,294,581	1,347,700	1,367,557	1,340,709	0
Vehicle Fuel	1,343,234	1,522,267	1,340,000	1,369,650	0
Communications	708,089	704,427	746,259	800,138	0
Travel and Development	128,574	145,104	197,405	154,242	0
Memberships and Dues	6,164	7,354	8,458	8,043	0
Insurance	0	0	0	0	0
Other Services	215,954	228,758	217,076	225,171	0
Operating	5,109,513	5,586,441	5,664,124	5,682,215	0
Accounting, Auditing & Legal	3,920	3,821	5,574	5,741	0
Medical Services	28,331	26,164	38,160	40,160	0
Other Contract Services	246,796	230,060	298,798	247,393	0
Professional/Cont Services	279,047	260,045	342,532	293,294	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	5,750	0	0
Equipment - Office	57,967	24,695	23,194	11,549	0
Equipment - Other	757,223	349,650	179,167	30,000	0
Equipment - Motor Vehicles	784,491	839,000	1,066,708	1,345,000	0
Infrastructure	0	0	0	0	0
Capital Outlay	1,599,681	1,213,345	1,274,819	1,386,549	0
Other Charges	102,533	112,778	111,607	111,616	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	3,000	3,000	3,000	3,000	0
Debt Service	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	(6,124)	(8,005)	(8,094)	(8,730)	0
Other Financing Uses	32,918	50,000	50,000	37,825	0
Other Charges	132,327	157,773	156,513	143,711	0
Total Expenditures	41,274,110	43,261,252	43,574,692	45,118,950	0

Central Business Tax District Fund

Description	FY 2012 Actual	FY 2013 Orig Budget	FY 2013 Estimate	FY 2014 Recommend	FY 2014 Adopted
Salaries & Wages	0	0	0	0	0
Social Security & Pension	0	0	0	0	0
Insurance & Benefits	0	0	0	0	0
Temporary Services	0	0	0	0	0
Personnel Services	0	0	0	0	0
Utilities	0	0	0	0	0
Supplies	15,766	31,000	31,000	31,000	0
Small Equipment/Computers	15,623	0	2,318	0	0
General Maintenance	0	385	385	385	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	11,670	11,600	12,350	13,500	0
Travel and Development	0	0	0	0	0
Memberships and Dues	0	0	0	0	0
Insurance	0	0	0	0	0
Other Services	0	0	0	0	0
Operating	43,059	42,985	46,053	44,885	0
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	26,448	26,521	26,521	30,021	0
Professional/Cont Services	26,448	26,521	26,521	30,021	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	6,474	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	6,474	0	0	0	0
Other Charges	0	0	0	0	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	28,320	31,513	31,513	32,300	0
Other Financing Uses	75,000	75,000	75,000	26,323	0
Other Charges	103,320	106,513	106,513	58,623	0
Total Expenditures	179,301	176,019	179,087	133,529	0

City of Fayetteville Finance Corporation

Description	FY 2012	FY 2013	FY 2013	FY 2014	FY 2014
	Actual	Orig Budget	Estimate	Recommend	Adopted
Salaries & Wages	0	0	0	0	0
Social Security & Pension	0	0	0	0	0
Insurance & Benefits	0	0	0	0	0
Temporary Services	0	0	0	0	0
Personnel Services	0	0	0	0	0
Utilities	0	0	0	0	0
Supplies	0	0	0	0	0
Small Equipment/Computers	0	0	0	0	0
General Maintenance	0	0	0	0	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	0	0	0	0	0
Travel and Development	0	0	0	0	0
Memberships and Dues	0	0	0	0	0
Insurance	0	0	0	0	0
Other Services	0	0	0	0	0
Operating	0	0	0	0	0
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	0	0	0	0	0
Professional/Cont Services	0	0	0	0	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Other Charges	3,260	3,500	3,260	3,500	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	1,410,250	813,250	813,250	803,250	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Financing Uses	0	0	0	0	0
Other Charges	1,413,510	816,750	816,510	806,750	0
Total Expenditures	1,413,510	816,750	816,510	806,750	0

Emergency Telephone System Fund

Description	FY 2012 Actual	FY 2013 Orig Budget	FY 2013 Estimate	FY 2014 Recommend	FY 2014 Adopted
Salaries & Wages	0	0	0	0	0
Social Security & Pension	0	0	0	0	0
Insurance & Benefits	0	0	0	0	0
Temporary Services	0	0	0	0	0
Personnel Services	0	0	0	0	0
Utilities	0	0	0	0	0
Supplies	7,680	5,775	5,614	5,784	0
Small Equipment/Computers	51,120	0	0	70,750	0
General Maintenance	138,238	194,446	187,103	187,104	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	233,574	267,108	294,552	251,133	0
Travel and Development	21,150	33,809	21,500	21,500	0
Memberships and Dues	0	0	0	0	0
Insurance	0	0	0	0	0
Other Services	0	0	0	0	0
Operating	451,762	501,138	508,769	536,271	0
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	144,609	145,884	152,286	157,960	0
Professional/Cont Services	144,609	145,884	152,286	157,960	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	17,914	0	277,065	0	0
Equipment - Other	0	0	0	168,733	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	17,914	0	277,065	168,733	0
Other Charges	0	121,725	0	0	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	6,124	8,005	8,094	8,730	0
Other Financing Uses	0	0	0	0	0
Other Charges	6,124	129,730	8,094	8,730	0
Total Expenditures	620,409	776,752	946,214	871,694	0

Lake Valley Drive MSD Fund

	FY 2012	FY 2013	FY 2013	FY 2014	FY 2014
Description	Actual	Orig Budget	Estimate	Recommend	Adopted
Salaries & Wages	0	0	0	0	0
Social Security & Pension	0	0	0	0	0
Insurance & Benefits	0	0	0	0	0
Temporary Services	0	0	0	0	0
Personnel Services	0	0	0	0	0
Utilities	0	0	0	0	0
Supplies	0	0	0	0	0
Small Equipment/Computers	0	0	0	0	0
General Maintenance	0	0	0	0	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	0	0	0	0	0
Travel and Development	0	0	0	0	0
Memberships and Dues	0	0	0	0	0
Insurance	0	0	0	0	0
Other Services	0	0	0	0	0
Operating	0	0	0	0	0
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	0	0	0	0	0
Professional/Cont Services	0	0	0	0	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Other Charges	0	9,402	0	23,877	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Financing Uses	600	55,890	55,890	55,890	0
Other Charges	600	65,292	55,890	79,767	0
Total Expenditures	600	65,292	55,890	79,767	0

Parking Fund

Description	FY 2012 Actual	FY 2013 Orig Budget	FY 2013 Estimate	FY 2014 Recommend	FY 2014 Adopted
Salaries & Wages	0	0	0	0	0
Social Security & Pension	0	0	0	0	0
Insurance & Benefits	0	0	0	0	0
Temporary Services	0	0	0	0	0
Personnel Services	0	0	0	0	0
Utilities	17,574	30,120	23,072	23,533	0
Supplies	498	0	0	0	0
Small Equipment/Computers	0	0	0	0	0
General Maintenance	929	52,350	52,350	62,797	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	2,223	4,500	4,988	5,160	0
Travel and Development	0	0	0	0	0
Memberships and Dues	0	0	0	0	0
Insurance	2,030	2,289	6,603	6,897	0
Other Services	91,701	94,802	93,473	96,636	0
Operating	114,955	184,061	180,486	195,023	0
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	250,914	231,068	224,891	235,582	0
Professional/Cont Services	250,914	231,068	224,891	235,582	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Other Charges	0	0	0	0	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Financing Uses	0	0	0	0	0
Other Charges	0	0	0	0	0
Total Expenditures	365,869	415,129	405,377	430,605	0

Airport Fund

Description	FY 2012	FY 2013	FY 2013	FY 2014	FY 2014
	Actual	Orig Budget	Estimate	Recommend	Adopted
Salaries & Wages	886,921	983,556	918,941	1,041,556	0
Social Security & Pension	126,503	141,647	130,832	153,913	0
Insurance & Benefits	134,594	178,835	144,485	158,250	0
Temporary Services	102,544	46,259	99,685	98,832	0
Personnel Services	1,250,562	1,350,297	1,293,943	1,452,551	0
Utilities	409,679	433,925	433,224	440,258	0
Supplies	144,142	132,700	124,200	131,160	0
Small Equipment/Computers	32,937	0	46,853	15,000	0
General Maintenance	210,184	289,005	295,336	302,780	0
Vehicle Maintenance	111,540	93,022	88,356	91,943	0
Vehicle Fuel	52,629	57,636	52,938	53,467	0
Communications	60,059	139,800	157,430	138,148	0
Travel and Development	15,605	25,850	25,650	26,750	0
Memberships and Dues	1,690	1,440	1,445	1,445	0
Insurance	47,162	56,587	51,949	55,145	0
Other Services	0	0	0	0	0
Operating	1,085,627	1,229,965	1,277,381	1,256,096	0
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	42	42	42	42	0
Other Contract Services	148,529	150,468	101,019	109,150	0
Professional/Cont Services	148,571	150,510	101,061	109,192	0
Land	0	0	0	0	0
Buildings	0	0	1,601	0	0
Improvements	324,239	150,000	40,000	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	113,000	194,739	30,000	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	324,239	263,000	236,340	30,000	0
Other Charges	459,662	414,700	442,100	579,719	0
Indirect Cost Allocation	179,312	190,386	184,691	190,232	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	0	0	0	0	0
Inventory	23,224	15,000	15,000	15,000	0
Cost Redistribution	0	0	0	0	0
Other Financing Uses	1,164,424	1,332,500	755,933	1,149,719	0
Other Charges	1,826,622	1,952,586	1,397,724	1,934,670	0
Total Expenditures	4,635,621	4,946,358	4,306,449	4,782,509	0

Environmental Services

Description	FY 2012 Actual	FY 2013 Orig Budget	FY 2013 Estimate	FY 2014 Recommend	FY 2014 Adopted
Salaries & Wages	17,733	22,908	23,220	2,564,159	0
Social Security & Pension	2,589	3,297	3,341	377,219	0
Insurance & Benefits	502	6,752	3,960	532,392	0
Temporary Services	0	0	0	344,599	0
Personnel Services	20,824	32,957	30,521	3,818,369	0
Utilities	0	0	0	37,210	0
Supplies	65,434	58,015	52,397	428,323	0
Small Equipment/Computers	0	0	0	10,320	0
General Maintenance	0	0	0	11,750	0
Vehicle Maintenance	1,475	3,400	3,106	1,291,748	0
Vehicle Fuel	3,296	9,676	6,620	708,302	0
Communications	28,427	27,500	28,390	133,677	0
Travel and Development	1,474	1,440	1,440	9,280	0
Memberships and Dues	145	0	0	4,171	0
Insurance	119	385	120	93,969	0
Other Services	0	0	0	0	0
Operating	100,370	100,416	92,073	2,728,750	0
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	1,656	0
Other Contract Services	1,970,310	2,062,998	2,023,950	2,122,100	0
Professional/Cont Services	1,970,310	2,062,998	2,023,950	2,123,756	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	37,481	0	0	1,155,000	0
Infrastructure	0	0	0	0	0
Capital Outlay	37,481	0	0	1,155,000	0
Other Charges	0	62,619	0	3,520	0
Indirect Cost Allocation	48,464	50,169	49,918	365,943	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Financing Uses	427,245	391,641	391,641	366,000	0
Other Charges	475,709	504,429	441,559	735,463	0
Total Expenditures	2,604,694	2,700,800	2,588,103	10,561,338	0

Risk Management Fund

Description	FY 2012	FY 2013	FY 2013	FY 2014	FY 2014
	Actual	Orig Budget	Estimate	Recommend	Adopted
Salaries & Wages	217,038	244,247	228,149	299,470	0
Social Security & Pension	30,065	35,148	32,493	43,851	0
Insurance & Benefits	33,939	44,310	41,532	54,983	0
Temporary Services	2,752	0	1,046	1,046	0
Personnel Services	283,794	323,705	303,220	399,350	0
Utilities	0	0	0	0	0
Supplies	20,390	33,900	22,507	70,845	0
Small Equipment/Computers	0	0	3,000	0	0
General Maintenance	322	0	0	0	0
Vehicle Maintenance	102,300	97,000	100,030	101,400	0
Vehicle Fuel	0	0	0	0	0
Communications	9,897	13,045	7,080	7,860	0
Travel and Development	2,406	5,295	4,485	7,866	0
Memberships and Dues	755	1,091	619	884	0
Insurance	14,027,406	15,505,652	15,385,053	16,159,645	0
Other Services	342	368	368	368	0
Operating	14,163,818	15,656,351	15,523,142	16,348,868	0
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	37,510	89,000	41,626	96,625	0
Other Contract Services	179,812	248,400	209,990	315,270	0
Professional/Cont Services	217,322	337,400	251,616	411,895	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Other Charges	17	486,047	67	560,469	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Financing Uses	0	0	0	0	0
Other Charges	17	486,047	67	560,469	0
Total Expenditures	14,664,951	16,803,503	16,078,045	17,720,582	0

Stormwater Fund

Description	FY 2012 Actual	FY 2013 Orig Budget	FY 2013 Estimate	FY 2014 Recommend	FY 2014 Adopted
Salaries & Wages	1,019,389	1,136,014	1,126,133	1,648,857	0
Social Security & Pension	143,109	163,512	159,359	242,775	0
Insurance & Benefits	203,035	222,156	204,404	289,886	0
Temporary Services	0	0	0	0	0
Personnel Services	1,365,533	1,521,682	1,489,896	2,181,518	0
Utilities	11,242	16,686	13,500	15,550	0
Supplies	51,166	61,535	70,614	67,554	0
Small Equipment/Computers	7,865	0	0	3,059	0
General Maintenance	13,766	57,446	13,087	30,273	0
Vehicle Maintenance	188,868	189,386	170,600	404,000	0
Vehicle Fuel	79,330	84,593	86,800	151,989	0
Communications	70,103	90,427	82,890	83,480	0
Travel and Development	9,179	19,480	19,480	22,930	0
Memberships and Dues	1,684	1,666	1,713	1,813	0
Insurance	7,795	9,436	8,382	8,766	0
Other Services	36,054	35,000	40,200	40,200	0
Operating	477,052	565,655	507,266	829,614	0
Accounting, Auditing & Legal	0	0	5,300	5,300	0
Medical Services	100	500	500	1,100	0
Other Contract Services	256,544	306,440	431,155	547,990	0
Professional/Cont Services	256,644	306,940	436,955	554,390	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	202,919	0	0	0	0
Equipment - Motor Vehicles	99,037	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	301,956	0	0	0	0
Other Charges	1,313	30,430	4,120	51,757	0
Indirect Cost Allocation	71,242	133,584	73,379	75,581	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	446,880	919,409	919,409	921,226	0
Inventory	0	0	0	0	0
Cost Redistribution	75,000	75,000	75,000	75,000	0
Other Financing Uses	1,718,277	5,423,699	5,506,599	2,486,618	0
Other Charges	2,312,712	6,582,122	6,578,507	3,610,182	0
Total Expenditures	4,713,897	8,976,399	9,012,624	7,175,704	0

Transit Fund

Description	FY 2012	FY 2013	FY 2013	FY 2014	FY 2014
	Actual	Orig Budget	Estimate	Recommend	Adopted
Salaries & Wages	2,985,409	3,055,236	3,245,384	3,514,683	0
Social Security & Pension	419,233	436,931	458,925	515,655	0
Insurance & Benefits	635,961	704,106	645,555	739,536	0
Temporary Services	13,855	0	30,466	27,352	0
Personnel Services	4,054,458	4,196,273	4,380,330	4,797,226	0
Utilities	36,148	38,130	41,152	42,080	0
Supplies	83,262	80,504	85,942	85,502	0
Small Equipment/Computers	10,003	7,410	10,894	3,330	0
General Maintenance	40,030	51,600	63,768	54,100	0
Vehicle Maintenance	332,215	326,412	302,310	300,198	0
Vehicle Fuel	877,581	943,226	922,795	917,390	0
Communications	76,451	85,605	81,120	61,600	0
Travel and Development	2,106	4,360	4,145	8,080	0
Memberships and Dues	2,365	2,000	3,244	3,244	0
Insurance	54,161	111,104	73,979	83,272	0
Other Services	0	0	0	0	0
Operating	1,514,322	1,650,351	1,589,349	1,558,796	0
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	2,756	3,000	3,000	3,000	0
Other Contract Services	35,760	35,465	38,816	32,654	0
Professional/Cont Services	38,516	38,465	41,816	35,654	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	15,833	3,000	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	15,833	3,000	0
Other Charges	7,063	8,000	8,075	7,075	0
Indirect Cost Allocation	555,527	591,629	572,193	589,359	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	21,011	21,018	21,018	21,018	0
Inventory	(3,517)	0	0	0	0
Cost Redistribution	(92,840)	(82,000)	(95,000)	(95,000)	0
Other Financing Uses	0	0	0	0	0
Other Charges	487,244	538,647	506,286	522,452	0
Total Expenditures	6,094,540	6,423,736	6,533,614	6,917,128	0

LEOSSA Fund

Description	FY 2012 Actual	FY 2013 Orig Budget	FY 2013 Estimate	FY 2014 Recommend	FY 2014 Adopted
Salaries & Wages	497,778	525,430	576,552	594,240	0
Social Security & Pension	33,424	40,196	40,986	45,459	0
Insurance & Benefits	0	0	0	0	0
Temporary Services	0	0	0	0	0
Personnel Services	531,202	565,626	617,538	639,699	0
Utilities	0	0	0	0	0
Supplies	0	0	0	0	0
Small Equipment/Computers	0	0	0	0	0
General Maintenance	0	0	0	0	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	0	0	0	0	0
Travel and Development	0	0	0	0	0
Memberships and Dues	0	0	0	0	0
Insurance	0	0	0	0	0
Other Services	0	0	0	0	0
Operating	0	0	0	0	0
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	0	0	0	0	0
Professional/Cont Services	0	0	0	0	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Other Charges	0	160,474	0	140,934	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Debt Service	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Financing Uses	0	0	0	0	0
Other Charges	0	160,474	0	140,934	0
Total Expenditures	531,202	726,100	617,538	780,633	0

Capital Outlay By Fund

Fund	Type of Capital	Department	Description	Price	Qty	Recommended Total	Adopted Qty Total	Replacement
General Fund								
Improvements								
	PR & M		Cemetery Expansion	\$35,000	1	\$35,000	\$0	No
	PR & M		Park Shelters - New Century Circle and Hillsboro	\$24,000	2	\$48,000	\$0	No
	PR & M		Remote Field Lighting Control Upgrades	\$42,000	1	\$42,000	\$0	Yes
	PR & M		Basketball Court Painting	\$20,000	2	\$40,000	\$0	Yes
Total Improvements						\$165,000	\$0	
Office Equipment								
	IT		GPS Recording Devices	\$11,000	3	\$33,000	\$0	No
	Police		Forensic Recovery Super Computer	\$11,549	1	\$11,549	\$0	No
Total Office Equipment						\$44,549	\$0	
Other Equipment								
Replacements								
	Fire		Rescue Lifting Airbags	\$9,388	2	\$18,776	\$0	Yes
	Fire		Thermal Imaging Camera	\$22,000	1	\$22,000	\$0	Yes
	PR & M		Batwing Mower	\$15,000	1	\$15,000	\$0	Yes
	PR & M		Zero-turn Mower	\$13,500	1	\$13,500	\$0	Yes
	PR & M		Tractor	\$36,000	1	\$36,000	\$0	Yes
	PR & M		Batwing Finishing Mower	\$20,000	2	\$40,000	\$0	Yes
Total Replacements						\$145,276	\$0	
Additions								
	Fire		Rapid Intervention Breathing Equipment	\$5,050	1	\$5,050	\$0	No
	Police		Armadillo Equipment	\$30,000	1	\$30,000	\$0	No
Total Additions						\$35,050	\$0	
Total Other Equipment						\$180,326	\$0	
Rights-of-Way								
	E&I		Rights-of-Way	\$5,100		\$5,100	\$0	No
Total Rights-of-Way						\$5,100	\$0	
Vehicles								
Replacements								
	E&I		Hybrid Sedan	\$29,000	1	\$29,000	\$0	Yes
	Fire		Engine	\$532,000	1	\$532,000	\$0	Yes
	Fire		Heavy Rescue Truck	\$650,000	1	\$650,000	\$0	Yes
	Fire		Emergency SUV's	\$43,000	2	\$86,000	\$0	Yes
	Fire		SUV - Medium	\$30,200	1	\$30,200	\$0	Yes
	PR & M		Passenger Van	\$25,000	1	\$25,000	\$0	Yes
	PR & M - District		Cargo Van	\$25,000	1	\$25,000	\$0	Yes
	PR & M - District		Pickup Truck	\$23,000	1	\$23,000	\$0	Yes
	Police		Full-Size Sedan	\$33,500	32	\$1,072,000	\$0	Yes
	Police		Full-Size Sedan with Camera	\$39,000	6	\$234,000	\$0	Yes
	Police		Crew Cab Pick-Up	\$39,000	1	\$39,000	\$0	Yes
Total Replacements						\$2,745,200	\$0	
Total Vehicles						\$2,745,200	\$0	

Capital Outlay By Fund

Fund	Type of Capital	Department	Description	Price	Recommended		Adopted		Replace-ment
					Qty	Total	Qty	Total	
Transfers									
	CD		Transfer to Econ & Phy Dev Fund - Revitalization Funding Initiative	\$1,000,000		\$1,000,000	\$0		No
	CD		Transfer to Econ & Phy Dev Fund - Murchison Road Redevelopment	\$180,000		\$180,000	\$0		No
	E&I		Transfer to General Gov't Fund - Parking Lot Improvements	\$55,000		\$55,000	\$0		Yes
	E&I		Transfer to Transportation Fund - Legend Avenue Improvements	\$400,000		\$400,000	\$0		No
	E&I		Transfer to Transportation Fund - Sidewalks	\$465,000		\$465,000	\$0		No
	E&I		Transfer to Transportation Fund - Public Streets Development	\$90,000		\$90,000	\$0		No
	E&I		Transfer to Transportation Fund - Ray Avenue Extension	\$20,000		\$20,000	\$0		No
	E&I		Transfer to Transportation Fund - Downtown Streetscapes	\$320,637		\$320,637	\$0		No
	E&I		Transfer to Transportation Fund - Street Resurfacing	\$4,605,000		\$4,605,000	\$0		Yes
	Fire		Transfer to Public Safety Fund - Land for Fire Station 12	\$33,627		\$33,627	\$0		No
	IT		Trf. to Gen. Govt. Fund - Computer Replacement Plan	\$359,559		\$359,559	\$0		Yes
	IT		Trf. to Gen. Govt. Fund - Enterprise GIS Environment	\$85,383		\$85,383	\$0		No
	IT		Trf. to Gen. Govt. Fund - Network Disaster Recovery	\$402,000		\$402,000	\$0		No
	IT		Trf. to Gen. Govt. Fund - PS 2 Factor Data Security	\$70,000		\$70,000	\$0		No
	IT		Trf. to Gen. Govt. Fund - City Wide VOIP	\$142,000		\$142,000	\$0		No
	IT		Trf. to Gen. Govt. Fund - Laserfiche Rio	\$31,977		\$31,977	\$0		Yes
	IT		Trf. to Gen. Govt. Fund - MS E-mail Exchange	\$125,800		\$125,800	\$0		No
	IT		Trf. to Gen. Govt. Fund - Wireless Access Point	\$49,900		\$49,900	\$0		No
	IT		Trf. to Gen. Govt. Fund - Time & Attendance	\$580,000		\$580,000	\$0		No
	OAP		Transfer to PWC - Annexation Sewer/Water Projects	\$3,786,035		\$3,786,035	\$0		No
	OAP		Transfer to Econ & Phy Dev Fund - Texfi Site Improvements	\$140,000		\$140,000	\$0		No
	OAP		Transfer to Econ & Phy Dev Fund - Amtrak (Grant Match)	\$75,000		\$75,000	\$0		No
	OAP		Transfer to Transportation Fund - Thoroughfare Street Lights	\$125,000		\$125,000	\$0		No
	PR & M		Transfer to General Gov't Fund - Facility Renovations	\$1,250,000		\$1,250,000	\$0		Yes
	PR & M		Transfer to General Gov't Fund - HVAC Replacements	\$209,000		\$209,000	\$0		Yes
	PR & M		Transfer to General Gov't Fund - Roof Repairs	\$400,849		\$400,849	\$0		Yes
	PR & M		Transfer to General Gov't Fund - Other Repairs	\$174,800		\$174,800	\$0		Yes
	PR & M		Transfer to Rec/Cult Fund - Playground Improvements	\$189,000		\$189,000	\$0		Yes
	PR & M		Transfer to Rec/Cult Fund - Rec Trac Software Upgrade	\$45,253		\$45,253	\$0		Yes
	PR & M - County District		Transfer to Rec/Cult Fund - Rec Trac Software Additional Funding	\$15,900		\$15,900	\$0		No
	PR & M - County District		Transfer to Rec/Cult Fund - Wireless Network	\$3,300		\$3,300	\$0		No
Total Transfers						\$15,430,020	\$0		
Total General Fund						\$18,570,195	\$0		

Capital Outlay by Fund

Fund	Type of Capital	Department	Description	Price	Qty	Recommended Total	Adopted Qty Total	Replacement
<i>Environmental Services Fund</i>								
	Vehicles							
	Replacements							
			Bulky Item Truck	\$175,000	1	\$175,000	\$0	Yes
			Garbage Truck	\$245,000	4	\$980,000	\$0	Yes
	Total Replacements					\$1,155,000	\$0	
	Total Vehicles					\$1,155,000	\$0	
	Transfers							
			Transfer to General Fund - ITP On Route Software	\$290,000		\$290,000	\$0	No
			Transfer to General Fund - ITP On Board System	\$70,000		\$70,000	\$0	No
	Total Transfers					\$360,000	\$0	
	Total Environmental Services Fund					\$1,515,000	\$0	
<i>Emergency Telephone System Fund</i>								
	Other Equipment							
			Call Recording System	\$168,733		\$168,733	\$0	No
	Total Other Equipment					\$168,733	\$0	
	Total Emergency Telephone System Fund					\$168,733	\$0	
<i>Stormwater Fund</i>								
	Transfers to Stormwater Capital Projects Fund							
			Camera Trailer Outfitted	\$27,745	1	\$27,745	\$0	No
			Sweeper	\$206,000	1	\$206,000	\$0	Yes
			Drainage Improvements	\$2,252,873		\$2,252,873	\$0	No
	Total Transfers to Stormwater Capital Projects Fund					\$2,486,618	\$0	
	Total Stormwater Fund					\$2,486,618	\$0	
<i>Transit</i>								
	Vehicles							
	Replacements							
			Highway Use Tax	\$1,000	3	\$3,000	\$0	Yes
	Total Vehicle Replacements					\$3,000	\$0	
	Total Transit					\$3,000	\$0	
<i>Airport</i>								
	Other Equipment							
			Electric Carts	\$15,000	2	\$30,000	\$0	Yes
	Total Other Equipment					\$30,000	\$0	

Capital Outlay by Fund

Fund	Type of Capital	Department	Description	Price	Recommended Qty	Total	Adopted Qty	Total	Replacement
Transfers to Airport Capital Fund									
			Taxiway J&K Pavement Lighting Rehab	\$25,000		\$25,000		\$0	Yes
			General Aviation Auto Parking	\$282,426		\$282,426		\$0	Yes
			Runway 4-22 Paved Shoulders	\$318,810		\$318,810		\$0	Yes
			Air Carrier Reconstruction Phase II	\$291,098		\$291,098		\$0	Yes
			Rehabilitation Pavement Runway 10-28	\$232,385		<u>\$232,385</u>		<u>\$0</u>	Yes
			Total Transfers to Airport Capital Fund			<u>\$1,149,719</u>		<u>\$0</u>	
			Total Airport			<u>\$1,179,719</u>		<u>\$0</u>	

General Fund Capital By Department

Department	Type of Capital	Description	Price	Qty	Recommended Total	Adopted Qty Total	Replacement
Community Development							
	Transfers						
		Transfer to Econ & Phy Dev Fund - Revitalization Funding Initiative	\$1,000,000		\$1,000,000	\$0	No
		Transfer to Econ & Phy Dev Fund - Murchison Road Redevelopment	\$180,000		\$180,000	\$0	No
		Total Transfers			\$1,180,000	\$0	
		Total Community Development			\$1,180,000	\$0	
Engineering and Infrastructure							
	Vehicles						
		Hybrid Sedan	\$29,000	1	\$29,000	\$0	Yes
		Total Vehicles			\$29,000	\$0	
	Rights-of-Way						
		Rights-of-Way	\$5,100		\$5,100	\$0	No
		Total Rights-of-Way			\$5,100	\$0	
	Transfers						
		Transfer to General Gov't Fund - Parking Lot Improvements	\$55,000		\$55,000	\$0	Yes
		Transfer to Transportation Fund - Legend Avenue Improvements	\$400,000		\$400,000	\$0	No
		Transfer to Transportation Fund - Sidewalks	\$465,000		\$465,000	\$0	No
		Transfer to Transportation Fund - Public Streets Development	\$90,000		\$90,000	\$0	No
		Transfer to Transportation Fund - Ray Avenue Extension	\$20,000		\$20,000	\$0	No
		Transfer to Transportation Fund - Downtown Streetscapes	\$320,637		\$320,637	\$0	No
		Transfer to Transportation Fund - Street Resurfacing	\$4,605,000		\$4,605,000	\$0	Yes
		Total Transfers			\$5,955,637	\$0	
		Total Engineering and Infrastructure			\$5,989,737	\$0	
Fire							
	Vehicles						
		Engine	\$532,000	1	\$532,000	\$0	Yes
		Heavy Rescue Truck	\$650,000	1	\$650,000	\$0	Yes
		Emergency SUVs	\$43,000	2	\$86,000	\$0	Yes
		SUV - Medium	\$30,200	1	\$30,200	\$0	Yes
		Total Vehicles			\$1,298,200	\$0	
	Other Equipment						
		Rapid Intervention Breathing Equipment	\$5,050	1	\$5,050	\$0	No
		Rescue Lifting Airbags	\$9,388	2	\$18,776	\$0	Yes
		Thermal Imaging Camera	\$22,000	1	\$22,000	\$0	Yes
		Total Other Equipment			\$45,826	\$0	
	Transfers						
		Transfer to Public Safety Fund - Land for Fire Station 12	\$33,627		\$33,627	\$0	No
		Total Transfer			\$33,627	\$0	
		Total Fire			\$1,377,653	\$0	
Information Technology							
	Office Equipment						
		GPS Recording Devices	\$11,000	3	\$33,000	\$0	No
		Total Office Equipment			\$33,000	\$0	
	Transfers						
		Trf. to Gen. Govt. Fund - Computer Replacement Plan	\$359,559		\$359,559	\$0	Yes
		Trf. to Gen. Govt. Fund - Enterprise GIS Environment	\$85,383		\$85,383	\$0	No
		Trf. to Gen. Govt. Fund - Network Disaster Recovery	\$402,000		\$402,000	\$0	No

General Fund Capital By Department

Department	Type of Capital	Description	Price	Qty	Recommended Total	Adopted Qty Total	Replacement
		Trf. to Gen. Govt. Fund - PS 2 Factor Data Security	\$70,000		\$70,000	\$0	No
		Trf. to Gen. Govt. Fund - City Wide VOIP	\$142,000		\$142,000	\$0	No
		Trf. to Gen. Govt. Fund - Laserfiche Rio	\$31,977		\$31,977	\$0	No
		Trf. to Gen. Govt. Fund - MS E-mail Exchange	\$125,800		\$125,800	\$0	No
		Trf. to Gen. Govt. Fund - Wireless Access Point	\$49,900		\$49,900	\$0	No
		Trf. to Gen. Govt. Fund - Time & Attendance	\$580,000		<u>\$580,000</u>	<u>\$0</u>	No
		Total Transfers			<u>\$1,846,619</u>	<u>\$0</u>	
		Total Information Technology			<u>\$1,879,619</u>	<u>\$0</u>	
		Other Appropriations					
		Transfers					
		Transfer to PWC - Annexation Sewer/Water Projects	\$3,786,035		\$3,786,035	\$0	No
		Transfer to Econ & Phy Dev Fund - Texfi Site Improvements	\$140,000		\$140,000	\$0	No
		Transfer to Econ & Phy Dev Fund - Amtrak (Grant Match)	\$75,000		\$75,000	\$0	No
		Transfer to Transportation Fund - Thoroughfare Street Lights	\$125,000		<u>\$125,000</u>	<u>\$0</u>	No
		Total Transfers			<u>\$4,126,035</u>	<u>\$0</u>	
		Total Other Appropriations			<u>\$4,126,035</u>	<u>\$0</u>	
		Parks, Recreation & Maintenance					
		Improvements					
		Cemetery Expansion	\$35,000	1	\$35,000	\$0	No
		Park Shelters - New Century Circle and Hillsboro	\$24,000	2	\$48,000	\$0	No
		Remote Field Lighting Control Upgrades	\$42,000	1	\$42,000	\$0	Yes
		Basketball Court Painting	\$20,000	2	<u>\$40,000</u>	<u>\$0</u>	Yes
		Total Improvements			<u>\$165,000</u>	<u>\$0</u>	
		Vehicles					
		Passenger Van	\$25,000	1	<u>\$25,000</u>	<u>\$0</u>	Yes
		Total Vehicles			<u>\$25,000</u>	<u>\$0</u>	
		Other Equipment					
		Batwing Mower	\$15,000	1	\$15,000	\$0	Yes
		Zero-turn Mower	\$13,500	1	\$13,500	\$0	Yes
		Tractor	\$36,000	1	\$36,000	\$0	Yes
		Batwing Finishing Mower	\$20,000	2	<u>\$40,000</u>	<u>\$0</u>	Yes
		Total Other Equipment			<u>\$104,500</u>	<u>\$0</u>	
		Transfers					
		Transfer to General Gov't Fund - Facility Renovations	\$1,250,000		\$1,250,000	\$0	Yes
		Transfer to General Gov't Fund - HVAC Replacements	\$209,000		\$209,000	\$0	Yes
		Transfer to General Gov't Fund - Roof Repairs	\$400,849		\$400,849	\$0	Yes
		Transfer to General Gov't Fund - Other Repairs	\$174,800		\$174,800	\$0	Yes
		Transfer to Rec/Cult Fund - Playground Improvements	\$189,000		\$189,000	\$0	Yes
		Transfer to Rec/Cult Fund - Rec Trac Software Upgrade	\$45,253		<u>\$45,253</u>	<u>\$0</u>	Yes
		Total Transfers			<u>\$2,268,902</u>	<u>\$0</u>	
		Total Parks, Recreation & Maintenance			<u>\$2,563,402</u>	<u>\$0</u>	
		Parks, Recreation & Maintenance - County District					
		Vehicles					
		Cargo Van	\$25,000	1	\$25,000	\$0	Yes
		Pickup Truck	\$23,000	1	<u>\$23,000</u>	<u>\$0</u>	Yes
		Total Vehicles			<u>\$48,000</u>	<u>\$0</u>	
		Transfers					
		Transfer to Rec/Cult Fund - Rec Trac Software Additional Funding	\$15,900		\$15,900	\$0	No
		Transfer to Rec/Cult Fund - Wireless Network	\$3,300		<u>\$3,300</u>	<u>\$0</u>	No
					<u>\$19,200</u>	<u>\$0</u>	
		Total Parks, Recreation & Maintenance - County District			<u>\$67,200</u>	<u>\$0</u>	

General Fund Capital By Department

Department	Type of Capital	Description	Price	Qty	Recommended	Adopted	Replace-
					Total	Qty	
Police							
	Office Equipment						
		Forensic Recovery Super Computer	\$11,549	1	<u>\$11,549</u>	<u>\$0</u>	No
	Total Office Equipment				\$11,549	\$0	
	Other Equipment						
		Armadillo Equipment	\$30,000	1	<u>\$30,000</u>	<u>\$0</u>	No
	Total Other Equipment				\$30,000	\$0	
	Vehicles						
		Full-Size Sedan	\$33,500	32	\$1,072,000	\$0	Yes
		Full-Size Sedan with Camera	\$39,000	6	\$234,000	\$0	Yes
		Crew Cab Pick-Up	\$39,000	1	<u>\$39,000</u>	<u>\$0</u>	Yes
	Total Vehicles				\$1,345,000	\$0	
Total Police					\$1,386,549	\$0	
Total General Fund					\$18,570,195	\$0	

Authorized Positions by Fund/Department

	Adopted 2010-11	Adopted 2011-12	Adopted 2012-13	Recommended 2013-14	Adopted 2013-14
<u>General Fund</u>					
City Attorney					
Full-Time	9	6	6	6	0
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
City Manager					
Full-Time	6	6	6	9	0
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
Community Development					
Full-Time	2	2	2	2	0
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
Corporate Communications					
Full-Time	10	10	10	13	0
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
Development Services					
Full-Time	43	44	47	47	0
Part-Time	0	1	1	0	0
Temporary	0	0	0	0	0
Engineering & Infrastructure					
Full-Time	80	83	84	75	0
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
Environmental Services					
Full-Time	105	100	90	0	0
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
Finance					
Full-Time	19	19	20	22	0
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
Fire & Emergency Management					
Full-Time	324	324	325	325	0
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0

Authorized Positions by Fund/Department

	Adopted 2010-11	Adopted 2011-12	Adopted 2012-13	Recommended 2013-14	Adopted 2013-14
Human Relations					
Full-Time	3	3	3	3	0
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
Human Resource Development					
Full-Time	14	14	14	16	0
Part-Time	1	1	1	0	0
Temporary	0	0	0	0	0
Information Technology					
Full-Time	20	20	23	23	0
Part-Time	0	0	0	0	0
Temporary	4	4	4	2	0
Mayor, Council and City Clerk					
Full-Time	1	1	1	3	0
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
Other Appropriations					
Full-Time	0	0	0	1	0
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
Parks, Recreation & Maintenance					
<i>Parks & Recreation - City Funded</i>					
Full-Time	99	99	100	100	0
Part-Time	0	0	0	0	0
Temporary	98	98	98	98	0
<i>Parks & Recreation - County Funded</i>					
Full-Time	32	32	32	32	0
Part-Time	0	0	0	0	0
Temporary	95	95	95	95	0
<i>Maintenance</i>					
Full-Time	30	30	30	30	0
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
Police					
Full-Time	517	520	533	552	0
Part-Time	10	9	9	9	0
Temporary	0	0	0	0	0
<u>Total General Fund</u>					
Full-Time	1314	1313	1326	1259	0
Part-Time	11	11	11	9	0
Temporary	197	197	197	195	0

Authorized Positions by Fund/Department

	Adopted 2010-11	Adopted 2011-12	Adopted 2012-13	Recommended 2013-14	Adopted 2013-14
<u>Airport Fund</u>					
Airport					
Full-Time	17	17	17	17	0
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
Fire & Emergency Management					
Full-Time	6	6	6	6	0
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
<u>Emergency Telephone System Fund</u>					
Police					
Full-Time	1	0	0	0	0
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
<u>Environmental Services Fund</u>					
Full-Time	0	1	1	72	0
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
<u>Risk Management Fund</u>					
Risk Management					
Full-Time	5	4	4	0	0
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
Finance					
Full-Time	0	0	0	1	0
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
Human Resource Development					
Full-Time	0	0	0	3	0
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
<u>Special Revenue Fund</u>					
Community Development					
Full-Time	8	8	8	8	0
Part-Time	4	4	4	4	0
Temporary	0	0	0	0	0

Authorized Positions by Fund/Department

	Adopted 2010-11	Adopted 2011-12	Adopted 2012-13	Recommended 2013-14	Adopted 2013-14
Police - Grant funded Positions					
Full-Time	19	19	20	4	0
Part-Time	0	0	1	1	0
Temporary	0	0	0	0	0
 <u>Stormwater Fund</u>					
Engineering & Infrastructure					
Full-Time	40	40	40	49	0
Part-Time	0	0	0	0	0
Temporary	0	0	0	0	0
 <u>Transit Fund</u>					
Transit					
Full-Time	84	92	92	92	0
Part-Time	0	0	0	0	0
Temporary	15	10	10	15	0
 <u>Total All Funds</u>					
Full-Time	1494	1500	1514	1511	0
Part-Time	15	15	16	14	0
Temporary	212	207	207	210	0

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

For Fiscal Year 2013-14, 19 full-time and 2 part-time are frozen.

For Fiscal Year 2012-13, 21 full-time and 2 part-time were frozen.

For Fiscal Year 2011-12, 21 full-time and 2 part-time were frozen.

Full-Time Regular Positions

Airport

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

City Attorney

Assistant City Attorney	2
Senior Assistant City Attorney	1
City Attorney	1
Executive Legal Assistant	1
Office Assistant II	1
Total	6

City Manager

Assistant City Manager	1
City Manager	1
Deputy City Manager	2
Executive Assistant	1
Management Analyst	1
Secretary	1
Special Projects Director	1
Strategic Planning Manager	1
Total	9

Community Development

General Fund

Administrative Secretary	1
Downtown Development Manager	1

Special Revenue Fund

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

Corporate Communications

Corporate Communications Director	1
Communications Officer	1

Full-Time Regular Positions

Corporation Communications – (cont'd)

Contact Center Call Taker	4
Graphics Designer.....	1
Lead Contact Center Call Taker.....	1
Office Assistant II	1
Printer	1
Public Information Specialist	2
Senior Printer	1
Total	13

Development Services

Building Inspector	3
Building Plan Review & Inspections Division Manager	1
Code Enforcement Administrator (Housing)	9
Code Enforcement Administrator (Zoning)	2
Code Enforcement & Housing Division Manager.....	1
Development Services Director	1
Electrical Inspector	3
Mechanical Inspector	3
Office Assistant II	6
Office Supervisor	1
Planner II	4
Plans Reviewer.....	1
Planning & Zoning Division Manager	1
Plumbing Inspector	2
Secretary	1
Senior Building Inspector	1
Senior Code Enforcement Administrator (Housing)	2
Senior Code Enforcement Administrator (Zoning)	1
Senior Electrical Inspector	1
Senior Mechanical Inspector	1
Senior Planner	1
Senior Plumbing Inspector	1
Total	47

Engineering & Infrastructure

General Fund

Administrative Secretary	1
Assistant City Traffic Engineer	1
CAD Technician	1
City Engineer	1
City Traffic Engineer	1
Construction Manager	1
Crew Leader	1
Engineer I.....	2
Engineer II	1
Engineer II (frozen).....	1
Engineering & Infrastructure Director	1
Engineering Inspector	6
Engineering Inspector (frozen)	1
Equipment Operator II	10

Full-Time Regular Positions

Engineering & Infrastructure – (cont'd)

Equipment Operator II (frozen).....	1
Equipment Operator III	5
Maintenance Worker	7
Office Assistant I	1
Office Assistant II	2
Office Supervisor	1
Quality Control Technician	1
Real Estate Manager	1
Senior CAD Technician	1
Senior Engineering Inspector	1
Senior Paralegal.....	2
Senior Signs and Markings Technician	1
Signs and Markings Supervisor	1
Signs and Markings Technician	5
Street Maintenance Superintendent	1
Street Maintenance Supervisor	2
Survey Crew Leader	1
Survey Crew Worker II	2
Survey Supervisor	1
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
Stormwater Fund	
Crew Leader	2
Crew Supervisor (frozen)	1
Engineer II	2
Equipment Operator II	16
Equipment Operator II (frozen).....	4
Equipment Operator III	1
Equipment Operator III (frozen)	1
Maintenance Worker	3
Maintenance Worker (frozen)	3
Office Assistant II	1
Paralegal I	1
Public Information Specialist	1
Secretary	1
Senior Engineering Inspector	1
Skilled Trades Technician	2
Skilled Trades Technician (frozen)	3
Stormwater Inspector	4
Stormwater Manager	1
Street Maintenance Supervisor	1
Total	124

Full-Time Regular Positions

Environmental Services

Environmental Services Fund

Environmental Services Director	1
Equipment Operator II	39
Equipment Operator III.....	9
Maintenance Worker	2
Office Assistant II	1
Personnel Technician	1
Public Relations Specialist	1
Solid Waste Analyst	1
Solid Waste Collector	12
Solid Waste Superintendent.....	1
Solid Waste Supervisor	4

General Fund (Other Appropriations)

Warehouse Supervisor	1
Total	73

Finance

General Fund

Accountant	1
Accounting Clerk	7
Budget and Evaluation Manager	1
Chief Financial Officer	1
Collections Division Supervisor	1
Financial Analyst	3
Finance Manager	1
Internal Auditor	1
Office Assistant I	1
Office Assistant II	1
Payroll & Liabilities Manager	1
Senior Accounting Clerk	1
Senior Financial Analyst	1
Treasurer	1

Risk Management Fund

Risk Coordinator	1
Total	23

Fire & Emergency Management

General Fund

Assistant Fire Chief	3
Deputy Fire Chief	2
Emergency Management Administrator	1
Fire Battalion Commander	10
Fire Captain	51
Fire Chief	1
Fire Inspector	7
Fire Lieutenant	66
Firefighter	180
Office Assistant II	3
Office Supervisor	1

Full-Time Regular Positions

Fire & Emergency Management – (cont'd)

Airport Fund

Fire Captain - Airport	3
Firefighter - Airport	3
Total	331

Human Relations

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

Human Resource Development

General Fund

Assistant Human Resource Development Director	1
Assistant HRD Director for Organizational Development and Training	1
Human Resources Analyst	4
Human Resource Development Director	1
Human Resources Specialist	3
Office Assistant I	1
Office Assistant II	1
Office Supervisor	1
Organization Development Analyst	1
Personnel Technician	1
Training & Development Specialist	1

Risk Management Fund

Office Assistant II	1
Safety Officer	1
Wellness Coordinator	1
Total	19

Information Technology

Chief Information Officer	1
Chief Technology Officer	1
Client Services Manager	1
Desktop Support Specialist	3
GIS Manager	1
GIS 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 Programmer Analyst	1
Systems Administrator	1
Telecommunications Analyst	1
Web Developer	1
Webmaster	1
Total	23

Full-Time Regular Positions

Mayor, Council and City Clerk

Administrative Secretary	1
City Clerk	1
Deputy City Clerk	1
Total	3

Parks, Recreation & Maintenance

Parks & Recreation - City Funded

Administrative Manager	1
Assistant Recreation Center Supervisor	14
Athletic Program Coordinator	4
Business Manager	1
Crew Leader	1
Crew Supervisor	6
Custodian	3
Equipment Operator I	9
Historical Properties Coordinator	1
Historical Properties Manager	1
Landscape Architect	1
Landscape Technician	2
Landscape Worker	2
Maintenance Worker	18
Office Assistant II	2
Park Ranger	4
Park Ranger Coordinator	2
Park Ranger Supervisor	1
Parks Division Manager	1
Parks, Recreation & Maintenance Director	1
Quality Control Technician	1
Recreation Center Supervisor	12
Recreation Division Supervisor	1
Senior Skilled Trades Technician	2
Senior Tree Care Technician	1
Site Security Coordinator.....	1
Skilled Trades Technician	2
Tree Care Technician	2
Turf Technician	3

Parks & Recreation – County Funded

Administrative Secretary	1
Assistant Recreation Center Supervisor	3
Athletic Program Coordinator	1
Crew Leader	1
Crew Supervisor	1
Equipment Operator I	1
Maintenance Worker	9
Office Assistant II	1
Parks Supervisor	1
Parks Superintendent	1
Personnel Technician	1
Recreation Center Supervisor	5
Recreation Division Manager	1

Full-Time Regular Positions

Parks, Recreation & Maintenance – (cont'd)

Recreation Division Supervisor	3
Skilled Trades Technician	1
Special Events Coordinator	1
Maintenance	
Crew Leader	1
Crew Supervisor	1
Custodian	1
Electrical/Heating/A/C Maintenance Supv.	1
Electrician II	1
Equipment Operator I	4
Equipment Operator II.....	7
Facilities Maintenance Manager	1
Maintenance Worker	3
Office Assistant II	1
Senior Skilled Trades Technician	7
Skilled Trades Technician	2
Total	162

Police

General Fund

Administrative Secretary	1
Alarm Ordinance Coordinator	1
Assistant Police Chief	3
Budget Analyst	1
Chief of Police & Emergency Communications	1
Civilian Traffic Investigator	5
Communications Manager.....	1
Communications Supervisor	5
Communications Technician	1
Community Relations Specialist	1
Communications Training Specialist	1
Crime Analyst	5
Crime Prevention Specialist	6
Custodian	4
Enhanced 911 Coordinator	1
Forensic Photograph Technician	1
Forensic Supervisor	1
Forensic Technician	13
Installation Technician	1
Investigative Assistant.....	2
Latent Print Examiner	1
Office Assistant II	11
Paralegal II	1
PD Accreditation & Grants Manager	1
Personnel Technician	1
Police Attorney	1
Police Captain	9

Full-Time Regular Positions

Police – (cont'd)

Police Lieutenant	21
Police Officer	306
Police Records Clerk	23
Police Records Clerk (Frozen)	4
Police Records Supervisor	5
Police Sergeant	46
Police Training Coordinator	1
Property and Evidence Technician	3
Public Safety Call Taker	19
Public Safety Dispatcher I	35
RMS Database Manager	1
Secretary	4
Secretary (frozen).....	1
Supply Custodian	1
Technical Equipment Specialist.....	1
Victim Advocate	1
Special Revenue Fund	
Drug Treatment Court Coordinator	1
Juvenile Program Coordinator	1
Juvenile Program Assistant	1
Office Assistant I	1
Total	556

Transit

Administrative Secretary	1
Assistant Transit Director	1
Automotive Service Aide	4
Automotive Technician II	3
Automotive Technician Supervisor	1
Custodian	1
Office Assistant I	2
Office Assistant II.....	1
Para-Transit Supervisor	1
Safety/Training Coordinator	1
Senior Automotive Service Aide	1
Senior Automotive Technician	3
Transit Analyst	1
Transit Bus Operator	56
Transit Director.....	1
Transit Dispatcher	6
Transit Operations Superintendent	1
Transit Supervisor	7
Total	92

GRAND TOTAL **1,511**

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- Default Civil Penalty for Code Violation*
- Convenience Fee for Internet Payments*
- Public Record Copies*

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- Landing Fee (Non-signatory Airline)*
- Jet Bridge Use Fee (Signatory Airline)*
- Jet Bridge Use Fee (Non-Signatory Airline)*
- Commercial Ramp Use Fees*
- Terminal Leases and Fees*
- Fuel Flowage Fee*
- Airline Uplift Charge*
- Fuel Pricing*
- Property Leases*
- Rental Cars*
- Terminal Leases and Fees*
- Public Safety Airline Charge*
- Advertising Space*
- Exhibition Flight Permit*
- Security Fees per Application*

Corporate Communications..... J-18

- City Song and Music Video DVD's*

Development Services..... J-18

Privilege License, Plan Review, Permit and Inspection Fees:

- Privilege Licenses*
- Building Plan Review*
- Building Permits*
- Electrical Permits*
- Mechanical Permits*
- Plumbing Permits*
- Miscellaneous Inspections and Fees*
- Homeowner Recovery Fee*
- Watershed Protection Inspection Fee and Permit*

Code Enforcement Fees:

- Administrative Fee(Abatement Actions)*
- Citations*
- Daycare Inspections*
- Graffiti Removal Fee*
- Lot Cleaning*
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<i>Appeal Fee</i>	
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<i>Clear Cutting Permit</i>	
<i>Development Agreement (UDO)</i>	
<i>Payment in Lieu of Park Land</i>	
<i>Payment in lieu of Sidewalk Construction</i>	
<i>Payment in lieu of Tree Save Area</i>	
<i>Rezoning Fees</i>	
<i>Signage Plan Review</i>	
<i>Site Plan Review</i>	
<i>Special Event Signs Compliance Deposit</i>	
<i>Special Use Permit</i>	
<i>Specimen Tree Inspection</i>	
<i>Subdivision Fee</i>	
<i>Subdivision Waiver</i>	
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<i>Temporary Use Permit</i>	
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<i>Copy Sales</i>	
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<i>Driveway Permits</i>	
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<i>Drainage Excavation Permit</i>	
<i>Utility Excavation Permit</i>	
<i>Resurfacing Permit</i>	
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<i>Degradation Fee</i>	
<i>Right of Way Registration Fee</i>	
<i>Street Closing Fee</i>	
<i>Street Right of Way Withdrawal</i>	
<i>Street Paving Assessments</i>	
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Solid Waste Fines

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City of Fayetteville Fee Schedule Table of Contents

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Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY14 Changes
All Functions			
<i>Assessment Interest</i>			
Special assessments established by City Council resolution	8% per annum	2006	
All other assessments, including lot cleanings and demolitions	First month 2%, all subsequent months 3/4 %	1993 or prior	
<i>Default Civil Penalty for Code Violation</i>			
Applies to any violation for which a penalty is not elsewhere specified.	\$100 per violation per day	2007	
<i>Convenience Fee for Internet Payments</i>			
	\$3.50 per payment	2012	
<i>Public Record Copies</i>			
Reproduction on CD or DVD	\$1.00 per CD or DVD	2010	
Paper Copies (up to 8.5 by 14 inches)			
Single-sided black and white	\$0.05 per page	2010	
Single-sided color	\$0.19 per page	2010	
Double-sided black and white	\$0.09 per page	2010	
Double-sided color	\$0.37 per page	2010	
Airport			
<i>Landing Fee (Signatory Airline)</i>			
	\$1.23 per 1,000 pounds	2004	
<i>Landing Fee (Non-signatory Airline)</i>			
	\$1.39 per 1,000 pounds	2004	
<i>Jet Bridge Use Fee (Signatory Airline)</i>			
	\$5.00	2012	
<i>Jet Bridge Use Fee (Non-signatory Airline)</i>			
	\$25.00	2005	
<i>Commercial Ramp Use Fees</i>			
<i>Air Stair Use</i>	\$25.00	2012	
<i>Remain Overnight Fee (Non-signatory airlines only)</i>	\$150.00	2005	
<i>Terminal Fee (Non-signatory airline only)</i>	\$75.00	2005	
<i>Terminal Leases and Fees</i>			
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	
<i>Fuel Flowage Fee</i>			
	\$0.05 per gallon of non-airline fuel	1997	
<i>Airline Uplift Charge</i>			
	\$0.18 per gallon, \$18.00 minimum or \$18.00 no-fuel fee	1997	
<i>Fuel Pricing</i>			
	Will not exceed 106% of retail price at comparable airports with based tenants afforded a \$0.20 discount	1997	
<i>Property Leases</i>			
Tie-Down Fee	\$45.00 per month	2003	
Old T-Hangar Rental	\$180.00 per month	2003	
New T-Hangar Rental	\$210.00 per month	2003	
Ground Lease	\$0.20 per sq. ft. per year	2003	
Corporate Office Space	\$5.00 per sq. ft. per year plus utilities	2004	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY14 Changes
Corporate Hangar Space	\$2.00 per sq. ft. per year plus utilities	2004	
FBO Office Space	\$4.50 per sq. ft. per year plus utilities	2003	
FBO Hangar Space	\$1.75 per sq. ft. per year plus utilities	2004	
Rental Cars			
Rental Car Agency Fee	\$20.00 per parking space per month plus 10% of gross revenues	2011	
Rental Car Booth Space	\$253.52 per month	2009	
Terminal Leases and Fees			
Short Term Parking (1-30 minutes)	\$1.00	2002	
Short Term Parking (each additional 30 minutes)	\$1.00	2002	
Short Term Parking (maximum 24 hours)	\$10.00	2008	
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	
Public Safety Airline Charge			
	Cost charged to airlines based on prorata share of emplanements less security reimbursement from TSA	1991	
Advertising Space			
	\$883.33 plus commissions	1998	
Exhibition Flight Permit			
	\$5.00 per flight, or \$25.00 per six-month period	N/A	
Security Fees Per Application			
Fingerprint Processing (airport badges only)	\$50.00	2002	
Security Threat Assessment	\$5.00	2008	
Corporate Communications			
City Song and Music Video DVDs	\$10.00 each	2007	
Development Services			
<u>Privilege License, Plan Review, Permit and Inspections Fees:</u>			
Privilege Licenses			
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	
Building Plan Review			
Up to 5,000 sq ft	\$140.00	2010	
5,001 to 10,000 sq ft	\$280.00	2010	
10,001 to 15,000 sq ft	\$420.00	2010	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY14 Changes
15,001 to 25,000 sq ft	\$560.00	2010	
25,001 to 40,000 sq ft	\$840.00	2010	
Greater than 40,000 sq ft	\$980.00	2010	
Re-Review Fee (applies after first re-review)	1/2 of original fee	2010	
For Projects up to 5,000 sq ft only			
Electrical Plan Review Only	\$70.00	2011	
Mechanical Plan Review Only	\$70.00	2011	
Plumbing Plan Review Only	\$70.00	2011	
Other Project Plan Reviews:			
Cell Tower	\$70.00	2011	
Small & Minor Project	\$70.00	2011	
Pole Sign	\$25.00	2011	
Retaining wall (engineered)	\$70.00	2011	
<i>Building Permits</i>			
Residential or Commercial New Construction or Additions	\$0.30 per sq. ft.	2012	
Major Renovations or Upfits of Existing Structures			
Extensive reconstruction involving 50% or more of existing square footage on one or more floors	60% of building permit fee	2012	
Minor Renovations or Upfits of Existing Structures			
Small and medium reconstruction involving less than 50% of existing square footage on one or more floors	40% of building permit fee	2012	
Interior or Exterior Construction or Renovation Projects without Square Footage Basis (e.g. roofing, doors, fences, pools, cell towers, billboards, etc.)			
Construction Cost : \$0.00-1,000.00	\$21.75	2012	
Construction Cost : \$1,001-2,500	\$43.50	2012	
Construction Cost : \$2,501-5,000	\$54.25	2012	
Construction Cost : \$5,001-10,000	\$65.25	2012	
Construction Cost : \$10,001-15,000	\$81.50	2012	
Construction Cost : \$15,001-20,000	\$97.75	2012	
Construction Cost : \$20,001-25,000	\$130.25	2012	
Construction Cost : \$25,001-30,000	\$130.25	2012	
Construction Cost : \$30,001-35,000	\$146.50	2012	
Construction Cost : \$35,001-40,000	\$163.00	2012	
Construction Cost : \$40,001-45,000	\$179.25	2012	
Construction Cost : \$45,001-50,000	\$195.50	2012	
Construction Cost : \$50,001-60,000	\$210.00	2012	
Construction Cost : \$60,001-70,000	\$224.50	2012	
Construction Cost : \$70,001-80,000	\$239.00	2012	
Construction Cost : \$80,001-90,000	\$253.50	2012	
Construction Cost : 90,001 - 100,000	\$268.00	2012	
Construction Cost: 100,001 - 400,000	\$341 for the first \$100,000 plus \$2.79 for each additional \$1,000 or fraction thereof	2012	
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	
<i>Electrical Permits</i>			
Residential or Commercial New Construction or Additions	\$0.08 per sq. ft.	2012	
Major Renovations or Upfits of Existing Structures			
Extensive reconstruction involving 50% or more of existing square footage on one or more floors	60% of fee for new construction of additions	2012	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY14 Changes
Minor Renovations or Upfits of Existing Structures			
Small and medium reconstruction involving less than 50% of existing square footage on one or more floors	40% of fee for new construction of additions	2012	
Permit associated with Alteration, Replacement, Modification, etc.			
Residential thru 200A	\$21.00	2008	
Residential over 200A	\$26.25	2008	
Commercial thru 800A	\$52.50	2008	
Commercial over 800A	\$78.75	2008	
Separately Derived Systems	\$31.50	2008	
Mobile Home Services or Feeders	\$26.25	2008	
New or Replacement Pedestal	\$26.25	2008	
Outlet Installation	\$0.42 per outlet	2008	
Temporary Pole	\$26.25	2008	
Furnace, Condensing Units, Air Handlers, Baseboard, Unit Heater, etc.	\$12.60	2008	
Appliances	\$8.40	2008	
Motor (1HP-5HP)	\$8.40	2008	
Motor (5HP-25HP)	\$10.50	2008	
Motor (25HP-50HP)	\$12.60	2008	
Motor (50 or more HP)	\$21.00	2008	
Commercial Motor Control Units thru 800A	\$42.00	2008	
Commercial Motor Control Units over 800A	\$63.00	2008	
Electric Sign Connection	\$26.25	2008	
Electric Sign (circuit only)	\$6.30	2008	
Fire Alarm System (low voltage)	\$31.50	2008	
Other Low Voltage Systems	\$31.50	2008	
Gasoline/LP Dispenser	\$12.60	2008	
Inspection for Power Reconnection (When disconnected in excess of 6 months)	\$21.00	2008	
Outside Commercial Pole Lights	\$4.20 each	2008	
Swimming Pool Bonding and Grounding	\$21.00	2008	
Swimming Pool Equipment (motors, heaters, covers)	\$8.40	2008	
Minimum Fee	\$21.00	2008	
Mechanical Permits			
Residential or Commercial New Construction or Additions	\$0.08 per sq. ft.	2012	
Major Renovations or Upfits of Existing Structures			
Extensive reconstruction involving 50% or more of existing square footage on one or more floors	60% of fee for new construction of additions	2012	
Minor Renovations or Upfits of Existing Structures			
Small and medium reconstruction involving less than 50% of existing square footage on one or more floors	40% of fee for new construction of additions	2012	
Permit associated with Alteration, Replacement, Modification, etc.			
Residential Heat or AC	\$47.25 for the first unit, \$26.25 for each additional unit plus total BTU listing multiplied by .0001	2008	
Commercial Heat or AC	\$52.50 for the first unit, \$36.75 for each additional unit plus total BTU listing multiplied by .0002	2008	
Commercial Hood/Canopy over Cooking Equipment	\$52.50	2008	
Floor Furnaces, Unit Heaters, etc.	\$26.25	2008	
Commercial Refrigeration	\$52.50 for the first unit, \$36.75 for each additional unit plus total BTU listing multiplied by .0002	2008	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY14 Changes
Gas Piping	\$21.00	2008	
Each Additional Unit	\$5.25	2008	
Each LP Tank and Piping	\$21.00	2008	
Duct Extensions and Alterations	\$21.00	2008	
Commercial Exhaust and Duct System	\$5.25	2008	
Minimum Fee	\$21.00	2008	
<i>Plumbing Permits</i>			
Residential or Commercial New Construction or Additions	\$0.06 per sq. ft.	2012	
Major Renovations or Upfits of Existing Structures Extensive reconstruction involving 50% or more of existing square footage on one or more floors	60% of fee for new construction of additions	2012	
Minor Renovations or Upfits of Existing Structures Small and medium reconstruction involving less than 50% of existing square footage on one or more floors	40% of fee for new construction of additions	2012	
Permit associated with Alteration, Replacement, Modification, etc.			
Trapped Fixtures, Water Heaters, etc.	\$6.30	2008	
Sewer Connection	\$21.00 each building sewer or sewer tap	2008	
Water Piping	\$21.00 each water service line, irrigation, and fire sprinkler main	2008	
Minimum Fee	\$21.00	2008	
<i>Miscellaneous Inspections and Fees</i>			
Demolition Permit	Same fee structure as Building Permits	2008	
Asbestos Removal	Same fee structure as Building Permits	2008	
Sign Placement	\$50.00 plus same fee structure as Building Permits	2010	Same fee structure as Building Permits with minimum fee of \$50.00
Insulation Permit Residential & Commercial	\$0.03 per sq ft	2011	
Flood Plain and Zoning Inspections	\$26.25	2008	
Mobile Home Placements	\$52.50	2008	
Processing Fee for Permit Fee Refunds	\$21.00	2008	
Extra Inspections for Each Applicable Permit	\$100 or original permit fee, whichever is lower, for the first extra inspection, \$200 for subsequent extra inspections	2012	
Contractor Change on Permitted Project	\$25.00	2012	
Certificate of Compliance / Occupancy Inspection for Existing Building	\$100.00	2011	
Work Without a Required Permit	4 times all applicable permit fees	2011	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY14 Changes
<i>Homeowner Recovery Fee</i>	\$10.00	2003	
<i>Watershed Protection Inspection Fee and Permit</i>			
Inspection Fee for Required Improvement	\$20.00 per inspection	1996	
Low Density Development Permit	\$20.00 per project	1996	
High Density Development Permits 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	
O&I, NC, LC, CC, MU, BP, DT, LL, HI, PD	\$260 (less than 5 acres), \$260 (5 to 50 acres), \$300 (50 to 100 acres), \$400 (more than 100 acres)	2012	
<u>Code Enforcement Fees:</u>			
<i>Administrative Fee (Abatement Actions)</i>	\$100.00	2008	
<i>Citations</i>			
Abandoned Vehicle Violation	\$250.00 per day	2002 or prior	
Advertising Violation	\$500.00 per day	2002 or prior	
Animal and Fowl Violation	\$100, \$200, or \$300 per day	2002 or prior	
Landscape Standard Violation	\$50.00 per day	2002 or prior	
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	
Taxicab Violation	\$250.00 per day	2002 or prior	
Trailer/Mobile Home Violation	\$50.00 per day	2002 or prior	
Water Supply Violation	\$500.00 per day	2002 or prior	
Zoning Violation	\$100.00 per day	2002 or prior	
<i>Daycare Inspections</i>	\$105.00	2008	
<i>Graffiti Removal Fee</i>	\$100.00	2012	
<i>Lot Cleaning</i>	Based on contract	2002	
<i>Rental Action Management Program (RAMP)</i>			
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	
<i>Taxicab Permits</i>			
Taxi Driver Permit Application Fee	\$10.00		
Taxi Driver Permit (new, renewal or expired)	\$15.00	2002	
Lost Drivers Permit	\$15.00	2002	
Change of Company	\$15.00	2002	
Change of Address	\$5.00	2002	
Change of Vehicle	\$5.00	2002	
Franchise Application	\$25.00	2002	
Annual Franchise Fee	\$15.00 per vehicle	2002	
Quarterly Inspection	\$50.00 per vehicle	2002	
Sign Fee (advertising other than taxicab business)	\$10.00 per sign	2002	
<i>Yard Sale Permits</i>	\$10.00	2006	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY14 Changes
<i>Planning & Zoning Permits and Fees:</i>			
<i>Administrative Adjustment Fee</i>	\$26.25	2011	
<i>Appeal Fee</i>	\$500.00	2011	
<i>Board of Adjustment Hearing Fee</i>	\$500.00	2007	
<i>Clear Cutting Permit</i>			
Without Site or Subdivision Plan Review	\$26.25 for first three acres plus \$10 for each additional acre or part thereof	2011	
With Site or Subdivision Plan Review	No additional fee	2011	
<i>Development Agreement (UDO)</i>	\$2,500.00	2011	
<i>Payment in Lieu of Park Land</i>			
Formerly Open Space Fee. Land value factor calculated in accordance with UDO section 30-9.D.	\$13,849 per acre	2012	\$11,426 per acre
<i>Payment in lieu of Sidewalk Construction</i>			
	\$29.54 per linear foot for 4' wide sidewalk*	2013	
Price per foot to be adjusted each Jan 1st based on Construction Cost Index. (2013 adjustment 2.32%)	\$34.27 per linear foot for 5' wide sidewalk	2013	
	\$38.98 per linear foot for 6' wide sidewalk*	2013	
<i>Payment in Lieu of Tree Save Area</i>			
Land value factor calculated in accordance with UDO section 30-9.D.			\$11,426 per acre
<i>Rezoning Fees</i>			
Conditional Zoning	\$700.00	2008	
	\$700.00 plus site plan review fee	2010	
Planned Development	\$700.00 plus site plan review fee	2010	
<i>Signage Plan Review</i>	\$500.00	2012	
<i>Site Plan Review</i>			
Non-Residential	\$500.00 plus \$20.00 per 1,000 sq ft of building	2010	
Residential	\$500.00 plus \$20.00 per unit or lot	2010	
Revisions or rereviews beyond first review	1/2 of original fee	2010	
<i>Special Event Signs Compliance Deposit</i>			
Returned if all signs are properly placed and removed within two days of close of event	\$10 per approved sign	2011	
<i>Special Use Permit</i>			
Residential, Professional, Commercial and Industrial	\$700.00 plus site plan review fee	2010	
Cell Tower	\$2,500.00	2011	
<i>Specimen Tree Inspection</i>	\$50 per acre	2012	
<i>Subdivision Fee</i>			
Subdivision Reviews	\$400.00 plus \$20.00 per lot	2010	
Revisions or rereviews beyond first review	1/2 of original fee	2010	
Final Plats	\$50.00	2007	
Expedited Review of subdivision or site plans	\$1,500 per hour	2011	
<i>Subdivision Waiver</i>	\$700.00	2011	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY14 Changes
<i>Tax Grantback Application Fee</i>	\$250.00	2010	
<i>Temporary Use Permit</i>	\$25.00	2012	
<i>Vested Rights Certificate</i> No additional fee if requested with site plan or subdivision approval	\$100.00	2011	
<i>Zoning Code Text Amendment</i>	\$500.00	2012	
Zoning Permits			
Pushcarts (Downtown Core Only)	\$26.25 per year	2011	
Outdoor Dining and Merchandising (Downtown Core Only)	\$26.25 per year	2011	
Sidewalk Entertainment (Downtown Core Only)	\$26.25 per year	2011	
Delivery Services (Downtown Core Only)	\$26.25 per year	2011	
<i>Zoning and Subdivision Ordinance Book Fee</i>	Cost of reproduction	2010	
<i>Zoning Verification Letter</i>	\$26.25	2011	
Engineering & Infrastructure			
Map Sales			
Aerial Photographs			
Prints (8 1/2" x 11")	\$10.00	2010	
Prints (8 1/2" x 14")	\$12.00	2010	
Prints (11" x 17")	\$15.00	2010	
Prints (18" x 24")	\$20.00	2010	
Prints (24" x 36")	\$30.00	2010	
Prints (36" x 48")	\$50.00	2010	
District Map	\$15.00	2010	
Large City Map with street index booklet	\$35.00	2008	
Medium City Map	\$25.00	2010	
Precinct Map	\$15.00	2010	
Topographic Map	\$15.00	2008	
Copy Sales			
Prints (11" x 17")	\$2.00	2010	
Prints (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	
Development Plan Reviews/Infrastructure Permits			
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	
Driveway Permits			
Driveway Permit (Commercial) ≤ 75,000 sq. ft.	\$200.00 plus \$50.00 per hour for traffic impact analysis and traffic signal modifications as applicable	2010	
Driveway Permit (Commercial) > 75,000 sq. ft.	\$400.00 plus \$50.00 per hour for traffic impact analysis and traffic signal modifications as applicable	2010	
Driveway Permit (Residential)	\$50.00	2004	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY14 Changes
Infrastructure Inspection Fees			
Roadway Inspection Fee	\$0.50 per linear ft.	2010	
Storm Drainage Pipe Inspection	\$0.30 per linear ft.	2010	
Drainage Excavation Permit	\$100.00	2008	
Utility Excavation Permit	\$75.00	2008	\$100
Resurfacing Permit	\$30.00		
Sidewalk Permit	\$30.00		
House Moving Fee	\$1,500 Bond, \$25 administrative fee, \$25 per hour police escort fee and \$37 per hour signal technician fee	1987	
Degradation Fee	\$10 per sq. yd. of encroachment	2011	\$12 per sq. yd. of encroachment
Right of Way Registration Fee	\$200.00	2002 or prior	
Street Closing Fee	\$1,500.00	2011	
Street Right of Way Withdrawal	\$500.00	2011	
Street Paving Assessments			
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	
Petitioned Sidewalk Assessment	\$10.00 per front foot		
Temporary Right of Way Encroachment Fee			
30 day permit for items (construction dumpsters, etc) placed on sidewalks	\$50.00 per 30 days	2008	
Temporary Truck Route Permit	\$75.00	2011	
Environmental Services			
Residential Solid Waste Fee			
Single-family homes and residential units in multi-family properties of 7 units or less	\$38.00 per year	2009	\$48.00 per year
Administrative Fee (Abatement Actions)	\$100.00	2008	
Backdoor Pickup Fee			
Handicap Backdoor Pickup	Free	2002 or prior	
Bulky Item or Limb Debris Pickup			
Full truckload pickups (approx. 20 cubic yards)	\$357.00 per truckload	2007	
Less than full truck load pickups	No Charge	2012	
Household Construction Debris Pickup			
Generated by Contractor	Not offered		
Resulting from homeowner renovations	\$50.00	2011	
Loose Leaf Pickup			
Collection during scheduled neighborhood loose leaf collection	No Charge		
Collection outside of scheduled neighborhood loose leaf collection			
Collection of 25 cubic yards or less	\$75.00	2012	
Collection of more than 25 cubic yards	\$250.00	2012	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY14 Changes
Set-Out Pickup			
For curbside pick up of mixed refuse or furniture, usually resulting from vacating a residence	\$100.00	2011	
Rollout Carts			
Cart Purchase	Variable based upon actual City purchase price	2007	
Optional Recycling Cart Exchange- Small for Large	\$25.00	2011	\$20.00
Delivery Fee	\$11.25	2007	\$11.50
Solid Waste Fines			
Failure to remove container from curb	First violation, written warning; second and subsequent violations, \$100.00		
Finance			
Privilege Licenses			
Standard Rate	\$50 plus \$0.10 per \$1,000 of gross receipts over \$500,000 and equal to or less than \$1,000,000, and \$0.20 per \$1,000 of gross receipts over \$1,000,000 and equal to or less than \$5,000,000, and \$0.30 per \$1,000 of gross receipts over \$5,000,000	2000	
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	
Beer and Wine Dealers (Wholesale)	\$62.50	Set by State	
Beer Dealers (Retail, on premises)	\$15.00	Set by State	
Beer Dealers (Retail, off premises)	\$5.00	Set by State	
Wine Dealers (Retail, on premises)	\$15.00	Set by State	
Wine Dealers (Retail, off premises)	\$10.00	Set by State	
Bicycle Sales, Supplies or Accessories	\$25.00	Set by State	
Billiard and Pool Tables	\$25.00 per location	Set by State	
Boarding House	\$25.00 minimum, \$1 per room	prior to 2000	
Bowling Alley	\$10.00 each alley	Set by State	
Branch or Chain Stores	\$50.00	Set by State	
Campgrounds and Trailer Parks	\$12.50	Set by State	
Catering Trucks (Includes pushcarts not in downtown core)	\$50.00 per truck	2000	
Collecting Agencies	\$50.00	Set by State	
Dancing Schools (Less than 3 instructors)	\$10.00	2000	
Dancing Schools (More than 3 instructors)	\$50.00	2000	
Delivery Services via Scooter, Bicycle, Skate or Skateboard (Downtown Core Only)	\$25.00	2007	
Dry Cleaners	\$50.00	Set by State	
Electric Power Companies	\$2,000.00	2000	
Electronic Gaming Operations (e.g. Internet Sweepstakes Cafes)	\$2,000.00 per location plus \$2,500.00 per computer terminal	2010	Eliminate From Fee Schedule

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY14 Changes
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	
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	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY14 Changes
Special Events License	\$10.00 per vendor	prior to 2001	
Specialty Market Operator	\$200.00	Set by State	
Specialty Market Vendor	\$10.00 per 30 consecutive day period	2008	
Sundries	\$4.00	Set by State	
Tattooing	\$1,000.00	prior to 2000	
Telegraph Companies	\$50.00	Set by State	
Tobacco Warehouses	\$50.00	Set by State	
Topless/Adult Live Entertainment	\$100.00	prior to 2000	
Trailer Dealer	\$25.00	Set by State	
Undertaker/Coffin Retailer	\$50.00	Set by State	
Visual Shows	\$25.00 per machine	1984	
Video Stores	\$25.00	Set by State	
Duplicate Copy (Lost or Stolen License)	\$5.00	N/A	
Replacement License due to Change of Location	\$5.00	N/A	
Solicitor Permit			
Application Fee	\$25.00	2004	
Three-Month Renewal	\$5.00	2004	
Regulatory License			
Adult Bookstore, Adult Motion Picture Theater, Adult Motel or Hotel	\$250.00 initial application, \$100.00 annual renewal	N/A	
Fire & Emergency Management			
False Alarms			
	No charge for the 1st and 2nd false alarm, \$500.00 for each subsequent false alarm per calendar year	2010	
Fines			
Exit Violation	\$500.00 for the first offense, \$1,000 for each subsequent offense in the period of a year	1995	
Code Violation	\$100.00 for the first offense, \$250.00 for the second offense, \$500.00 for each subsequent offense in the period of a year	1995	
Over-occupancy Violation	\$100.00 per person over the posted number allowed	2010	
Occupying a building without a Certificate of Occupancy	\$500.00 per offense	2010	
Installation of life safety equipment or underground tank piping without proper plan review and/or testing	\$500.00 per offense	2010	
Fire Inspection Fees			
<u>Annual Inspections:</u>			
Assembly (A-1, A-2, A-3, A-4, A-5)	Up to 2,500 sq. ft. \$75	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	Proposed FY14 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	Proposed FY14 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	
Training Facility Fees			
ARFF - One-Day Training	\$250.00 per person	2010	
ARFF - Three-Day Training	\$425.00 per person	2010	
ARFF - Five-Day Training	\$550.00 per person	2011	
Out of State Training Registration Fee	\$60.00 per person	2010	Remove fee
Refueling Course	\$65.00 per person	1993	
Industry	\$175.00 per bum	2010	
Drill Tower Usage	\$ 200.00 per day	2011	
with live bum	\$ 200.00 per bum	2011	
Classroom use	\$ 50.00 per 4 hours	2011	
Confined Space Training Area	\$ 100.00 per day	2011	
Service Test Pit Area	\$ 100.00 per unit	2011	
Engine	\$ 200.00 per day	2011	
Miscellaneous Equipment use	\$50.00 per day	2011	
Hazardous Material Protection Fee			
Haz-Mat Unit Response	\$555.00 per hour	2010	
Haz-Mat Battalion Commander Response	\$60.00 per hour	2010	
Engine Company Response	\$205.00 per hour	2010	
Truck Company Response	\$205.00 per hour	2010	
Rescue Company	\$175.00 per hour	2010	
Fire Suppression Battalion Commander Response	\$60.00 per hour	2010	
Material, Equipment, and Long Distance	Replacement Cost	1992	
Recalled Personnel	Time and half of the hourly salary of recalled personnel	1992	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY14 Changes
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	
Parking			
<i>Parking Fines</i>			
Amtrak Lot Violation	\$10.00	2007	
Backed to Curb Violation	\$10.00	2007	
City Hall Lot Violation	\$10.00	2007	
Curb to Sidewalk Violation	\$25.00	1986 or prior	
Fire Hydrant Violation	\$25.00	1986 or prior	
Fire Lane Violation	\$100.00	1986 or prior	
Handicapped Violation	\$250.00	2000	
Judgment Fees	\$50.00	2002 or prior	
Late Payment Penalty	\$25.00	1999	
Left to Curb Violation	\$25.00	1986 or prior	
Loading Zone Violation	\$25.00	1986 or prior	
No Parking Zone Violation	\$25.00	1986 or prior	
Overtime Violation (Lots)	\$10.00	2007	\$15.00
Overtime Violation (Street)	\$10.00	2007	\$15.00
Prohibited Parking Violation	\$25.00	1986 or prior	
Repeat Overtime Violation	\$5.00	2007	\$10.00
Traffic Obstruction Violation	\$25.00	1986 or prior	
Within Lines Violation	\$10.00	2007	\$15.00
Electric Vehicle Only Violation			\$50.00
<i>Immobilization Fee</i>			
Fee per wheel lock removal, in addition to outstanding parking tickets and penalties	\$50.00	2009	
<i>Leased Parking Spaces</i>			
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
<i>Hourly Paid Parking</i>			
Franklin Common Parking Lot	\$0.50 per hour, or \$4.00 per day	2009	\$1.00 per hour, or \$5.00 per day
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>Contractor Parking Permit</i>			
	\$5.00/day, \$15.00/wk	2008	\$10.00 per day, or \$30.00 per week
<i>Annual Contractor Parking Permit</i>			
	\$1,000.00 per year	2010	
<i>Residential Parking Permit</i>			
	\$100.00 per year	2010	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY14 Changes
Parks, Recreation & Maintenance			
<i>Special Event Permits</i>			
Special Event Permits for Mazarick Building, Cross Creek Park Fountain, Mazarick Park Shelters, Core Downtown Area, Festival Park	Up to 500 attendees: \$75.00 with \$100.00 deposit; 501-2500 attendees: \$150 with \$200.00 deposit; Over 2500 attendees: \$300.00 with \$500.00 deposit	1999	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
Expedited Special Event Permit			
Request submitted less than 30 days in advance of event but permit application review possible at a scheduled Special Events Committee meeting			\$250 in addition to permit fee and deposit
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
<i>Recreation Center Rentals</i>			
Program Room Rental (nonprofit organizations)	\$200 deposit & \$65.00 for 1 to 4 hours, plus \$25.00 each additional hour up to 8 hours maximum	2007	
Multipurpose Room Rental (nonprofit organizations)	\$200 deposit & \$130.00 for 1 to 4 hours, plus \$25.00 each additional hour up to 8 hour maximum	2007	
Gym Rental (nonprofit organizations)	\$200 deposit & \$200.00 up to 4 hours, \$50.00 each additional hour; if event requires floor covering \$300 up to 4 hours, \$50 each additional hour	1999	
Kitchen Rental (non-profit organizations)	\$200 deposit & \$50.00 up to 4 hrs plus \$25.00 each additional hr up to 8 hrs 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	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY14 Changes
Kitchen Rental (for profit organizations)	\$200 deposit & \$100.00 up to 4 hrs plus \$50.00 each additional hr up to 8 hrs maximum	2007	
After-Hour Fee (for profit organizations)	\$50.00 additional per hour for rentals after center closings	2010	
Sunday or Legal Holiday use (for profit organizations)	\$200.00 for 1 to 4 hours maximum plus deposit and rental fee	2007	
Custodial Setup/Breakdown/Clean-Up	\$25.00 per hour	1999	
Expedited Rental Fee	\$100 per rental for any facility rental contract executed within 48 hours of the event	2011	
<i>Park Rental Fees</i>			
Ball Field Rental	\$250.00 deposit plus \$175.00 per day or \$250.00 deposit plus \$35.00 up to four hours, \$50.00 over four hours	1999	
Basketball Court (Outdoor)	\$100 deposit plus \$35.00 (up to four hours); \$50.00 (over four hours)	2010	
Cross Creek Park Rental	\$100.00 (1-4 hours), \$25.00 each additional hour	1999	
Festival Park			
Category 1 - Dogwood Festival, International Folk Festival, 2 uses per year (1 per six months) by Cumberland County Schools, 4 uses per year (1 per 3 months) by Art Agencies as coordinated through Arts Council Executive Director	Free	2007	
Category 2 - Non-profit event sponsored by a 501(c) organization	\$250 deposit plus \$500 per calendar day	2007	
Category 3 - Community event open to the public when no admission is charged, sponsored by any entity other than a non-profit	\$375 deposit plus \$750 per calendar day	2007	
Category 4 - Commercial ticketed events - concerts, paid admission shows	\$500 deposit plus \$1,000 per calendar day plus 15% of gross ticket sales, unless event is being sponsored as a part of Category 1 event	2007	
Category 5 - Park rental open to the public (eg. Family reunions, weddings, company picnics, etc.)	\$125 deposit plus \$250 per calendar day	2007	
Sunday or Legal Holiday use	\$150 plus deposit and rental fee	2007	
Lamon Street Park Complex	\$500.00 per day plus \$250.00 deposit	2007	
Martin Luther King Park	\$40.00 (1-4 hours), \$70.00 over four hours	1999	
Mazarick Building	\$65.00 (1-4 hours), 25.00 each additional hour plus \$200.00 deposit	2011	
North Carolina Veterans Park Visitors' Center and Outdoor Garden	\$725.00 (1-4 hours), \$100.00 each additional hour plus \$700.00 deposit	2011	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY14 Changes
North Carolina Veterans Park Amphitheater			
Category 1 - Non-profit event sponsored by a 501(c) organization	\$250 deposit plus \$500 per calendar day	2011	
Category 2 - Community event open to the public when no admission is charged, sponsored by any entity other than a non-profit	\$375 deposit plus \$750 per calendar day	2011	
Category 3 - Commercial ticketed events - concerts, paid admission shows	\$500 deposit plus \$1,000 per calendar day plus 15% of gross ticket sales	2011	
Category 4 - Park rental open to the public (eg. Family reunions, weddings, company picnics, etc.)	\$125 deposit plus \$250 per calendar day	2011	
Sunday or Legal Holiday use	\$150 plus deposit and rental fee	2011	
Reid Ross Track	\$500.00 per day plus \$250 deposit	2007	
Shelter - Small	\$40.00 (1-4 hours), \$70.00 over four hours	2008	
Shelter - Large	\$60.00 (1-4 hours), \$110.00 over four hours	2008	
Tokay Park Complex	\$500.00 per day plus \$250.00 deposit	2010	
Boating	\$2.00 per hour, \$5.00 per half day, \$10.00 per day	1998	
Camping Fees (organized groups)	\$1.00 per person per night, \$25.00 minimum	1995 or prior	
Family Campsite	\$10.00 per night	1995 or prior	
Mobile Stage - Large (nonprofit organizations)	\$500.00 per calendar day, plus \$500.00 deposit	2008	
Mobile Stage - Small (nonprofit organizations)	\$400.00 per calendar day, plus \$500.00 deposit	2008	
Mobile Bleachers (nonprofit organizations)	\$400.00 per calendar day, plus \$500.00 deposit	2007	
Mobile Stage - Large (for profit organizations)	\$1,000.00 per calendar day, plus \$500.00 deposit	2008	
Mobile Stage - Small (for profit organizations)	\$800.00 per calendar day, plus \$500.00 deposit	2008	
Mobile Bleachers (for profit organizations)	\$800.00 per calendar day, plus \$500.00 deposit	2007	
Mini-Bus Rental for Partnering Agencies	100% recovery of direct costs		
Athletic Programs			
Adult Open Play Athletics	\$2.00	2004	
Adult Softball Team Fee (Fall League - 1 night per week)	100% Cost Recovery		
Adult Softball Team Fee (Fall League - 2 nights per week)	100% Cost Recovery		
Adult Softball Team Fee (Spring league - 1 night per week)	100% Cost Recovery		
Adult Softball Team Fee (Spring league - 2 nights per week)	100% Cost Recovery		
Adult Basketball Team Fee (1 night per week)	100% Cost Recovery		
Adult Basketball Team Fee (2 nights per week)	100% Cost Recovery		
Golf Lessons	Variable		
Youth Athletics not otherwise listed	\$20.00	1999	
Youth Cheerleading	\$20.00	2009	
Youth Football	\$25.00	1999	
Late Registration for Youth Sports Programs	\$5.00	2001	
Swimming Pool Fees			
Swimming Lessons	\$30.00	2009	
Pool Entry Fee	\$2.00 for adults, \$1.00 for children	1995 or prior	
Pool Rental	\$200.00 deposit, \$175.00 rental fee for first two hours, \$50.00 for each additional hour; plus current rate of pay for lifeguards	2011	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY14 Changes
<i>Tennis Fees</i>			
Tennis Lessons Courts	Variable \$150 refundable deposit; rental fee of \$35 (up to four hours); \$50 (over four hours); \$175 additional charge for use of lights	1995 or prior 2010	
<i>Senior Programs / Leisure Activities</i>			
Leisure Activities	Variable	1995 or prior	
<i>After-School Program</i>			
Program Fee	\$70.00 per month	2008	
Early/Late Fee	\$5.00 per 5 minute period	2008	
<i>Summer Camp/Playground</i>			
Summer Day Camp	\$50.00 per week	2009	
Summer Playground	\$20.00 per week	2009	
Late Pickup Fee	\$5.00 per 5 minute period	2009	
<i>Athletic Protest Fee</i>	\$25.00	2002	
<i>Community Garden</i>	\$25.00 refundable deposit	2009	
<i>Concessions</i>	Variable	2002 or prior	
<i>Cemetery:</i>			
<i>Burial Plots</i>			
Pre-Need Cemetery Fee	\$400.00	2004	
At-Need Cemetery Fee (Adult)	\$475.00	2004	
At-Need Cemetery Fee (Infant)	\$350.00	2004	
At-Need Cemetery Fee (Pauper)	\$250.00	2002 or prior	
<i>Monument Administration/Interment Fees</i>			
Monument Administration/Interment Fees	\$25.00	2002 or prior	
After Hours Cemetery Fee	\$75.00	2002 or prior	
Police			
<i>Code Violations</i>			
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	
<i>Police False Alarm Fee</i>			
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	Proposed FY14 Changes
<i>IDB Photo Reports</i>	\$0.35 for 4" x 6", \$5.00 for 8" x 10", \$5.00 for Contact Sheet	2008	
<i>Photographic CD</i>	\$35.00 per CD	2008	
<i>Wrecker Fees</i>			
Annual Wrecker Inspection Fee	\$100 per truck	2008	
Wrecker Rotation Fee	\$15.00 per tow	2008	
<i>Officer Fees</i>	Variable	2002	
<i>Range Fee</i>	\$200.00 per day	2010	
Stormwater			
<i>Stormwater Fee (Quality & Improvements)</i>			
Single Family	\$3.00 per month per ERU	2009	\$4.00 per month per ERU
Non-Single Family	\$3.00 per month per 2,266 square feet of impervious surface	2009	\$4.00 per month per 2,266 square feet of impervious surface
<i>Best Management Practice Inspection Fee</i>	\$150.00	2011	
<i>Stormwater Control Ordinance Variance Filing Fee</i>	\$500.00	2011	
<i>Stormwater Control Ordinance Civil Penalties</i>			
<i>Failure to Obtain Permit</i>			
First Offense within 2 years:			
Off-site impacts documented	\$3,000 per day	2011	
No off-site impacts documented	\$1,000 per day	2011	
Second Offense within 2 years:			
Off-site impacts documented	\$5,000 per day	2011	
No off-site impacts documented	\$3,000 per day	2011	
Third or Subsequent Offense within 2 years:			
Each violation	\$5,000 per day	2011	
<i>Illicit Connection and Improper Disposal Civil Penalties</i>			
Category I Violation	\$1,000.00 per day, plus investigation, restoration and administrative costs	2009	
Category II Violation	\$500.00 per day, plus investigation, restoration and administrative costs	2009	
Category III Violation	\$100.00 per day, plus investigation, restoration and administrative costs	2009	
<i>Other Violations of Stormwater Control Ordinance</i>	Up to \$5,000/day	2011	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY14 Changes
Transit			
<i>Motor Vehicle License Tax for Transit</i>	\$5.00 per year	2008	
Bus			
Adult Bus Fare	\$1.25	2013	
Discount Bus Fare (Elderly and Disabled)	\$0.50	2013	
Adult 1-Ride Pass	\$1.25	2013	
Discount 1-Ride Pass (Elderly and Disabled)	\$0.50	2013	
One Day Pass	\$3.00	2013	
Discount One Day Pass (Elderly and Disabled)	\$1.50	2013	
Rolling 8 Day Pass	\$17.00	2013	
Discount Rolling 8 Day Pass (Elderly and Disabled)	\$8.00	2013	
Rolling 30 Day Pass	\$40.00	2013	
Discount Rolling 30 Day Pass (Elderly and Disabled)	\$17.00	2013	
Student Rolling 30 Day Pass	\$30.00	2013	
ADA Demand Response Fare	\$2.00	2013	
ADA 20 Ride Pass	\$35.00	2013	
ADA 10 Ride pass	\$17.50	2013	
Bulk Pass Sale Discounts			
100 to 249 Passes	10% discount	2013	
250 to 499 Passes	15% discount	2013	
500 to 999 Passes	20% discount	2013	
1,000 or Greater Passes	25% discount	2013	
Third-Party Fare Agreements			
50 to 99 Passes (\$900 monthly revenue guarantee)	25% discount	2013	
100 to 249 Passes (\$1,400 monthly revenue guarantee)	30% discount	2013	
250 to 499 Passes (\$2,600 monthly revenue guarantee)	35% discount	2013	
500 or Greater Passes (\$3,600 monthly revenue guarantee)	40% discount	2013	
Advertising Space			
Interior Banner	\$30.00 per vehicle per month	2007	
1 to 4 vehicles			\$30 per vehicle per month
5 to 9 vehicles			\$25 per vehicle per month
10 or more vehicles			\$20 per vehicle per month
Discount for non-profit customers			25%
Public Service Announcements			\$20 per vehicle per month

Glossary

Allocate: To set apart portions of budgeted expenditures that are specifically designated to organizations for special activities or purposes (i.e., Arts Council).

Annexation: Annexation is a change in jurisdiction from one entity to another. For example, when annexed to Fayetteville, property changes from having services such as fire, police, parks and zoning being provided by Cumberland County to those same services being provided by the City of Fayetteville.

Annual Budget: A budget covering a single fiscal year (July 1 - June 30).

Appropriation: A budget authorization made by the City Council to incur obligations or make expenditures for purposes listed in the budget ordinance. An appropriation is limited in amount and to the time when it may be expended.

Assessed Valuation: A value determined by the County Tax Assessor's office for real and personal property 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 Budget Overview section of this document, "Available Fund Balance at June 30, 2012" is the undesignated fund balance plus reserves for encumbrances, donations, and County parks and recreation, plus designations for subsequent year expenditures, special purpose and Capital Funding Plan. Revenue and expenditure projections for fiscal years 2012-13 and 2013-14 are considered along with the available fund balance at June 30, 2012, to project fund balance at June 30, 2014. Projected future reserves and designations for County parks and recreation, and known fund balance designations for items such as the adopted Capital Improvement Plan, Capital Funding Plan, and senior recreation are deducted to determine available fund balance at June 30, 2014.

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 and have an expected life of more than one year with a value of \$5,000 or greater.

Capital Funding Plan: A fund used to account for the payment of debt principal and interest for major capital improvements and to cash fund major capital improvements as appropriate.

Capital Improvement Project: A project generally expected to have a useful life greater than 10 years and an estimated total cost of \$50,000 or more. Capital projects include the construction, purchase, or major renovation of buildings, utility systems, streets, or other structures; purchase of land; and major landscaping projects.

Capital Projects Fund: A fund used to account for the acquisition or construction of major governmental capital facilities, infrastructure and equipment, which are not accounted for in other funds.

Contingency: An account in which funds are set aside for unforeseen expenditures which may become necessary during the year and which have not been provided for in the context of the annual operating budget.

Deficit: An excess of expenditures over revenues or expenses over income.

Department: A major administrative division of the City that indicates overall management responsibility for an operation or a group of related operations within a functional area.

Division: A unit, within a department, which participates in specific activities. For example, the Training Division in the Fire and Emergency Management Department.

Encumbrances: A financial commitment for services, contracts or goods that have not, as yet, been delivered or performed.

Enterprise Fund: A fund used to account for activities that are operated in a manner similar to business enterprises. Fees are charged to the consumers (general public) of the service to completely or partially recover the expenses of the operation.

Expenditures: The total costs of a program or capital project.

Fiscal Year (FY): A 12-month period (July 1 - June 30) to which the annual operating budget applies and at the end of which an assessment is made of the City's financial condition and performance of its operations.

Fund: An independent fiscal and accounting entity created to record the financial activity for a selected financial grouping. A fund is set up to carry out a special function or attain certain objectives in accordance with set laws and regulations.

Glossary

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).

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.

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City of
Fayetteville
North Carolina

The City of Fayetteville, North Carolina does not discriminate on the basis of race, sex, color, age, national origin, religion, or disability in its employment opportunities, programs, services, or activities.

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