

OUTFRONT

Budget FY 2013-14 Recommended

May 28, 2013



City of
Fayetteville
North Carolina



-
- Municipal comparisons
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 - Strategic Plan
 - Citizen Survey
 - Budget Development Guidelines
 - Recommended Base Budget
 - Budget Drivers
 - New Initiatives
 - PWC Adjustments
 - Budget Opportunities
 - Upcoming Calendar

OUTFRONT

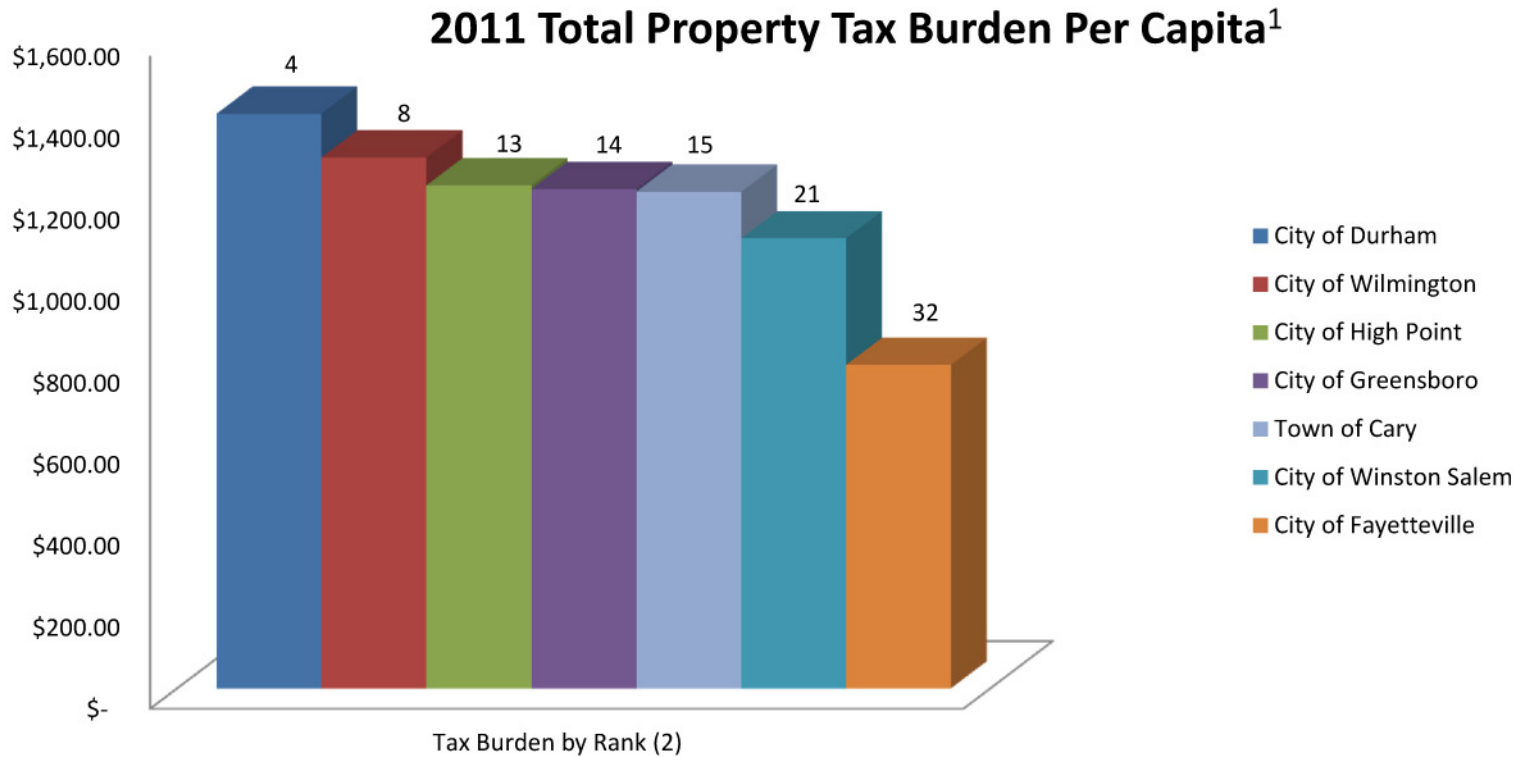
Municipal Comparisons



City of
Fayetteville
North Carolina



How Do We Measure Up?



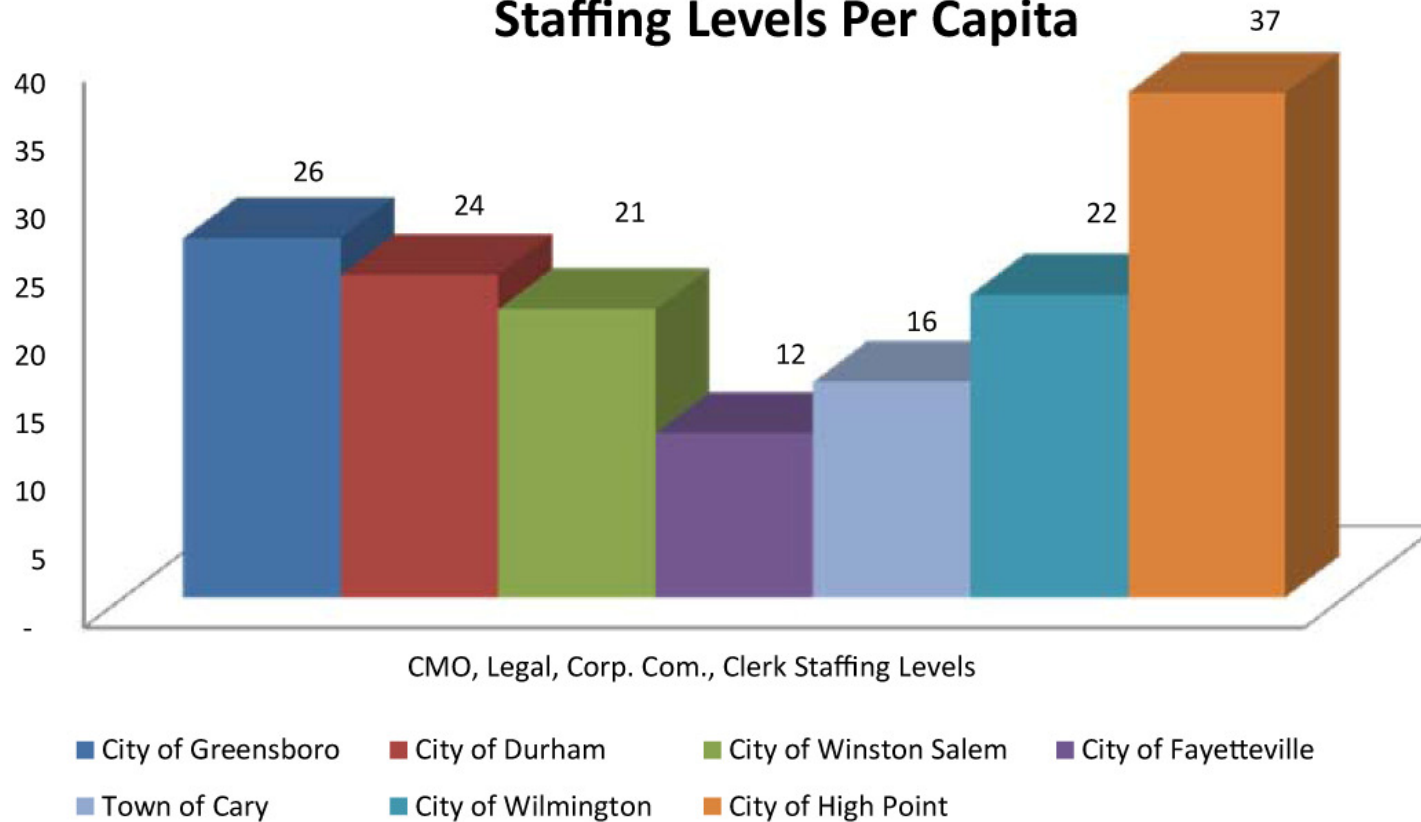
Source: John Locke Foundation, *By the Numbers*, April 2013

¹Tax burden includes city and county taxes

²Ranking out of 34 municipalities over 25K population

Administration

Staffing Levels Per Capita

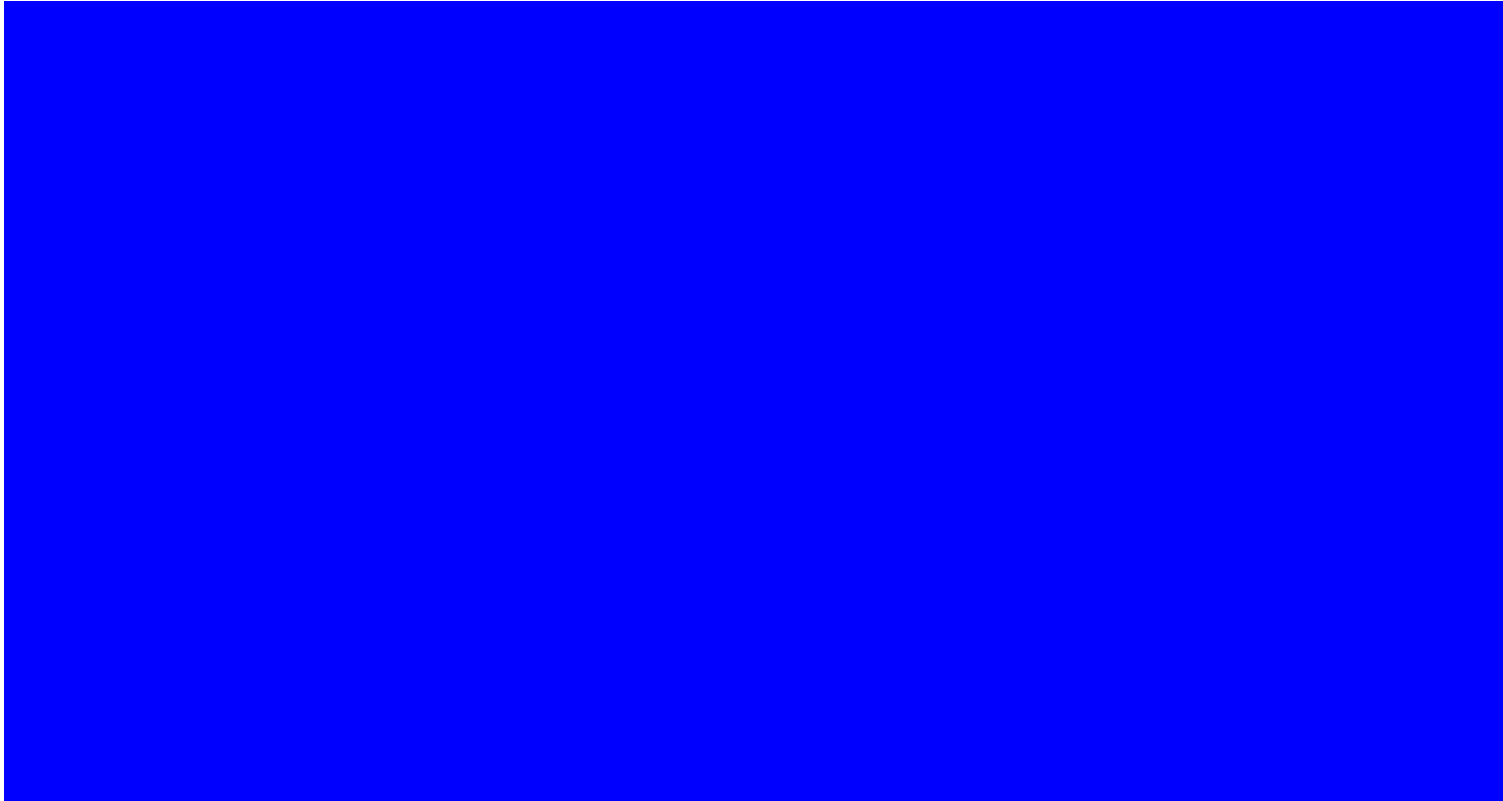




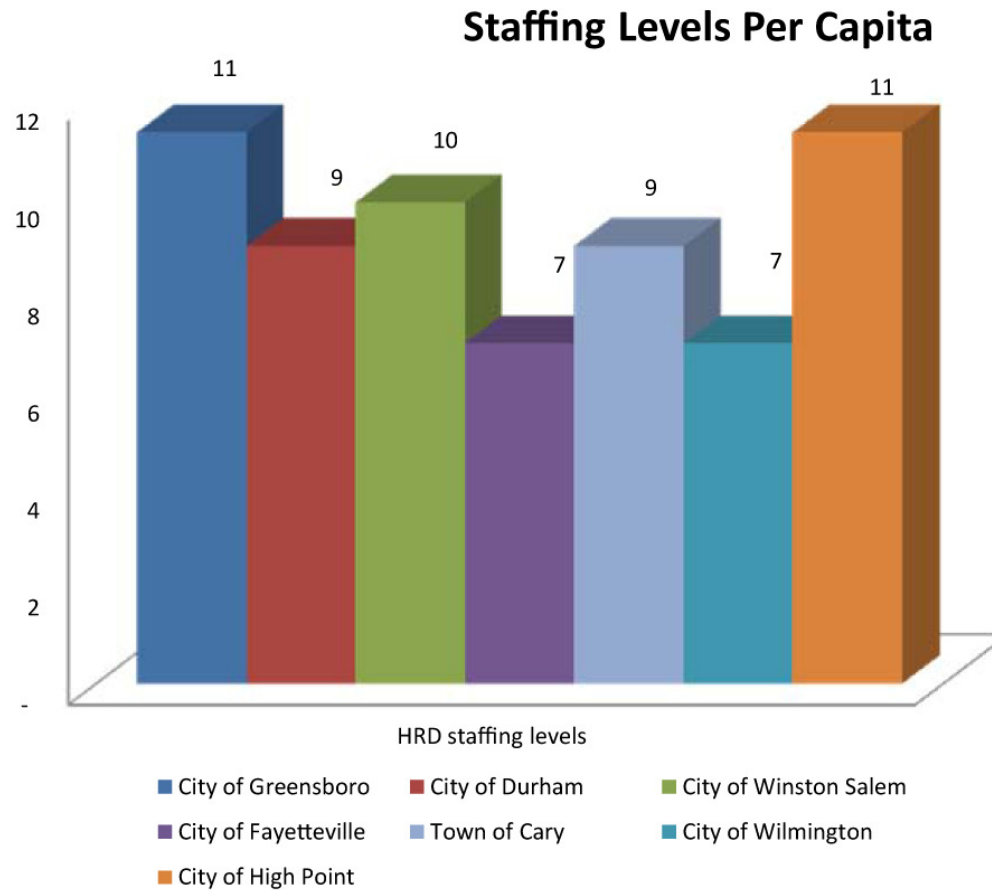
How Do We Measure Up?



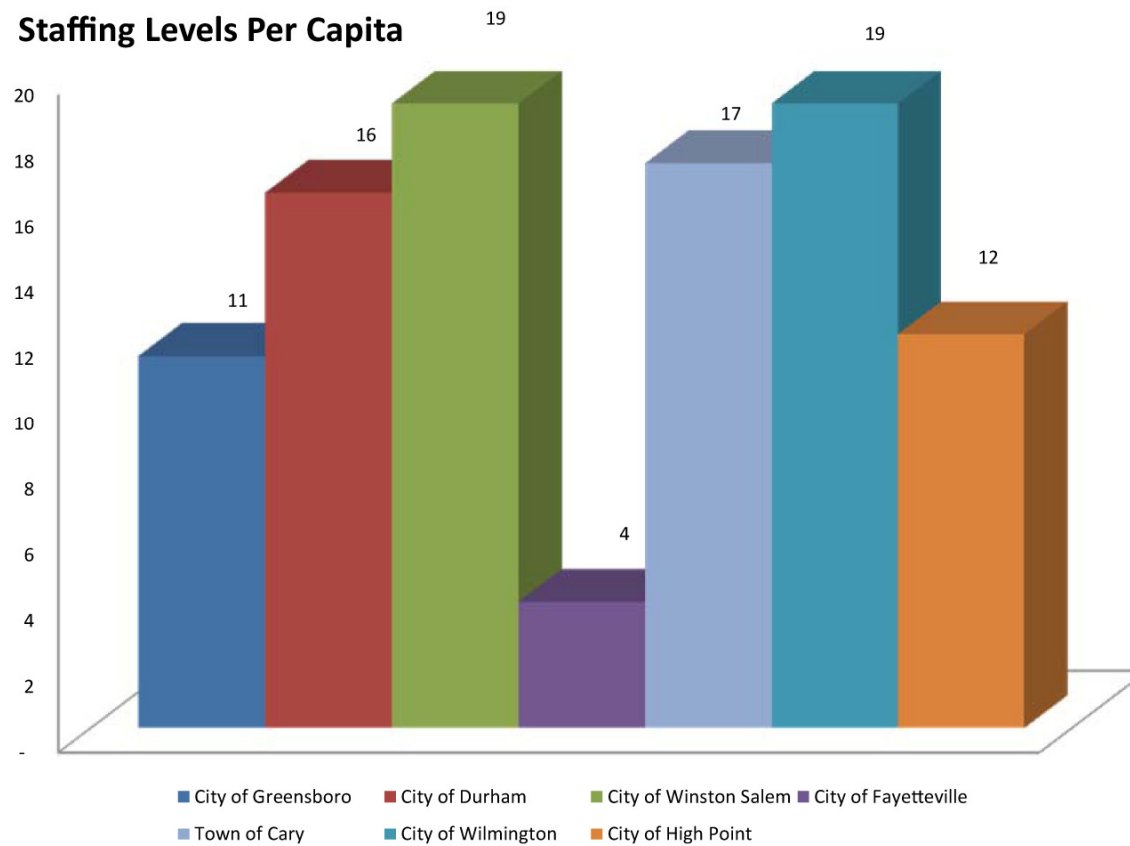
Finance



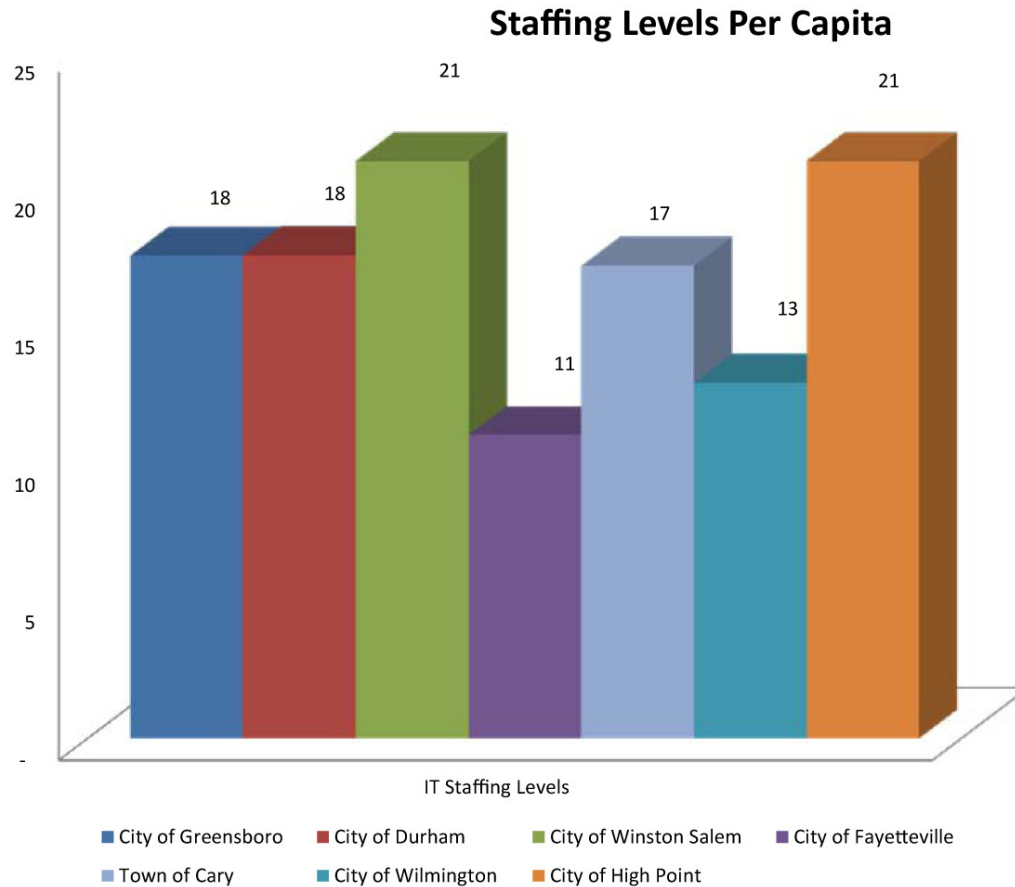
Human Resource Development

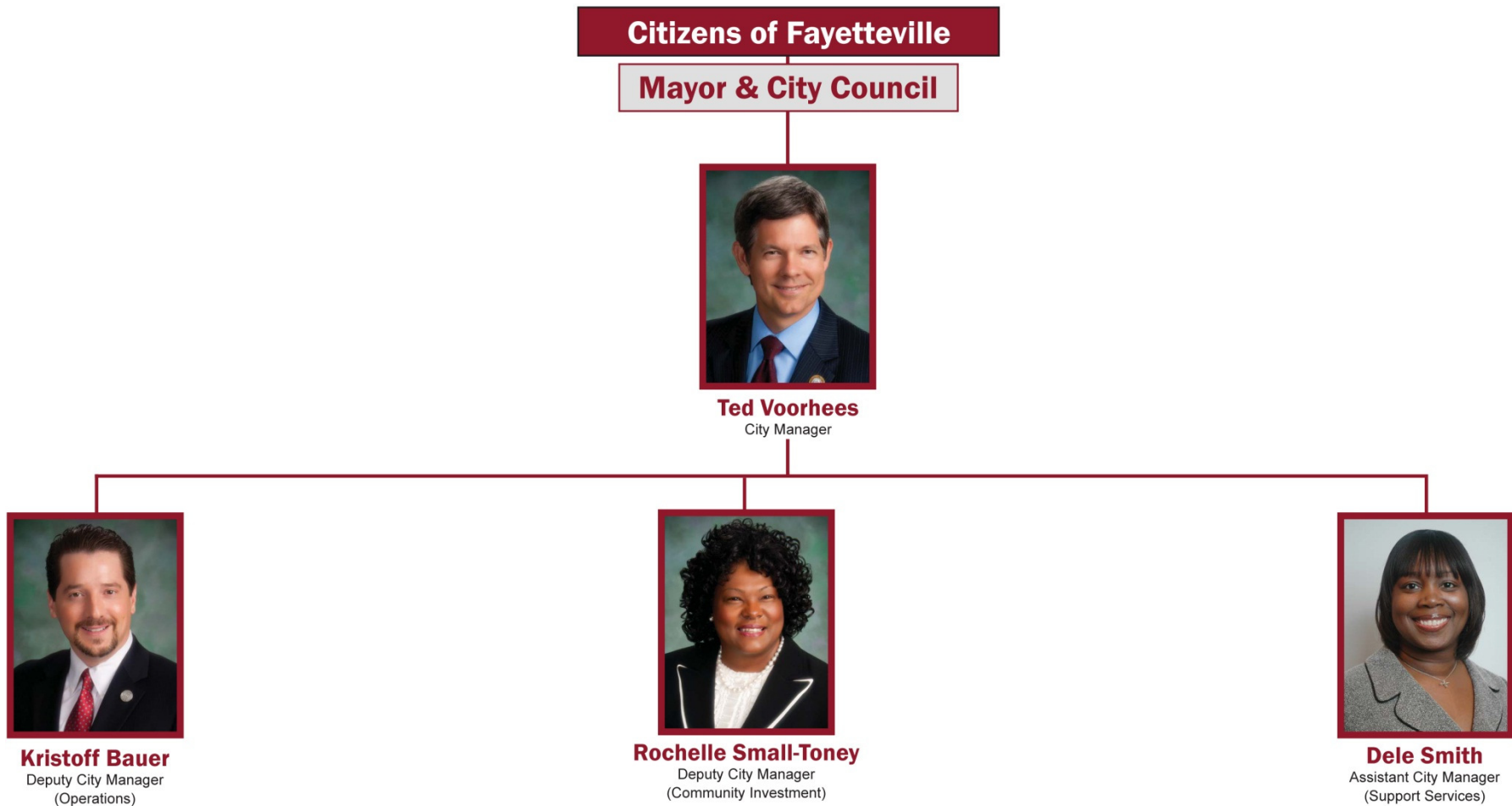


Planning/Land Use



Information Technology





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Decision Filters



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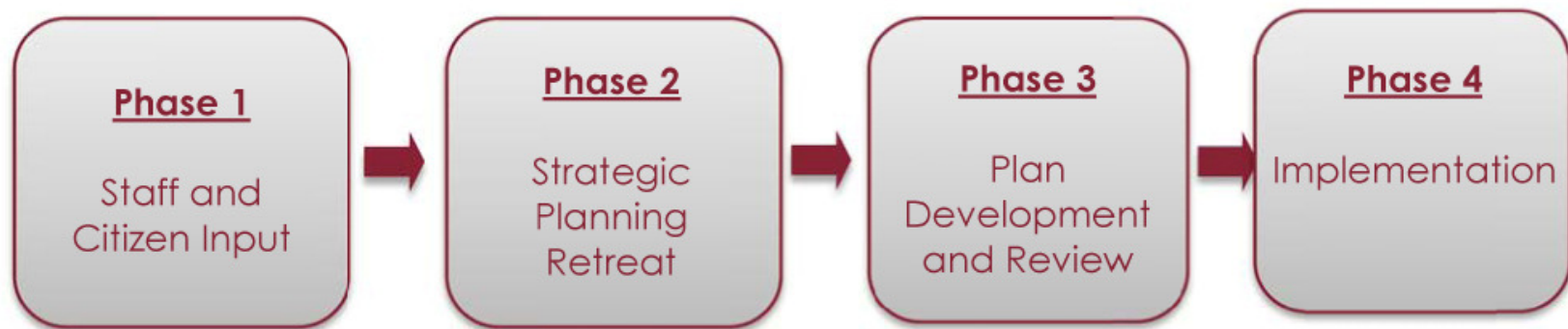




Decision Filters for Recommended Budget

- Strategic Plan
- Citizen Survey
- City Council Budgetary Guidelines





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



Strategic Plan



The strategic plan process identified six goals for the next five years, which will help us achieve our vision.

- 1.** The City of Fayetteville **will** be a safe and secure community.
- 2.** The City of Fayetteville **will** have a strong, diverse and viable local economy.
- 3.** The City of Fayetteville **will** be designed to include vibrant focal points, unique neighborhoods and high quality, effective infrastructure.
- 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.
- 5.** The City of Fayetteville **will** have unity of purpose in its leadership, and sustainable capacity within the organization.
- 6.** The City of Fayetteville **will** develop and maintain strong and active community connections.

FY 2019 Goals and FY 2014 Targets for Action

<p>The City of Fayetteville will be a safe and secure community.</p>	<p>The City of Fayetteville will have a strong, diverse and viable local economy.</p>	<p>The City of Fayetteville will be designed to include vibrant focal points, unique neighborhoods and high quality, effective infrastructure.</p>	<p>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.</p>	<p>The City of Fayetteville will have unity of purpose in its leadership and sustainable capacity within the organization.</p>	<p>The City of Fayetteville will develop and maintain strong and active community connections.</p>
<ul style="list-style-type: none"> ➤ Increase law enforcement community engagement and collaboration ➤ Create gang task force ➤ Develop traffic safety improvement strategy. 	<ul style="list-style-type: none"> ➤ Implement local business initiatives. 	<ul style="list-style-type: none"> ➤ Increase street maintenance funding; shorten time for resurfacing ➤ Improve gateways. 	<ul style="list-style-type: none"> ➤ Revisit funding plan for Parks and Recreation; smaller or phased package ➤ Develop traffic flow improvement strategy. 	<ul style="list-style-type: none"> ➤ City Council recognition of employees ➤ Study PWC efficiencies/ consolidation opportunities ➤ Identify efficiencies through IT to increase effectiveness. 	<ul style="list-style-type: none"> ➤ Develop and deliver ongoing coordinated information campaign ➤ Develop partnerships.



Citizen Survey Key Findings



ETC Institute conducted a citizen satisfaction survey. Key findings from the survey are:



Areas with highest satisfaction

- Fire services, recycling and solid waste collection
- Customer service from City employees, water and sewer utilities and Parks & Rec facilities/programs

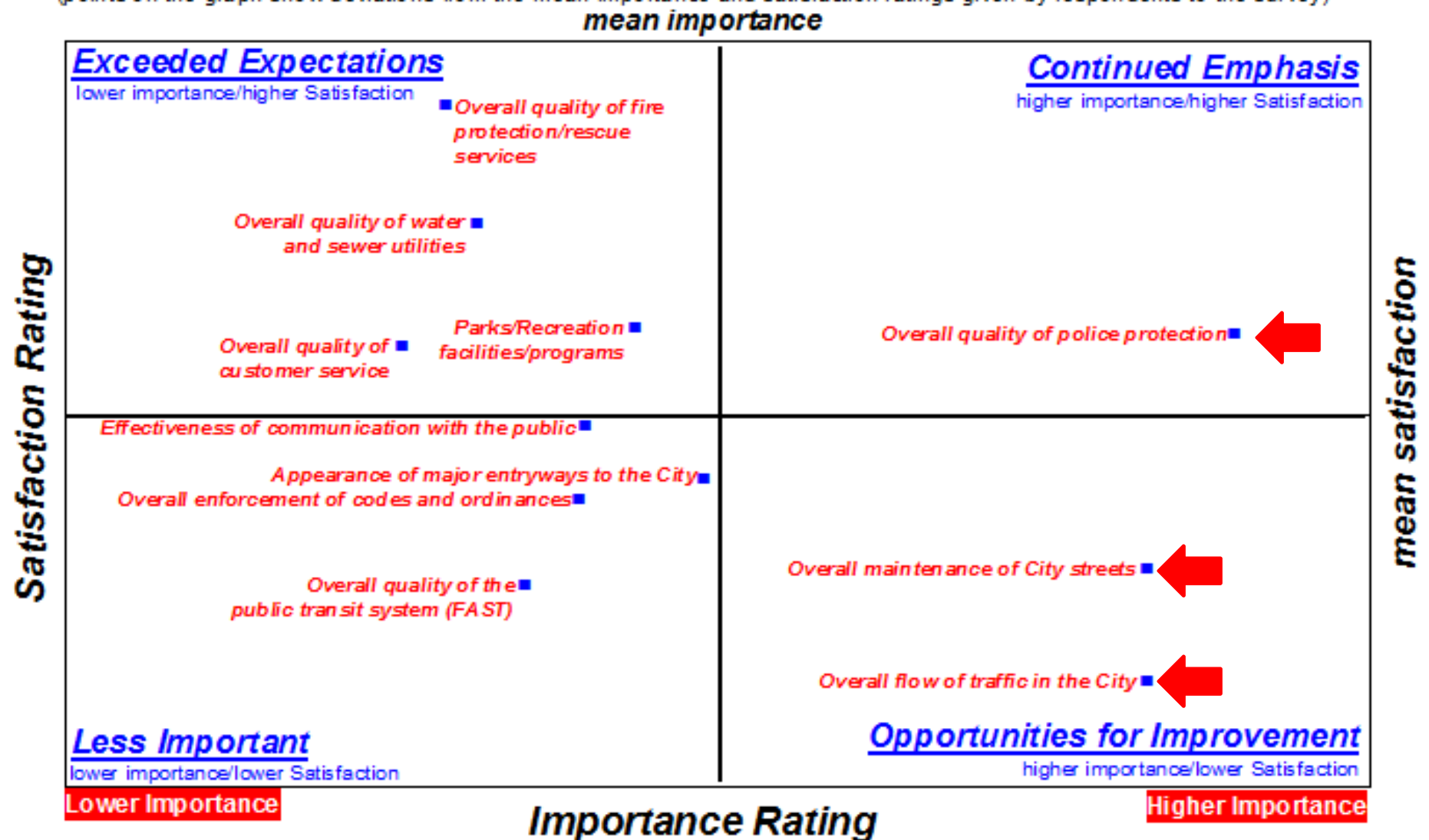
Areas with the lowest satisfaction

- Code enforcement issues
- Transit/traffic concerns and infrastructure

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)



Citizen Survey Key Findings



In order to improve overall satisfaction with City services, the City of Fayetteville should emphasize the following areas:

- **Police Services**
- **Maintenance of City streets**
- **Traffic Flow**



2014 Council Budget Guidelines Highlights



-
- No tax increase
 - Maintain fund balance of at least 12%
 - Consider fee adjustments
 - Present options for revolving revitalization fund
 - Ensure structural balance
 - Develop parks facilities construction program and present funding options using new revenues
 - Public safety enhancements reflect City Council's strategic interests and 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

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Recommended Base Budget



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Recommended Base Budget



-
- 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
 - Accommodates the Police Department's realignment and new organizational structure
 - Proposes minor revenue enhancements in fees for stormwater and solid waste services



Recommended Base Budget



-
- 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 (\$3.3 million)
 - 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



Recommended Base Budget



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



Significant Initiatives



Street Maintenance Boost

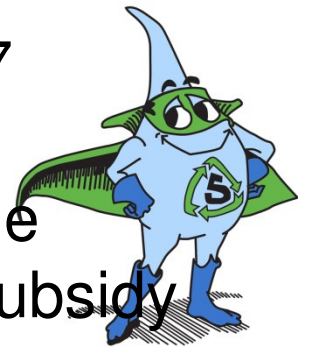
One time \$1 million allocation from the General Fund Fund Balance

Community Investment Funding Proposal

One time \$1 million allocation from the General Fund Fund Balance

Proposed stormwater fee - \$4 per month (ESU)

- Annual increase of \$12 to produce an additional \$1.7 million per year
- Primary purpose of increase is to fund storm drainage system improvements and eliminate General Fund subsidy for street sweeping



Proposed solid waste fee - \$48 per year

- Previously known as recycling fee
- Annual increase of \$10 to produce an additional \$599K which will reduce the General Fund subsidy

-
- Personnel cost, primarily Police salaries and step plan – **\$4.1 million**
 - Transfer to PWC for Phase V annexation projects - **\$1.4 million**
 - One-Time Costs for Capital/Technology Projects - **\$5.3 million**

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New Initiatives



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-
- \$1.3 million in recommended new initiatives will be covered by changes in financial relationship with PWC
 - Approximately \$2.7 million in new initiatives are being deferred due to the realignment study



Recommended New Initiatives



Title

Add New Route – Strickland Bridge Rd.
Building Division – Vehicles
Code Enforcement Administrator
Community Development Planner
Desktop Support Technician
Forensic Manager
Fort Bragg A.M./P.M. Service
High Density Filing System (Personnel Records – One Time)
Honor Guard OT
Kenexa Compensation Software Tool
New Century Circle School/Park
Planning & Zoning Administrator
Planning & Zoning Division Senior Planner
PT Records Tech (OAI) – One Time Contract
Route 14 Express

Department

Transit
Development Services
Environmental Services
Community Development
IT
Police
Transit
Human Resources Dev.
Fire
Human Resources Dev.
Parks & Recreation
Development Services
Development Services
City Clerk
Transit



Recommended New Initiatives



Title

Secretary Position
Study Circles
Restore Roadside Trash Pickup
Unfreeze Engineer II (1/2 cost in Stormwater)

Department

City Manager's Office
Human Relations
Parks & Recreation
E&I/Stormwater





New Initiatives Deferred (PWC)



<u>Title</u>	<u>Department</u>
Accounting Clerk	Finance
Desktop Support Technician #2	IT
Desktop Support Technician #3	IT
Desktop Support Technician #4	IT
Exchange Administrator	IT
GIS Analyst	IT
GIS Database Administrator	IT
Internal Auditor	Finance
IT Business Analyst	IT
Network Security Administrator	IT
Web Designer Developer	IT



PWC Adjustments **OUTFRONT**

General Fund Expenditures: PWC Adjustments

	<u>FY 2014</u>	<u>Future Fiscal Years</u>
Electric Gross Receipts Tax/Power Supply Agreement	(\$499,600)	(\$499,600)
Government Access Channel	\$85,000	\$85,000
Purchasing Services	(\$157,204)	TBD
Fleet Maintenance Indirect Cost Allocation	(\$85,500)	(\$85,500)
Adjust Total Fleet Maintenance Expenditures to 65% of PWC FMISF Budget, excluding depreciation	(\$391,350)	(\$391,350)
TOTAL	(\$1,048,654)	(\$891,450)

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Budget Opportunities



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Budget Opportunities (Outside Base Budget)

Parks & Recreation Project Proposals

Option 1: 1.5¢ x 15 years = \$35,000,000

Option 2: 1¢ x 15 years = \$24,000,000

Option 3: .5¢ x 15 years = \$12,000,000





Budget Opportunities (Outside Base Budget)

Police Staffing Budget Proposal

COPS Grant + 1 cent on tax rate = 15 officers + \$3 million
for district office

This is a new opportunity presented by the federal
grant cycle within the last month





Upcoming Calendar



-
- **May 29:** Budget Work Session
 - **June 3:** Council Work Session
 - **June 10:** Regular Council Meeting
Public Hearing
(Budget Adoption)



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