

FY 2017 Annual Budget

Recommended

City of
Fayetteville
North Carolina



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Fayetteville
North Carolina

MAYOR AND CITY COUNCIL

Nat Robertson, Mayor

Mitch Colvin, Mayor Pro Tem, District 3

Kathy Jensen, District 1

Kirk deViere, District 2

Chalmers McDougald, District 4

Robert Thomas Hurst, Jr., District 5

William Joseph Leon Crisp, District 6

Larry Wright, District 7

Theodore W. Mohn, District 8

James William Arp, Jr., District 9

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Kristoff T. Bauer, Deputy City Manager

Rochelle Small-Toney, Deputy City Manager

Jay Reinstein, Assistant City Manager

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City of
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Section A

Introduction

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Budget Message



May 9, 2016

Dear Mayor Robertson and Members of the Fayetteville City Council:

In accordance with the requirements of the Local Government Budget and Fiscal Control Act, I am transmitting herewith the proposed budget for the fiscal year beginning July 1, 2016 through June 30, 2017 for the City of Fayetteville. The proposed budget provides \$225,843,701 total expenditures across all funds*, with \$164,521,380 in General Fund expenditures. This spending plan represents a 2.8% increase in the General Fund over the FY 2016 Adopted Budget. The tax rate to support the budget is recommended at \$0.4995 per \$100 of assessed valuation, a \$0.0135 increase over the FY 2016 rate of \$0.486.

We have focused our efforts on your top priorities, as established at your Strategic Planning Retreat in March of 2016. The guidance received from the retreat allowed City staff to focus on how and what we could do to best achieve your intent, knowing we have a limited budget from which to work. Below you will find actions we are taking, or will take, to help achieve each of your priorities given our resources.

Of course, our desire in achieving your goals is to keep our customers – our residents – in mind throughout the entire process, knowing that we serve them, with an eye on customer service and customer satisfaction.

Top Council Priorities

1. Economic and Business Development
2. Public Safety
3. Beautification/Maintenance
4. Infrastructure Investment
5. Intergovernmental/Stakeholder Collaboration
6. Parks and Recreation

* Excludes funds managed by the Public Works Commission

Budget Message

Economic and Business Development

Having now built the institutional framework for a focused and professional in-house program of economic and business development, we expect FY 2017 to be one in which significant strides are made in furtherance of the City Council strategic plan goal of building and maintaining a strong, diverse and viable local economy. Specifically, within the Economic & Business Development Department, our new Local, Small, Disadvantaged Business Enterprise (LSDBE) program manager will be implementing a plan consistent with a newly adopted City Council policy for the proactive support of small, local, disadvantaged and minority and veteran-owned businesses to gain access to contract opportunities with the City. The program will place particular early emphasis on the \$35 million Parks & Recreation Bond projects, as well as all other procurement opportunities for operational and capital spending. At the same time, our fully-staffed department will be partnering with the Fayetteville-Cumberland Economic Development Corporation (FCEDC) and multiple other public and non-profit partners in the coordination and leveraging of resources designed to strategically target business recruitment and expansion, as well as home-grown start-up opportunities. We will host our second annual Economic and Business Development Forum and quarterly workshops to market the assistance that is available from the City and our partners. We will also continue with the branding of our services, using “Fayetteville Now: Rethink the Opportunities” to reach current and prospective business owners regarding our business assistance programs.

We will be rolling out the results of the contracted Economic and Business Development Strategic Action Plan and using such documents as a blueprint for action in focusing our collective efforts to identify our most likely opportunities for success. Such focus will be targeted at the redevelopment of identified, distressed corridors, as well as individual projects with transformational potential. We will also have completed the Feasibility and Market Analysis Study for the redevelopment of Catalyst Site 1 that includes a Minor League Baseball stadium and continue the processes for completing this project. We will seek to finalize a Master Development Agreement on the proposed Prince Charles Hotel redevelopment, while also beginning the implementation of a phased development plan for the City Center (Hope VI) Business Park. We will additionally bring forth a plan for the creation of an economic development revolving loan fund, utilizing \$200,000 from the FY 2016 and FY 2017 budgets to seed such a financing vehicle while working to leverage other sources of funding to allow for a new tool in support of impactful development activity. The department will develop a broader offering of economic incentives to promote business development and expansion throughout the city.

In addition to our in-house efforts, the FY 2017 budget provides for our partnership support of the ongoing operations of the FCEDC at \$415,000 (\$100,000 General Fund and \$315,000 PWC contribution); the Fayetteville State University Farmer’s Market for \$50,000; the Center for Economic Empowerment & Development (CEED) incubator build-out at \$250,000; and the North Carolina Civil War History Center contribution of \$400,000.

Our year-long efforts will utilize our limited public resources in a highly targeted and prioritized manner, which will best leverage private-sector investment in job and wealth-creating activities to serve every segment of our community.

Public Safety

The community's investment in public safety continues to pay dividends. FY 2016 was the first full year with all 47 additional sworn positions planned for in FY 2015 authorized and available. Creative recruiting efforts have yielded stronger results than many peer organizations in a difficult national recruitment and retention environment for police personnel. New technologies, including vehicle locators and body cameras, have been implemented across the Police Department, supporting enhanced accountability and community credibility. As a result, crime has continued to fall with a 6% reduction in the most serious crimes (Part I), coupled with a decrease in use of force incidents. Traffic enforcement is up, with more than a 60% increase in traffic stops and the addition of 10 red light cameras at major intersections across Fayetteville.

Additionally, we are planning to install five new red light cameras across city limits this year, for a total of 15 red light cameras in our system. The Red Light Camera program increases safety at intersections, brings awareness of the dangers of disobeying traffic signals and frees up City law enforcement to handle more serious crime issues. Also, in an effort to reduce speeding and increase safety for residents and motorists on neighborhood streets, an additional \$10,000 will be added to this year's budget for speed humps, bringing the total to \$25,000 for traffic calming measures. These popular safety measures, along with efforts to include round-a-bouts in neighborhood street design, encourage motorists to maintain safe speeds in residential neighborhoods.

Investments in fire services helped the Fire/Emergency Services Department achieve a Class 1 rating by the Insurance Service Office last year, placing Fayetteville's Fire Department among the nation's elite. Another operational improvement within the Fire/Emergency Services Department this year was the full implementation of Automated Vehicle Location (AVL) technology supporting closest-unit dispatch, resulting in reduced response times to residences and businesses. This year, the department also focused on reaccreditation by the Commission on Public Safety Excellence and anticipates achieving that recognition in early FY 2017.

The proposed FY 2017 budget fully supports the continuation of the existing Police step plan and the second year of implementation of the new Fire and 911 step plans. The Fire Department's education incentive program is also fully funded. Funding for the lease and up-fit of a new Police Department central district office on Sycamore Dairy Road is included, as well as the relocation and replacement of Fire Station 12. The construction for the relocation of Fire Station 12 is anticipated to move forward in September of 2016 with the use of capital lease proceeds.

The City and County jointly completed a 911 Co-Location Needs Assessment and Feasibility Study. Fort Bragg has now expressed an interest in joining this project. FY 2017 efforts will focus on working with the County and other partners on funding strategies for future project implementation.

Budget Message

Beautification/Maintenance

Staff has worked with the Council's Gateway Committee to identify projects for use of the \$100,000 of seed funding provided for gateway beautification projects in FY 2016. Projects undertaken thus far include the construction of a brick wall at the corner of Grove and Ann streets, planting crepe myrtle trees in the medians of Cliffdale Road and Bingham Drive and painting the Ramsey Street train trestle. Collaborative efforts have also been made with N.C. DOT to make their median projects turn from gray to green, and then literally to bloom. This approach takes more time, but as seen on some of our major gateways, it allows us to access more state and federal funds. Projects that have benefitted from this approach include Eastern Boulevard, Grove Street, Bragg Boulevard, Glensford Drive and Ramsey Street. Additional projects are in development, including additional and replacement gateway signage and additional planted median projects in partnership with N.C. DOT.

The proposed budget includes \$200,000 to continue projects coordinated through the Gateway Committee. It also includes an additional \$500,000 for enhancements in the north Murchison Road corridor or in other areas as directed by City Council in FY 2017.

Infrastructure Investment

In addition to the aforementioned gateway beautification projects that will enhance Fayetteville's overall appearance, we continue to invest significantly in municipal infrastructure across the city, in such areas as street resurfacing, stormwater improvements and the addition of more sidewalks and pedestrian friendly areas. The City is also making strides to improve traffic flow by partnering with N.C. DOT in the upgrade of the computerized traffic signal system, which will update the system with the latest technology, replacing aging signal hardware.

To address concerns of localized high water issues, the City has set an aggressive goal to accelerate stormwater projects. However, as proposed, the FY 2017 budget does not include an increase in the stormwater fees. Staff proposes to use existing funds to address planned projects and watershed studies, while developing a refined long-term approach to funding stormwater needs that can demonstrably enhance projects to address long-standing community needs.

We have also identified \$425,000 for sidewalk and pedestrian improvements. In addition, the City was awarded a grant by N.C. DOT to complete a Pedestrian Master Plan, which proposes to identify and prioritize areas in need of pedestrian facility improvements. This comprehensive study will allow the City to utilize funding more efficiently and aid in making the most effective decisions when identifying future projects. The study will provide data for the accessibility assessment and transition plan as required and enforced by the Department of Justice, and the local match is included in the FY 2017 budget.

Intergovernmental and Stakeholder Collaboration

Across the entire City organization, we are committed to developing a sustainable community with opportunities for individuals and families to thrive. To that end, the City endeavors to lead in intergovernmental collaboration, sparking innovative approaches to address systemic issues in our community. Over the next fiscal year, the City will strengthen intergovernmental relationships with local, state and federal governments. Additionally, we will be united in purpose, developing and maintaining partnerships with engaged residents who have confidence in their local government.

The City has a strong commitment to performance excellence, transparency, quality and innovation. Becoming a high performing organization means that we listen to our customers, track performance and are accountable for results. Over the next fiscal year, the City will strengthen process improvement, engaging in quality improvement methodologies such as Lean Six Sigma to enhance operations. In FY 2017, we will launch Fayetteville's TracStat performance web portal for Transparent Reporting and Analytics for Citizens. This web based application will allow citizens to dive into City performance results and receive regular progress updates on Targets for Action and Council's key initiatives. We will also expand the City's open data portal to further allow residents immediate access to information about City services and programs.

We will complete the comprehensive overhaul of our award-winning website, www.FayettevilleNC.gov, in the summer/fall timeframe, with the final redesign of the Police Department and Parks & Recreation Department websites. These web improvements will dramatically improve residents' access to City programs and services by making the website more transactional and user-friendly.

We will continue to work on improving how we inform and educate residents about local government by enhancing public outreach, telling the City's positive story and increasing community dialog. Café Conversation events will continue through FY 2017. Café events are citizen engagement sessions which seek input from residents about their priorities for Fayetteville and data they would like to see reported to them via the City's TracStat performance program. We will also continue with such programs as Coffee with a Cop and our community Fayetteville OutFront meetings, both of which are designed to increase interaction with police officers and City staff, ensuring our residents are able to have complete and open access to our staff.

The City will expand collaborative relationships between governmental units, the local military and stakeholders, with the development of an Intergovernmental Affairs Program to proactively advocate on behalf of the City. The City will work to develop a federal agenda, in partnership with Cumberland County and in collaboration with stakeholders. We will also engage our local legislative delegation to preserve and protect City interests. Additionally, we will work in partnership with the newly formed State Office of Military and Veterans Affairs. And finally, the Mayor and City Council plans to coordinate a local government and stakeholder retreat to discuss strategies for critical community issues, such as poverty, homelessness and recidivism.

Budget Message

Parks and Recreation Facilities

The Westover Family Aquatics Center opened last July and welcomed over 8,500 swimmers. The Keith A. Bates, Sr. Aquatic Center in the College Lakes area is under construction and expected to open in June. This budget supports the operation of both facilities for a full season in FY 2017. While this effort has tripled the number of public pools in the last three years, the most dramatic change is yet to come as the passage of the Parks & Recreation General Obligation Bond referendum opens the door to significant capital investment over the next seven years. This budget includes revenues from a 1.35 cent dedicated tax rate increase to support the repayment of up to \$35 million in bond debt over 25 years. The funding will support the construction of a wide range of new facilities such as additional ball fields, skate parks, tennis courts, competition facilities, senior centers and other facilities. City Council is currently deliberating specifics of the projects and construction scheduling to best meet the needs of our diverse community.

Expenditure and Service Highlights

This proposed budget is driven by City Council’s organizational priorities that are articulated in the City’s strategic plan and associated community-wide goals. The following specific highlights identify budgeted initiatives within the framework of the Council’s adopted Strategic Plan.

Goal 1: Safe & Secure Community



- Finance \$2.875 million to relocate Fire Station 12
- Add five additional locations to the Red Light Camera Program, representing a 50% increase in the number of locations
- \$25,000 for traffic calming measures, representing a 67% increase in annual funding
- \$315,000 to establish the Police Central District Office
- Add 50 corridor cameras using \$32,500 of local funds and \$150,000 in grant/forfeiture funds for a 45% increase in corridor cameras across the city
- Partner with ResCare Workforce Services and the Downtown Alliance to initiate a Police Cadet Program

Goal 2: Diverse & Viable Economy



- \$415,000 to contract with the Fayetteville-Cumberland Economic Development Corporation, including \$315,000 from the Public Works Commission
- \$100,000 to continue funding the Redevelopment Project Fund initiated in FY 2016
- \$50,000 to continue support for Farmers’ Market initiatives
- \$250,000 in additional contributions for the business incubator project with the Center for Economic Empowerment and Development
- \$400,000 to support efforts to establish the North Carolina Civil War Center
- \$25,000 to leverage the implementation of a neighborhood commercial study

- Implement the Local, Small, Disadvantaged Business Enterprise program, including mentoring, outreach and monitoring efforts
- Work with project partners to move the redevelopment plan forward for the downtown Prince Charles Hotel and surrounding area

Goal 3: High Quality Built Environment



- \$4 million in annual street resurfacing funding
- \$60,000 for a grant match for a Pedestrian Master Plan
- \$190,000 on a \$6 million project with N.C. DOT to design and upgrade the computerized traffic signal system
- \$2.4 million for stormwater drainage projects
- \$175,000, plus \$375,000 reallocated from other existing project funding, to continue multi-year projects to replace the Anne and Louise Street bridges
- \$442,000 to repair McGilvary Road
- \$425,000 in sidewalk funding, a \$313,000 increase over funding allocated in FY 2016
- \$380,000 for municipal agreements with the N.C. DOT for a variety of projects, including landscaping at Owen Drive, Camden Road and the Ramsey Street trestle
- \$125,000 for thoroughfare streetlight improvements
- \$125,000 for signal improvements at the intersection of Purdue Drive and Breezewood Drive
- \$75,000 for continued brick sidewalk maintenance in the downtown district
- Comprehensive Land Use Plan phased development

Goal 4: Desirable Place to Live, Work and Recreate



- \$2.35 million to initiate parks and recreation capital improvements to be supported by the \$35 million in bonds authorized by voters on the March of 2016 referendum
- Keith A. Bates, Sr. Aquatics Center opening, anticipated in June
- FAST Multimodal Center opening, anticipated fall 2016/winter 2017
- Extend bus route 7 to provide regular service to the newly opened Veterans Administration Health Care Center on Raeford Road
- \$630,000 for major City facility maintenance projects
- \$700,000 for gateway improvements, including \$500,000 identified for the Murchison Road/I-295 gateway or other areas as directed by City Council
- \$180,000 for small parks projects, including rehabilitation of the play area at Mazarick Park, resurfacing of tennis courts at Tokay Park, fence replacement at Glen Reilly Park, construction of a picnic shelter at Brayboy Park and continued installation of lighting control systems
- Add a marketing specialist position to promote the Fayetteville Regional Airport, which is fully funded from Airport enterprise funds

Budget Message

- \$5.5 million of local funding for the construction phase of Airport terminal improvements
- \$200,000 to continue the Affordable Housing Project Fund established in FY 2016
- \$100,000 to continue the partnership with Cumberland County to fund strategies to assist homeless citizens



Goal 5: Sustainable Organizational Capacity

- \$1.1 million for technology projects, including computer replacements, server expansions, continued FayWorx implementation, enhancement of GIS capabilities and other projects
- Continued funding of Police Officer, Fire Fighter and Emergency Telecommunicator Step Pay plans
- Fund Fire Department education incentive plan
- 2% merit pay for employees not on step plans
- Fund increases for required employer contributions for pension and medical benefits
- Fund the permitting and inspections director and senior administrative assistant positions added to support the division of the former Development Services Department to improve service delivery
- Fund reclassifications of three positions in the Finance Department and one in the Human Resources Development Department based on revised staffing needs and department restructuring
- Fund the new City Purchasing Division, which allows for greater focus on local procurement initiatives, an enhanced web presence and overall increased efficiencies



Goal 6: Resident Engagement & Partnerships

- Complete redesign of the City's website, www.FayettevilleNC.gov
- Continue with rebranded Fayetteville OutFront community awareness meetings, held every other month in a different location across the City to increase resident interaction with City staff across the community
- Continue with Community Café Conversations this year, educating and informing residents about local government by enhancing public outreach, telling the City's positive story and increasing community dialog
- Review of Human Relations Department's mission, programs and structure is underway

Revenue Highlights

- General property tax rate recommended at 49.95 cents per \$100 of assessed valuation, including 1.35 cents dedicated for Parks and Recreation projects and bond debt service
- Property tax rate for the Central Business Tax District remains at 10.0 cents per \$100 of assessed valuation

- Property tax rate for the Lake Valley Drive Municipal Service District remains at 33.6 cents per \$100 of assessed valuation
- Stormwater fee recommended to remain at \$3.75 per month, deferring planned \$0.25 increases to fund stormwater drainage improvements and permit compliance to FY 2018, FY 2019 and FY 2020
- Residential solid waste fee remains \$44 per year
- 0.6% estimated growth in real and personal property tax base – 0.7% excluding FY 2016 late listings
- FY 2016 sales taxes expected to be 1.5% below budget, followed by 3.7% expected growth in FY 2017
- Project FY 2016 utility tax distributions to be 10.6% above budget and FY 2017 distributions to increase 1.54% above FY 2016
- Interfund transfer from the Public Works Commission Electric Fund is projected to be \$9.6 million in FY 2017, calculated based upon 5.2% of FY 2015 retail electric sales as instituted for the FY 2016 transfer
- FY 2017 proposed budget includes \$2.5 million in loan proceeds to purchase vehicles and equipment
- \$3.3 million proposed to be appropriated from General Fund balance in FY 2017 for identified non-recurring uses, a decrease of \$3.6 million as compared to FY 2016
- Projected unassigned fund balance for the General Fund at the conclusion of FY 2017 is \$19.4 million and equates to 12.2% of the FY 2017 budget expenditures, excluding the County recreation program (Policy is 10% and goal is 12%)

Summary

We continue to move this City forward on a level heretofore unseen from past years. With the approval of the \$35 million Parks and Recreation Bond, the hiring of 47 more police officers to place the Police Department at an all-time high in staffing to help maintain a safe and secure environment, the installation of red light cameras across Fayetteville, improvements in stormwater, the partnership with the County to address homelessness and a multitude of other positive actions, the City remains a place that residents want to live, work and play, and a place that will attract new businesses.

All of this work could not be accomplished without the highly qualified and dedicated work of City staff. Of particular note, I would like to thank Deputy City Managers Rochelle Small-Toney and Kristoff Bauer and Assistant City Manager Jay Reinstein for their support and work in refining the FY 2017 budget. I would also like to extend a note of thanks to Tracey Broyles, Budget and Evaluation Director; Kelly Culbreth, Budget and Evaluation Assistant Director; and the Budget Office staff for their tireless efforts in putting this budget together over the past several months. Finally, I would like to thank the Mayor and City Council for their trust and confidence in me as the Interim City Manager to deliver this recommended budget that addresses the most pressing needs in our great City, consistent with the City Council's strategic plan, goals and priorities.

Budget Message

Additionally, worth noting, the Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Fayetteville for its annual budget for the fiscal year beginning July 1, 2015. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device. This award is valid for a period of one year. We believe our current budget continues to conform to program requirements and we are submitting it to GFOA to determine its eligibility for another award. This is certainly an example of the excellence that abounds in our organization and I am very pleased that our staff is receiving such high accolades from an esteemed organization like GFOA. It speaks volumes to the competence we have in and amongst our staff.

Respectfully submitted,



Douglas J. Hewett

Interim City Manager



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Fayetteville
North Carolina**

For the Fiscal Year Beginning

July 1, 2015

Executive Director

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

This Reader's Guide has been provided to inform the reader where particular information may be found. The City of Fayetteville's 2016-2017 budget document is divided into eight major sections: Introduction, Policies and Goals, Budget Overview, Fund Summaries, Portfolio and Department Summaries, Fayetteville at a Glance, Fiscal Information and the Appendices. Each section is outlined below:

- **Introduction**

The Introduction includes the budget message from the Interim City Manager regarding the 2016-2017 budget; the Reader's Guide; descriptions of the functions of City government through boards, commissions and committees; discussions of the budgetary relationship of the City's utility operation; and information about the City's elected officials. The appropriations ordinance is also included upon its passage.

- **Policies and Goals**

This section provides information about the City Council's strategic plan for 2016-2017 and financial policies.

- **Budget Overview**

The Budget Overview contains tables summarizing budget funding sources and expenditure appropriations, intrabudget transfers, and budgeted staffing levels. Additional information includes fund summaries and position authorizations.

- **Fund Summaries**

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

- **Portfolio and Department Summaries**

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

- **Fayetteville at a Glance**

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

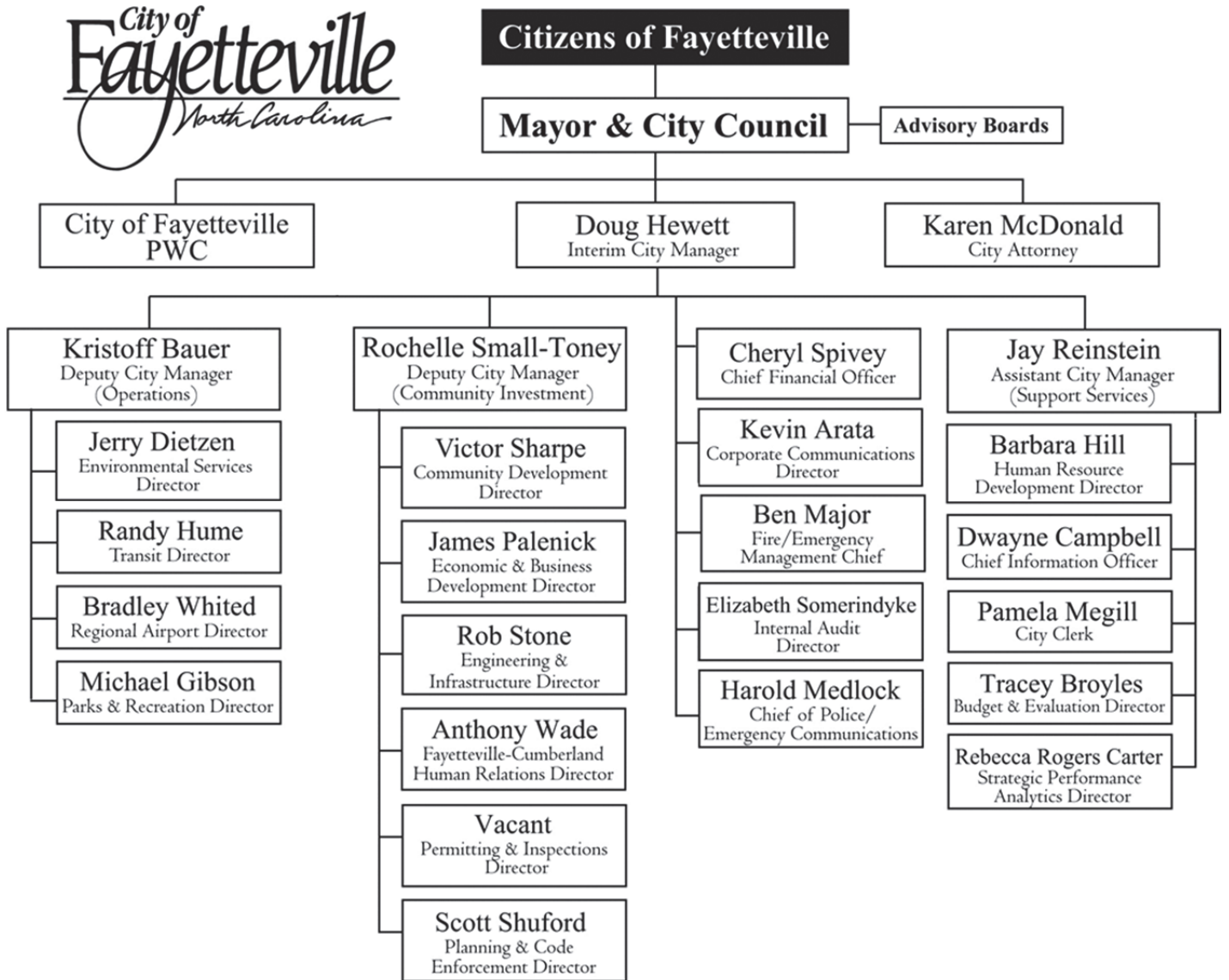
- **Fiscal Information**

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

- **Appendices**

The Appendix section includes information about authorized staffing by department, a listing of positions and pay grade assignments, the fee schedule, and a glossary of terms.

Governmental Structure and Organization



Revised 5/2/2016

Governmental Structure and Organization

Form of Government

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

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

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

City Council

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

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

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

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

Terms of office

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

Council meetings

The Fayetteville City Council meets regularly in formal session on the second and fourth Monday of each month. Council meetings are held in the first floor Council Chamber of City Hall, 433 Hay St. The City televises regularly scheduled Council meetings live and on playback on FayTV7 or on the City's website. All meetings start at 7 p.m. and are open to the public. The Council holds special meetings when necessary; notice of the meeting must be given to the public and media 48 hours before that meeting.

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

Citizen Participation

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

Governmental Structure and Organization

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

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

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

Profiles of the Mayor and Council

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

Biographical Information

Nat Robertson was elected mayor of Fayetteville in November 2013 and re-elected in November 2015. He grew up in Fayetteville, graduated from E.E. Smith High School, attended classes at Fayetteville State University and graduated from Elon University with a Bachelor of Arts in public administration. He was a partner with his father in Robertson Jewelers and owned the General Nutrition Center stores on Raeford Road and Bragg Boulevard. Robertson now works as a physician representative for a clinical laboratory.

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

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

will promote a healthier and safer environment for ALL of our residents.

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

Mayor Nat Robertson
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Fayetteville, NC 28301
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Fax (910) 433-1948
mayor@ci.fay.nc.us

Kathy Jensen was elected to serve District 1 on the Fayetteville City Council in November 2013 and re-elected in November 2015. She was born and raised in Fayetteville. She attended Long Hill Elementary and Pine Forest Junior High and is a 1983 graduate of Pine Forest Senior High School. Throughout high school, she was involved in many clubs and organizations while working part-time in her family business. Jensen attended East Carolina University and Methodist College pursuing her career in business.

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

In 1993, Jensen married Lt. Col. Jerry Jensen and supported him in his military career through Fort Bragg; Germany; Newport, R. I.;

Profiles of the Mayor and Council

and back to Fayetteville and her hometown. When they were deciding where to live, Kathy and Jerry wanted to raise their children where she was born and raised. In 2005, Jensen opened An Affair to Remember on Ramsey Street across from Methodist University. Since opening, she has learned the value of customers, vendors and employees and the balance that is required to operate a successful business and be a valuable member of our community.

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

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

Kathy Jensen
District 1
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KJensen@ci.fay.nc.us

Kirk deViere was elected in November 2015 to serve as the council member for District 2. He is an entrepreneur, veteran, community advocate and husband. He has more than 20 years of leadership experience in both the military and private business sectors. His priorities are workforce and job creation, crime reduction and public safety, and neighborhood revitalization. He understands it will take partnerships with key community assets, including the citizens, to create a stronger and more peaceful city.

Kirk deViere currently is the owner and president of 219 Group, a full service

marketing and advertising agency. He has served as chief operating officer for multiple companies in the real estate, consumer products and technology industries. Additionally, deViere has owned or been a partner in multiple startup ventures in the technology, consumer products, communications, and hospitality industries. He served 10 years in the US Army as an infantry officer.

Council Member deViere holds a Bachelor of Arts in business administration with a focus in finance and marketing from Huntingdon College in Montgomery, Alabama and holds a Master's in Business Management from Troy State University. He also is a licensed real estate broker in North Carolina.

Kirk deViere believes that giving back to his local community is important. In addition to his service on City Council, he currently serves as a trustee at Fayetteville State University. He recently finished a 6-year term on The Alliance Foundation (community development foundation) and a 1-year term on the Greater Fayetteville Chamber. Kirk deViere previously served as the youngest chairman of the Greater Fayetteville Chamber in 2008. He also served as the founding chair for the Fayetteville Young Professionals that was created in 2009, and was a co-founder of Fayetteville Cares, a local military family support non-profit. He also was instrumental in the foundation of the Defense & Security Technology Accelerator, as well as the Partnership for Defense Innovation.

He was selected as one of the "Top 20 People under 40" by the Fayetteville Observer in 2006. Additionally, the Greater Fayetteville Chamber selected him as the Young Professional of the Year in 2011. Kirk deViere also received the Commander's Award for Public Service by the Fort Bragg Commander. He previously hosted a weekly local radio

Profiles of the Mayor and Council

show, What's Going On, which aired on WIDU 1600AM.

Kirk deViere is married to Jenny Beaver deViere. They attend Highland Presbyterian Church.

Kirk deViere
District 2
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Mitch Colvin was elected the District 3 representative to the Fayetteville City Council in November 2013 and re-elected in November 2015, and currently serves as the mayor pro tem. He is a graduate of E.E. Smith Senior High School; John Tyler Mortuary College, with an Associate of Arts in funeral service; and Fayetteville State University, with a Bachelor of Arts in sociology.

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

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

He is married to Daisha S. Colvin and together they have three beautiful daughters: Porscha, Ashley and Mya. The Colvins are members of

Mount Olive Missionary Baptist Church. He is a member of Kappa Alpha Psi Fraternity, Inc. and active in many other civic and social organizations.

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

Chalmers L. McDougald was elected to the Fayetteville City Council to represent District 4 in November 2013 and re-elected in November 2015. Born in Portsmouth, Va., he was raised by his grandmother in rural Harnett County. McDougald's grandmother taught him to believe in God and to seek him through prayer.

There were people in the church and community he looked to for guidance. McDougald saw them prosper by going to work, maintaining family and serving the Lord in church and church-sponsored activities.

Drafted into military service in 1971, he returned home two years later and married the woman he loves to this day, Alice, on April 20, 1973. They have two children and six grandchildren, two sons-in-law and a host of nieces and nephews. McDougald currently serves as pastor of New Bethel A.M.E. Zion Church. After leaving the military, he worked as a debit insurance agent for the next four years while attending college to complete the degree requirement he started earlier. After graduation from college, he spent the next 25 years working in human resources. McDougald worked with the Employment Security Commission, Offender Aid and Restoration and Cumberland County Workforce Development. His role required him to develop work opportunities for ex-offenders, at-risk youth, dislocated workers, long term unemployed and others that found

Profiles of the Mayor and Council

it hard to find work that would provide a living wage. It was in May 1988, he answered the call to ministry. In August 2001, McDougald accepted the call to full-time ministry. He sensed God wanted more out of him and wanted his life to be an example.

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

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

Chalmers.McDougald@ci.fay.nc.us

Bobby Hurst was elected to the Fayetteville City Council in November 2015 as District 5 representative for a fifth term. Hurst was appointed to serve on the City Council as an at-large council member in 2000. A life-long resident of Fayetteville, Mr. Hurst is a 1972 graduate from Terry Sanford High School and a 1976 graduate of Elon University with a Bachelor of Arts in business administration.

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

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

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

- City Liaison for PWC (2010-2011)
- Chairman, Council Boards & Commissions Appointment Committee (2007-present)

- Chairman, Fayetteville Beautiful (2006-present)
- Vice Chair, Economic Development, CCBC (2006-2007)
- Board of Directors, Downtown Alliance (2006)
- Chairman, Government Relations, Cape Fear Botanical Garden (2006-2009)
- Community Advisory Group, Public Works Commission (2004-2007)
- Board of Directors, Cumberland County Business Council (2004-2008)
- Chairman, Government/Military Relations, Operation Match Force (2004)
- Chairman, Public Affairs Council, Chamber of Commerce (2003-2004)
- Honorary Commander, 43rd Civil Engineers Squadron, Pope AFB (2002-2005)
- Community Liaison, Operation Ceasefire (2002-present)
- Appearance Commission, City of Fayetteville (2002-2004)
- Analysis Team Member, Metro Visions (2002-2004)
- Chairman, Government Affairs Committee, Chamber of Commerce (2002-2003)
- Chairman, Appearance Subcommittee, Greater Fayetteville Futures (2002-2003)
- Crown Coliseum Civic Center Commission (2001)
- Fayetteville City Council, At-Large member (2000-2001)
- Senior Commander, Royal Rangers at Northwood Temple (1984-1996)
- Board of Directors, Dance Theater of Fayetteville (1985-1987)
- Member, North Fayetteville Exchange Club (1987-1989)
- Board member, NC Small Business Advocacy Council (1986).

Profiles of the Mayor and Council

Bobby Hurst
District 5
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RHurst@ci.fay.nc.us

William (Bill) J. L. Crisp was elected to his first term on the Fayetteville City Council as District 6 representative on November 6, 2007 and has been re-elected every two years since. Bill is fully retired from the Army and the retail automobile industry.

Bill was born in Raleigh and grew up primarily in Baltimore, Md., where he entered the United States Army in 1960. He served in an infantry rifle company in Korea, the I Corps Ceremonial Honor Guard, Korea and the United States Army Infantry Center Honor Guard, Fort Benning, Ga. Bill steadily advanced in rank and progressive assignments, which included instructor duty in a Noncommissioned Officer Academy and as an administrative assistant, Reserve Officer Training Corps, at Pennsylvania State University.

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

Bill retired from active service in the rank of Command Sergeant Major and is the recipient of numerous awards and decorations, which

include the Legion of Merit, Defense Meritorious Service Medal, Army Commendation Medals, the Expert Infantry Badge and the Joint Chiefs of Staff Identification Badge.

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

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

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

Larry O. Wright, Sr. was elected November 2013 as District 7 representative to the Fayetteville City Council and re-elected in November 2015. Fayetteville has been his home for well over 30 years. Councilman Wright is a graduate of Miami Northwestern High School and Shaw University, where he earned a Bachelor of Arts in theology and philosophy. He also attended Chicago

Profiles of the Mayor and Council

University, Liberty University and Seminary and received his doctorate in theology from Tabernacle Bible Seminary.

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

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

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

- Military Veteran (Retired)
- Ordained Bishop and Pastor of Heal The Land Outreach Ministries (30+ years)
- Former Board President for a drug and alcohol rehabilitation center (3 years)
- City representative for faith community concerning gang and youth violence
- President, Fayetteville-Cumberland County Ministerial Council (3 years)
- Board Member, Falcon Children's Home (4 years)
- PWC Community Advisory Board member (3 years)
- Chairman of Board, Homeless and Hunger Stand Down of Fayetteville (3 years)
- Member of Shaw University Alumni Chapter - Fayetteville
- 2012 Religious Leader Award Winner, Fayetteville-Cumberland Human Relations Commission
- Certified Mentor for Cumberland County School System
- Precinct chairperson for district

- Community Watch Organizer
- Cumberland Community Action Program - City Representative
- Cumberland County Veterans Council - City Liaison
- Fayetteville/Cumberland County Continuum of Care - City Liaison.

Larry Wright

District 7

P.O. Box 648

Fayetteville, NC 28302

(910) 433-1992

Larry.Wright@ci.fay.nc.us

Theodore (Ted) W. Mohn was elected to his fourth term on the Fayetteville City Council by the citizens of District 8 in November 2015. While being elected in a single district, Mohn strongly believes and supports inclusive representation for all Fayetteville citizens regardless of Council member district boundaries.

Mohn grew up in North Chicago, Illinois, joined the U.S. Army in 1982 and graduated from the Defense Mapping School in 1983 as an army cartographer. He returned to the Defense Mapping School and graduated from the Basic Terrain Analysis Course in 1985, the Advanced Terrain Analysis Course in 1989 and the Terrain Analysis Warrant Officer Certification Course in 1997. During Mohn's time in the Army, his assignments included Fort Belvoir, Va. (twice), Fort Bragg, NC (twice), Hawaii (twice), Fort Leonard Wood, Mo. and Germany. The Army also sent him to the former Yugoslavia, Island of Sardinia, Korea, Japan, Kuwait and Iraq. Mohn retired from the Army at Fort Bragg in 2004.

Upon retirement from the Army, Ted worked as a defense contractor on Fort Bragg until early 2007, when he became a Department of Defense civilian employee.

Profiles of the Mayor and Council

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

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

Ted has two children: Amanda and Kyle Mohn.

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

James (Jim) William Arp, Jr., a Fayetteville native, was appointed as the District 9 Fayetteville City Council representative at the December 13, 2010 City Council meeting. He

has since been elected in 2011, when he also served as Mayor Pro Tem, and re-elected in 2013 and 2015.

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

Arp served 20 years in the Army, during which he was assigned to three tours of duty at Fort Bragg. He has over 30 years of experience in the leadership, management and supervision of personnel in the highly skilled fields of national security, business, aviation, maintenance and logistics.

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

James (Jim) William Arp, Jr.
District 9
433 Hay St.
Fayetteville, NC 28301
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E-Mail: jarp@ci.fay.nc.us

Boards, Committees and Commissions

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

Members are generally unpaid volunteers who devote many hours of their personal time to these community activities. Anyone living in Fayetteville may serve on a board or commission. 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.
- **Animal Control Board**
The City Council makes recommendations for two members to serve on the County Animal Control Board to satisfy the requirement for City resident representation.
- **Audit Committee**
The committee assists the City Council in fulfilling its oversight responsibilities for the financial reporting process, the system of internal control, the audit process, and the City's process for monitoring compliance with laws and regulations and the code of conduct.
- **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**
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. The board reviews problems and hears appeals for any decision of the taxi inspector, and hears appeals from an owner of residential rental property who is required to register due to disorderly activity.
- **Ethics Commission**
The Ethics Commission investigates complaints of ethical lapses. The commission is comprised of five members selected by City Council and specified community organizations.
- **Fair Housing Board**
The board hears fair housing complaints investigated by staff and, on appeal, fair housing violations of Chapter 10 of the Fayetteville City Code.
- **Fayetteville Planning Commission**
The commission develops and carries out a long-range, continuing and comprehensive planning program for the orderly growth and development of Fayetteville.
- **Fayetteville Zoning Commission**
The Zoning Commission is empowered to conduct public hearings for the purpose of making recommendations to the City Council on initial zonings, rezonings and special use permits. This board also hears and decides appeals or requests for variances with regard to the enforcement of any zoning ordinance.
- **Fayetteville Finance Corporation**
The City of Fayetteville Finance Corporation is a nonprofit corporation formed in 1995 to facilitate the issuance

Boards, Committees and Commissions

of debt to finance City facilities such as the Police Administration Building and City Hall. Members of this board are representatives of the banking and business community and are solicited by staff.

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

Boards, Committees and Commissions

- **Wrecker Review Board**

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

For additional information, please contact the deputy city clerk by phone at 433-1312 or by email at cityclerk@ci.fay.nc.us.

Applications are available on the City of Fayetteville's website at www.fayettevillenc.gov

Public Works Commission (PWC)

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

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

The commission operates the electric, water and wastewater utilities as enterprise funds of the City, and overall, the operation of the PWC is separate from the daily activities of the City. While the PWC must comply with the provisions of the North Carolina Local Government Budget and Fiscal Control Act, it maintains autonomous budget preparation systems. Although the utility appears operationally separate from the City, the utility's financial status is included in the City's annual audited financial statements and its budget is reviewed and approved by the Fayetteville City Council. The Public Works Commission budget is, therefore, subject to appropriation and authorization by Council.

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

The PWC's electric system provides for the transmission and distribution of electrical

energy purchased from Duke Energy Progress, Inc. (DEP). Under a 30-year agreement effective July 1, 2012, DEP provides PWC's full power supply requirements with certain permitted exceptions to include PWC's ability to continue utilizing its Southeastern Power Association (SEPA) allocation. Charges for generating capacity and delivered energy are based on DEP's system average costs and monthly system coincident peak demand. PWC may terminate this agreement effective July 1, 2024 with prior written notice by June 30, 2019.

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

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

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 system of 369 conductor miles of radial operated 66 kilovolt (kV) sub-transmission circuits that that interconnects 32 sub-transmission distribution substations and 1 industrial substation. Power is then distributed through approximately 2,300

Boards, Committees and Commissions

overhead conductor miles and 1,115 underground cable miles of 25kV and 12kV distribution circuits to deliver power to approximately 81,500 customers. The highest peak demand of the PWC was 490.3 MW, occurring in February 2015. The total energy requirement for fiscal year 2015 was over 2,100,000 MW hours.

The PWC operates two water treatment plants with a combined daily treatment capacity of 57.5 million gallons. In fiscal year 2015, the system treated approximately 25

million gallons per day on average, with a peak of 42 million gallons occurring in 1999. The utility serves approximately 86,400 water customers plus approximately 8,000 irrigation accounts through 1,400 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 33 million gallons per day. Approximately 85,300 sewer customers are served through 1,300 miles of sanitary sewer mains and 80 sanitary sewer lift stations.

FY 2017

Annual Budget

Recommended



City of
Fayetteville
North Carolina

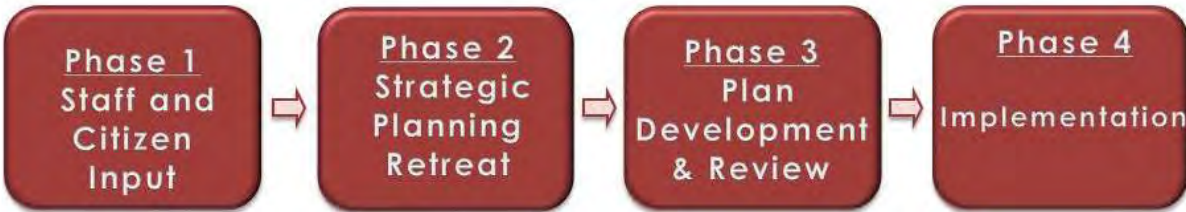
Section B

Policies and Goals

Strategic Planning Process

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

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



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



City's Strategic Plan

Citizen Input

Citizen Survey

During early 2015, a citizen satisfaction survey of a randomly selected sample of city residents was conducted. Key findings from the survey were as follows:

- Residents have a positive perception of the City
- Areas with highest satisfaction: Fire/rescue services, solid waste collection and customer service
- Areas with the lowest satisfaction rating: Biking in the city, street repairs/traffic flow and economic and business development
- In order to improve overall satisfaction with City services, the City of Fayetteville should emphasize the following areas:
 - Traffic flow
 - Maintenance of city streets
 - Economic and business development
 - Police services

Café Conversations

The City held a Community Café Conversations event in January, attended by more than 60 residents. The residents identified the following priorities:

- Create partnerships to develop core competencies in workforce and improve the education system
- Create a teen center and more opportunities for youth to engage with government
- Bring in larger companies to increase economy and provide more support to small businesses
- Share more community needs data/comparisons in order to make informed decisions
- Develop more organized events and activities for all ages (teams, theater, museums)
- Government open to additional ideas so the City of Fayetteville can continue to grow
- More communication, better informed and engaged citizens and community stakeholders
- More resources for the homeless

Staff Input

During the fall of 2014, the City conducted an Employee Opinion Survey to obtain information to assist in decision making. The top and bottom ranking areas were:

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

Communication and action plans were developed and implemented to achieve improvement in underperforming areas. A follow up employee survey will be conducted in the fall of 2016.

The Senior Management Team (SMT) held a retreat in December 2015, to identify priorities and goals for the City. The SMT identified the following priorities, in no particular order:

- Employee retention and recruitment strategies, with a plan to improve diversity in the fire workforce
- Develop and implement a comprehensive security plan
- Support the new Fayetteville Cumberland Economic Development Corporation
- Economic development strategic action plan
- Comprehensive Land Use Plan
- Creation of a capital project management office
- Stormwater, gateways, sidewalks and street improvements
- Homelessness solutions and rapid rehousing with services
- Implement Parks and Recreation capital program
- Fund capital and technology improvement plans
- Increase focus on customer service
- Implementation of the strategic communication plan to increase visibility and tell our story
- More coordination of citizen engagement events; more sharing of data collected

Strategic Plan Development and Execution

In February 2016, City Council met in a two-day planning retreat. The session included opportunities for Council to build upon ideas and interact in open conversation. Council worked to confirm the City's strategic planning framework, including the City's Vision, Mission and Core Value statements. Council also identified the City's five-year goals and the focused objectives for each of the goal areas. Finally, they worked to prioritize **Top Policy areas for FY 2017**, as follows:

- Economic Development
- Public Safety
- Beautification and Maintenance
- Infrastructure Investment
- Intergovernmental and Stakeholder Collaboration
- Parks and Recreation

These policy areas will define the Targets For Action (TFA) that Council and staff will focus on during the fiscal year. TFA will be finalized and adopted with the fiscal year 2017 annual budget. City staff will work to execute the plan and report progress to City Council and the community throughout the fiscal year. The City's strategic planning model aligns programs and spending with long-term goals. It is an organizational roadmap that also provides transparency and accountability for results.

**The City Of Fayetteville
Strategic Plan
FY 2017 - FY 2018**

2027 Vision

An attractive, culturally diverse city with a rich heritage that is peaceful, prosperous and connected.

Mission Statement

Fayetteville provides resilient and sustainable municipal service in a cost-effective manner to create a business friendly environment where citizens thrive and prosper.

Core Values

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

- R**esponsibility
- E**thics
- S**tewardship
- P**rofessionalism
- E**ntrepreneurial Spirit
- C**ommitment
- T**eamwork

to safeguard and enhance the public trust in City Government.

The City's Goals

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



Align the Organization for Success Begin with the end in mind



Financial Policies

Overview

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

Operating Budget

- By June 30, the City will annually adopt a balanced budget in which projected resources from revenues and other financing sources are equal to the total appropriation for expenditures and other financing uses. The budget provides an operational plan for the upcoming fiscal year.
- 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 will maintain a system of budgetary controls to ensure adherence to the budget.
- The City may maintain an appropriated contingency account. The contingency account will not exceed 5 percent of all other appropriations within the same fund. The City Manager must report any usage of contingency at the next Council Meeting.
- Debt or bond financing will not be used to finance current expenditures.

Accounting

- The City will establish and maintain an accounting system in accordance with the North Carolina Local Government Budget and Fiscal Control Act.
- An annual audit will be performed by an independent accounting firm in accordance with generally accepted accounting principles.

- Financial systems will be maintained to monitor revenues and expenditures on a continual basis.

Fund Balance

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

Capital Improvement Funding & Debt

- Outstanding general obligation bonds will not exceed 8 percent of the assessed valuation of taxable property of the City.

- Capital projects will be financed for a period not to exceed the expected useful life of the project.
- The City will maintain its financial condition in order to maintain minimum bond ratings of AA+ and Aa1 from two nationally recognized municipal debt rating services.
- The fiscal year 2017 budget dedicates an equivalent of 5.15 cents of the City's 49.95 cent ad valorem tax rate (10.3 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.
- Additionally, an equivalent of 1.35 cents of the 49.95 cent ad valorem tax rate (2.7 percent) is dedicated to funding parks and recreation improvement projects and debt service on \$35 million of general obligation bonds authorized by voters on the March, 2016 bond referendum.

Investments

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

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FY 2017

Annual Budget

Recommended



Section C

Budget Overview

Summary of Revenues and Expenditure Appropriations

Funds Reported in Annual Budget Ordinance

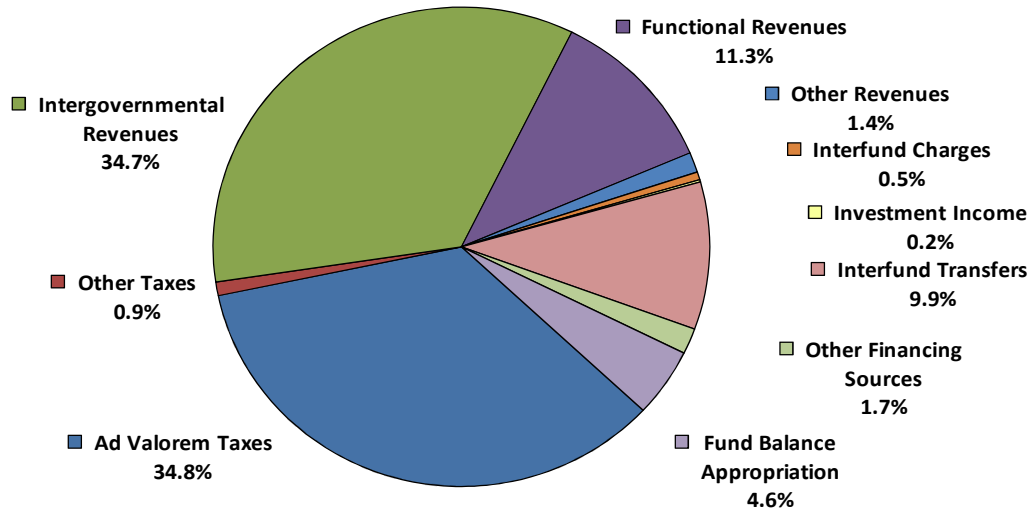
	2014-15 Actual	2015-16 Original Budget	2016-17 Recommended Budget	2016-17 Adopted Budget
Ad Valorem Taxes	\$ 68,573,807	\$ 68,575,262	\$ 71,160,176	\$ 0
Other Taxes	2,866,230	1,888,930	1,893,410	0
Intergovernmental Revenues	67,103,571	66,952,176	70,931,845	0
Functional Revenues	22,054,499	23,115,628	23,038,492	0
Other Revenues	2,806,727	2,553,449	2,771,900	0
Interfund Charges	962,563	1,036,896	1,090,219	0
Investment Income	396,096	348,318	317,035	0
Interfund Transfers	27,053,523	20,835,823	20,338,495	0
Other Financing Sources	4,833,690	1,878,677	3,540,477	0
Fund Balance Appropriation	0	7,143,773	9,472,889	0
Total Revenues and Other Financing Sources	\$ 196,650,706	\$ 194,328,932	\$ 204,554,938	\$ 0
Personnel Services	\$ 98,582,090	\$ 105,015,850	\$ 109,503,535	\$ 0
Operating Expenditures	26,194,155	29,908,506	28,020,189	0
Contract Services	16,434,287	18,839,828	10,484,141	0
Capital Outlay	5,212,336	5,214,105	6,535,876	0
Transfers to Other Funds	31,472,545	23,377,449	31,358,053	0
Debt Service	7,302,835	7,906,828	7,073,016	0
Other Charges	2,822,749	4,066,366	11,580,128	0
Total Expenditures and Other Financing Uses	\$ 188,020,997	\$ 194,328,932	\$ 204,554,938	\$ 0

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

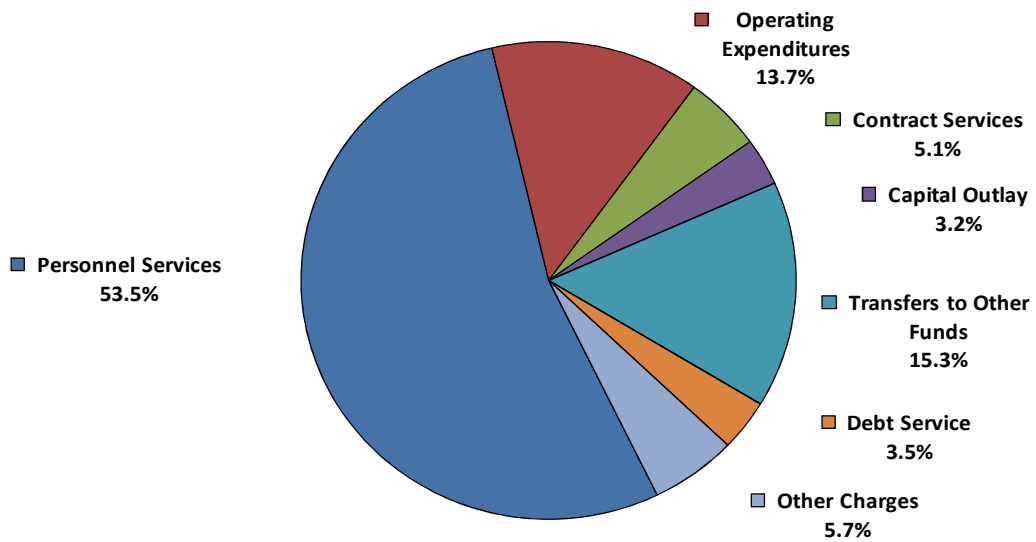
Summary of Revenues and Expenditure Appropriations

Funds Reported in Annual Budget Ordinance

2016-17 Recommended Budget Revenues and Other Financing Sources



2016-17 Recommended Budget Expenditures and Other Financing Uses



Summary of Revenues By Fund

Funds Reported in Annual Budget Ordinance

	2014-15 Actual	2015-16 Adopted Budget	2016-17 Recommended Budget	2016-17 Adopted Budget
General Fund				
Ad Valorem Taxes	\$ 68,398,476	\$ 68,381,482	\$ 70,965,645	\$ 0
Other Taxes	2,185,731	1,246,820	1,263,030	0
Intergovernmental Revenues	62,312,250	62,784,579	67,140,659	0
Functional Revenues	6,127,295	6,526,669	6,693,292	0
Other Revenues	2,477,564	2,421,404	2,642,480	0
Investment Income	321,048	262,000	259,800	0
Interfund Transfers	16,582,736	9,570,777	9,684,423	0
Other Financing Sources	4,257,748	1,878,677	2,536,477	0
Fund Balance Appropriation	0	6,977,528	3,335,574	0
Total Revenues and Other Financing Sources	\$ 162,662,848	\$ 160,049,936	\$ 164,521,380	\$ 0
Central Business Tax District Fund				
Ad Valorem Taxes	\$ 131,367	\$ 134,717	\$ 137,176	\$ 0
Investment Income	249	220	0	0
Interfund Transfers	0	39,274	39,274	0
Fund Balance Appropriation	0	0	0	0
Total Revenues and Other Financing Sources	\$ 131,616	\$ 174,211	\$ 176,450	\$ 0
City of Fayetteville Finance Corporation				
Functional Revenues	\$ 795,823	\$ 787,550	\$ 0	\$ 0
Investment Income	2	0	0	0
Total Revenues and Other Financing Sources	\$ 795,825	\$ 787,550	\$ 0	\$ 0
Emergency Telephone System Fund				
Intergovernmental Revenues	\$ 1,721,988	\$ 856,110	\$ 113,708	\$ 0
Investment Income	2,976	5,687	1,845	0
Interfund Transfers	27,998	0	0	0
Other Financing Sources	0	0	0	0
Fund Balance Appropriation	0	166,245	974,844	0
Total Revenues and Other Financing Sources	\$ 1,752,962	\$ 1,028,042	\$ 1,090,397	\$ 0
Lake Valley Drive MSD Fund				
Ad Valorem Taxes	\$ 43,964	\$ 59,063	\$ 57,355	\$ 0
Investment Income	82	0	0	0
Total Revenues and Other Financing Sources	\$ 44,046	\$ 59,063	\$ 57,355	\$ 0

Summary of Revenues By Fund

Funds Reported in Annual Budget Ordinance

	2014-15 Actual	2015-16 Adopted Budget	2016-17 Recommended Budget	2016-17 Adopted Budget
Parking Fund				
Functional Revenues	\$ 300,426	\$ 258,591	\$ 238,394	\$ 0
Other Revenues	356	0	0	0
Investment Income	6	200	0	0
Interfund Transfers	130,143	91,475	114,187	0
Fund Balance Appropriation	0	0	0	0
Total Revenues and Other Financing Sources	\$ 430,931	\$ 350,266	\$ 352,581	\$ 0
Airport Fund				
Intergovernmental Revenues	\$ 110,580	\$ 109,500	\$ 109,500	\$ 0
Functional Revenues	4,503,510	4,375,329	4,680,682	0
Other Revenues	26,105	18,875	20,400	0
Investment Income	29,338	37,411	23,760	0
Interfund Transfers	377,763	0	0	0
Fund Balance Appropriation	0	0	4,585,932	0
Total Revenues and Other Financing Sources	\$ 5,047,296	\$ 4,541,115	\$ 9,420,274	\$ 0
Environmental Services Fund				
Intergovernmental Revenues	\$ 440,060	\$ 439,815	\$ 440,335	\$ 0
Functional Revenues	2,640,194	2,869,892	2,882,047	0
Other Revenues	279,558	106,670	102,250	0
Investment Income	6,174	2,800	3,000	0
Interfund Transfers	6,515,850	7,776,159	7,082,078	0
Other Financing Sources	575,942	0	1,004,000	0
Fund Balance Appropriation	0	0	0	0
Total Revenues and Other Financing Sources	\$ 10,457,778	\$ 11,195,336	\$ 11,513,710	\$ 0
Stormwater Fund				
Functional Revenues	\$ 6,338,175	\$ 6,830,910	\$ 6,977,882	\$ 0
Other Revenues	22,343	0	0	0
Investment Income	18,860	18,400	12,630	0
Fund Balance Appropriation	0	0	576,539	0
Total Revenues and Other Financing Sources	\$ 6,379,378	\$ 6,849,310	\$ 7,567,051	\$ 0

Summary of Revenues By Fund

Funds Reported in Annual Budget Ordinance

	2014-15 Actual	2015-16 Adopted Budget	2016-17 Recommended Budget	2016-17 Adopted Budget
Transit Fund				
Other Taxes	\$ 680,499	\$ 642,110	\$ 630,380	\$ 0
Intergovernmental Revenues	2,518,693	2,762,172	3,127,643	0
Functional Revenues	1,349,076	1,466,687	1,566,195	0
Other Revenues	801	6,500	6,770	0
Investment Income	3,878	0	0	0
Interfund Transfers	3,419,033	3,358,138	3,418,533	0
Total Revenues and Other Financing Sources	\$ 7,971,980	\$ 8,235,607	\$ 8,749,521	\$ 0
LEOSSA Fund				
Interfund Charges	\$ 962,563	\$ 1,036,896	\$ 1,090,219	\$ 0
Investment Income	13,483	21,600	16,000	0
Total Revenues and Other Financing Sources	\$ 976,046	\$ 1,058,496	\$ 1,106,219	\$ 0
Total Revenues and Other Financing Sources				
Funds Reported in Annual Budget Ordinance	\$ 196,650,706	\$ 194,328,932	\$ 204,554,938	\$ 0

Summary of Expenditure Appropriations By Fund

	2014-15 Actual	2015-16 Adopted Budget	2016-17 Recommended Budget	2016-17 Adopted Budget
Funds Reported in Annual Budget Ordinance				
General Fund				
Community Investment	\$ 18,063,846	\$ 20,060,023	\$ 21,264,351	\$ 0
Operations	90,819,481	\$ 96,534,889	99,852,886	0
Support Services & Administration	12,991,938	15,022,520	14,692,838	0
Other Appropriations	32,354,404	28,432,504	28,711,305	0
Total General Fund	\$ 154,229,669	\$ 160,049,936	\$ 164,521,380	\$ 0
Central Business Tax District Fund	\$ 104,688	\$ 174,211	\$ 176,450	\$ 0
City of Fayetteville Finance Corporation	\$ 795,825	\$ 787,550	\$ 0	\$ 0
Emergency Telephone System Fund	\$ 1,253,770	\$ 1,028,042	\$ 1,090,397	\$ 0
Lake Valley Drive MSD Fund	\$ 43,964	\$ 59,063	\$ 57,355	\$ 0
Parking Fund	\$ 402,549	\$ 350,266	\$ 352,581	\$ 0
Airport Fund	\$ 4,639,313	\$ 4,541,115	\$ 9,420,274	\$ 0
Environmental Services Fund	\$ 11,101,569	\$ 11,195,336	\$ 11,513,710	\$ 0
Stormwater Fund	\$ 6,921,690	\$ 6,849,310	\$ 7,567,051	\$ 0
Transit Fund	\$ 7,942,353	\$ 8,235,607	\$ 8,749,521	\$ 0
LEOSSA Fund	\$ 585,607	\$ 1,058,496	\$ 1,106,219	\$ 0
Total Annual Budget Ordinance	\$ 188,020,997	\$ 194,328,932	\$ 204,554,938	\$ 0
Funds Reported in Internal Service Fund Financial Plan				
Risk Management Fund	\$ 20,340,415	\$ 19,748,069	\$ 21,288,763	\$ 0
Total Internal Service Fund Financial Plan	\$ 20,340,415	\$ 19,748,069	\$ 21,288,763	\$ 0
Subtotal All Funds	\$ 208,361,412	\$ 214,077,001	\$ 225,843,701	\$ 0
Less: Intrabudget Transfers	(16,036,851)	(12,155,144)	(11,543,466)	0
Less: Interfund Charges	(15,014,461)	(16,359,382)	(17,655,449)	0
Total All Funds	\$ 177,310,100	\$ 185,562,475	\$ 196,644,786	\$ 0

Intrabudget Transfers

	2014-15 Actual	2015-16 Adopted Budget	2016-17 Recommended Budget	2016-17 Adopted Budget
To General Fund				
From Lake Valley Drive MSD Fund	\$ 28,101	\$ 55,532	\$ 55,532	\$ 0
From Central Business Tax District Fund	25,000	27,521	30,791	0
From Risk Management Fund	3,000,000	0	0	0
Total General Fund	\$ 3,053,101	\$ 83,053	\$ 86,323	\$ 0
Central Business Tax District Fund				
From General Fund	\$ 0	\$ 39,274	\$ 39,274	\$ 0
Total General Fund	\$ 0	\$ 39,274	\$ 39,274	\$ 0
City of Fayetteville Finance Corporation	\$ 0	\$ 0	\$ 0	\$ 0
Emergency Telephone System Fund				
From General Fund	\$ 27,998	\$ 0	\$ 0	\$ 0
Total General Fund	\$ 27,998	\$ 0	\$ 0	\$ 0
Lake Valley Drive MSD Fund	\$ 0	\$ 0	\$ 0	\$ 0
Parking Fund				
From General Fund	\$ 130,143	\$ 91,475	\$ 114,187	\$ 0
Total Parking Fund	\$ 130,143	\$ 91,475	\$ 114,187	\$ 0
Airport Fund	\$ 0	\$ 0	\$ 0	\$ 0
Environmental Services Fund				
From General Fund	\$ 6,515,850	\$ 7,776,159	\$ 7,082,078	\$ 0
Total Environmental Services Fund	\$ 6,515,850	\$ 7,776,159	\$ 7,082,078	\$ 0
Stormwater Fund	\$ 0	\$ 0	\$ 0	\$ 0
Transit Fund				
From General Fund	\$ 3,419,033	\$ 3,358,138	\$ 3,418,533	\$ 0
Total Transit Fund	\$ 3,419,033	\$ 3,358,138	\$ 3,418,533	\$ 0
LEOSSA Fund				
Interfund Charges	\$ 962,563	\$ 1,036,896	\$ 1,090,219	\$ 0
Total LEOSSA Fund	\$ 962,563	\$ 1,036,896	\$ 1,090,219	\$ 0
Risk Management Fund				
Interfund Charges	\$ 14,051,898	\$ 15,322,486	\$ 16,565,230	\$ 0
From General Fund	2,890,726	807,045	803,071	0
Total Risk Management Fund	\$ 16,942,624	\$ 16,129,531	\$ 17,368,301	\$ 0
Transfers from General Fund	\$ 12,983,750	\$ 12,072,091	\$ 11,457,143	\$ 0
Transfers from Other Funds	\$ 3,053,101	\$ 83,053	\$ 86,323	\$ 0
Interfund Charges	\$ 15,014,461	\$ 16,359,382	\$ 17,655,449	\$ 0
Total Intrabudget Transfers	\$ 31,051,312	\$ 28,514,526	\$ 29,198,915	\$ 0

* The City of Fayetteville Annual Budget Ordinance also incorporates the budget for the City's Public Works Commission. The budget for the City's Public Works Commission is presented in a separate budget document. Transfers to and from the City's Public Works Commission funds are not reported above, nor are transfers to and from multi-year special revenue or capital project funds.

FY2016-17 Expenditure Appropriations By Fund By Category

	Personnel Services	Operating Expenditures	Contract Services	Capital Outlay	Transfers to Other Funds	Debt Service	Other Charges	Total
Funds Reported in Annual Budget Ordinance								
General Fund	\$ 94,622,826	\$ 20,350,571	\$ 6,759,204	\$ 5,202,076	\$ 22,714,606	\$ 5,782,594	\$ 9,089,503	\$ 164,521,380
Central Business Tax District Fund	0	0	145,230	0	30,791	0	429	176,450
City of Fayetteville Finance Corporation	0	0	0	0	0	0	0	0
Emergency Telephone System Fund	11,049	813,936	168,041	0	0	97,371	0	1,090,397
Lake Valley Drive MSD Fund	0	0	0	0	55,532	0	1,823	57,355
Parking Fund	0	111,462	241,119	0	0	0	0	352,581
Airport Fund	1,667,570	1,470,429	123,009	44,000	5,500,000	0	615,266	9,420,274
Environmental Services Fund	4,133,200	2,901,735	2,257,799	1,255,000	0	279,588	686,388	11,513,710
Stormwater Fund	2,275,554	807,891	484,786	0	2,803,774	913,463	281,583	7,567,051
Transit Fund	6,071,845	1,564,165	304,953	34,800	253,350	0	520,408	8,749,521
LEOSSA Fund	721,491	0	0	0	0	0	384,728	1,106,219
Total Annual Budget Ordinance	\$ 109,503,535	\$ 28,020,189	\$ 10,484,141	\$ 6,535,876	\$ 31,358,053	\$ 7,073,016	\$ 11,580,128	\$ 204,554,938
Funds Reported in Internal Service Fund Financial Plan								
Risk Management Fund	\$ 435,648	\$ 19,446,208	\$ 335,919	\$ 0	\$ 0	\$ 0	\$ 1,070,988	\$ 21,288,763
Total Internal Service Fund Financial Plan	\$ 435,648	\$ 19,446,208	\$ 335,919	\$ 0	\$ 0	\$ 0	\$ 1,070,988	\$ 21,288,763
Total All Funds	\$ 109,939,183	\$ 47,466,397	\$ 10,820,060	\$ 6,535,876	\$ 31,358,053	\$ 7,073,016	\$ 12,651,116	\$ 225,843,701

Authorized Staffing by Fund

Authorized Regular Positions - Full-Time Equivalents	2014-15 Original Budget	2015-16 Original Budget	2015-16 Recommended Budget	2016-17 Adopted Budget
Funds Reported in Annual Budget Ordinance				
General Fund				
Community Investment	130.9	133.9	135.9	0.0
Operations	1,080.7	1,091.5	1,094.3	0.0
Support Services & Administration	96.1	104.6	109.8	0.0
Other Appropriations	0.3	0.3	0.3	0.0
Total General Fund	1,308.0	1,330.3	1,340.3	0.0
Airport Fund				
Operations	22.0	23.0	24.0	0.0
	22.0	23.0	24.0	0.0
Emergency Telephone System Fund				
Operations	0.0	0.0	0.2	0.0
	0.0	0.0	0.2	0.0
Environmental Services Fund				
Operations	73.2	74.2	75.2	0.0
	73.2	74.2	75.2	0.0
Stormwater Fund				
Community Investment	37.8	37.8	37.8	0.0
	37.8	37.8	37.8	0.0
Transit Fund				
Operations	104.5	114.5	119.5	0.0
	104.5	114.5	119.5	0.0
Total Annual Budget Ordinance	1,545.5	1,579.8	1,597.0	0.0
Funds Reported in Internal Service Fund Financial Plan				
Risk Management Fund				
Support Services & Administration	5.9	5.9	5.7	0.0
	5.9	5.9	5.7	0.0
Total Internal Service Fund Financial Plan	5.9	5.9	5.7	0.0
Multi-Year Special Revenue Funds *				
Federal and State Financial Assistance Fund				
Community Investment	9.3	9.3	10.3	0.0
Operations	3.0	3.0	3.0	0.0
	12.3	12.3	13.3	0.0
Total Multi-Year Special Revenue Funds	12.3	12.3	13.3	0.0
Total All Funds **	1,563.7	1,598.0	1,616.0	0.0

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

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

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

Authorized Staffing by Department

Authorized Regular Positions - Full-Time Equivalents	2014-15 Original Budget	2015-16 Original Budget	2015-16 Recommended Budget	2016-17 Adopted Budget
Community Investment				
Community Development	12.0	12.0	12.0	0.0
Engineering & Infrastructure	109.0	110.0	110.0	0.0
Economic & Business Development	3.0	4.0	5.0	0.0
Human Relations	3.0	3.0	3.0	0.0
Permitting and Inspections	26.0	26.0	27.0	0.0
Planning and Code Enforcement	25.0	26.0	27.0	0.0
	178.0	181.0	184.0	0.0
Operations				
Airport	22.0	23.0	24.0	0.0
Environmental Services	73.2	74.2	75.2	0.0
Fire & Emergency Management	325.0	325.0	325.0	0.0
Parks, Recreation & Maintenance	162.0	162.0	162.0	0.0
Police	596.7	607.5	610.5	0.0
Transit	104.5	114.5	119.5	0.0
	1,283.4	1,306.2	1,316.2	0.0
Support Services & Administration				
Budget and Evaluation	0.0	5.1	5.1	0.0
City Attorney's Office	9.0	9.0	9.0	0.0
City Manager's Office	12.5	17.9	17.9	0.0
Corporate Communications	9.5	9.5	9.5	0.0
Finance	23.0	20.0	25.0	0.0
Human Resource Development	19.0	19.0	19.0	0.0
Information Technology	26.0	27.0	27.0	0.0
Mayor, Council and City Clerk	3.0	3.0	3.0	0.0
	102.0	110.5	115.5	0.0
Other Appropriations	0.3	0.3	0.3	0.0
Total All Departments	1,563.7	1,598.0	1,616.0	0.0

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

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

FY 2017

Annual Budget

Recommended



Section D

Fund Summaries

Fund Summaries

This section provides summaries of the revenues and expenditure appropriations and fund balance projections for each of the operating funds included in the fiscal year 2017 budget ordinance and internal service fund financial plan.

Governmental Funds

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

Enterprise Funds

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

Fiduciary Funds

- LEOSA Fund

Internal Service Funds

- Risk Management Fund

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

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

General Fund Summary

	2014-15 Actual	2015-16 Original Budget	2015-16 Estimate	2016-17 Recommended Budget	2016-17 Adopted Budget
Revenues					
Ad Valorem Taxes					
Current Year Taxes	\$ 67,458,549	\$ 67,689,122	\$ 68,062,169	\$ 70,333,995	\$ 0
Prior Years Taxes	652,426	425,000	413,300	401,450	0
Penalties & Interest	287,501	267,360	241,700	230,200	0
	\$ 68,398,476	\$ 68,381,482	\$ 68,717,169	\$ 70,965,645	\$ 0
Other Taxes					
Vehicle License Tax	\$ 669,877	\$ 637,460	\$ 627,570	\$ 624,570	\$ 0
Privilege License Tax	914,705	8,500	15,640	15,640	0
Vehicle Gross Receipts	601,149	600,860	622,820	622,820	0
	\$ 2,185,731	\$ 1,246,820	\$ 1,266,030	\$ 1,263,030	\$ 0
Intergovernmental Revenues					
Federal	\$ 557,100	\$ 904,799	\$ 929,109	\$ 945,507	\$ 0
State					
Sales Taxes	37,214,408	38,958,113	38,372,160	39,808,142	0
Utility Taxes	13,674,457	12,842,300	14,205,100	14,424,500	0
Street Aid (Powell Bill)	5,534,879	5,493,066	5,453,054	5,393,778	0
Other	1,109,513	1,085,380	1,063,080	1,083,700	0
Local	4,221,893	3,500,921	3,285,954	5,485,032	0
	\$ 62,312,250	\$ 62,784,579	\$ 63,308,457	\$ 67,140,659	\$ 0
Functional Revenues					
Permits and Fees	\$ 2,324,735	\$ 2,418,200	\$ 2,722,750	\$ 2,726,750	\$ 0
Property Leases	419,070	720,775	541,221	553,369	0
Engineering & Infr. Services	431,604	431,350	428,400	428,400	0
Planning & Code Enf. Services	72,015	75,200	63,000	63,500	0
Public Safety Services	1,109,713	1,091,127	1,067,176	1,067,917	0
Parks & Recreation Fees	1,544,483	1,522,080	1,616,222	1,643,621	0
Other Fees and Services	225,675	267,937	207,128	209,735	0
	\$ 6,127,295	\$ 6,526,669	\$ 6,645,897	\$ 6,693,292	\$ 0
Other Revenues					
Refunds & Sundry	\$ 192,715	\$ 294,719	\$ 281,882	\$ 314,241	\$ 0
Indirect Cost Allocation	1,878,079	1,811,185	1,978,226	1,981,439	0
Special Use Assessments	221,208	168,000	223,000	231,600	0
Sale of Assets & Materials	185,562	147,500	115,200	115,200	0
	\$ 2,477,564	\$ 2,421,404	\$ 2,598,308	\$ 2,642,480	\$ 0
Investment Income	\$ 321,048	\$ 262,000	\$ 258,900	\$ 259,800	\$ 0
Other Financing Sources					
Interfund Transfers	\$ 16,582,736	\$ 9,570,777	\$ 9,570,791	\$ 9,684,423	\$ 0
Proceeds from Loans	4,257,748	1,878,677	1,878,677	2,536,477	0
	\$ 20,840,484	\$ 11,449,454	\$ 11,449,468	\$ 12,220,900	\$ 0
Fund Balance Appropriation	\$ 0	\$ 6,977,528	\$ 0	\$ 3,335,574	\$ 0
Total Revenues and Other Financing Sources	\$ 162,662,848	\$ 160,049,936	\$ 154,244,229	\$ 164,521,380	\$ 0

General Fund Summary

	2014-15 Actual	2015-16 Original Budget	2015-16 Estimate	2016-17 Recommended Budget	2016-17 Adopted Budget
<u>Expenditures</u>					
Personnel Services	\$ 85,654,364	\$ 91,042,815	\$ 91,111,178	\$ 94,622,826	\$ 0
Operating Expenditures	19,415,948	22,194,654	24,348,516	20,350,571	0
Contract Services	12,911,861	15,318,257	16,046,341	6,759,204	0
Capital Outlay	2,999,848	3,917,755	7,106,912	5,202,076	0
Transfers to Other Funds	27,066,519	20,900,863	22,145,864	22,714,606	0
Debt Service	5,476,539	5,962,591	5,440,399	5,782,594	0
Other Charges	704,590	713,001	903,330	9,089,503	0
Total Expenditures and Other Financing Uses	\$ 154,229,669	\$ 160,049,936	\$ 167,102,540	\$ 164,521,380	\$ 0
<u>Expenditures By Function</u>					
Community Investment					
Community Development Economic & Business Development	\$ 463,111	\$ 763,633	\$ 727,213	\$ 630,929	\$ 0
Engineering & Infrastructure	541,992	1,475,362	1,471,836	1,579,824	0
Human Relations	12,599,052	12,761,863	14,126,359	14,139,809	0
Permitting & Inspections Planning & Code Enforcement	279,842	294,196	275,642	362,305	0
	1,772,820	2,021,627	2,124,599	2,066,492	0
	2,407,029	2,743,342	2,751,019	2,484,992	0
	\$ 18,063,846	\$ 20,060,023	\$ 21,476,668	\$ 21,264,351	\$ 0
Operations					
Fire & Emergency Management	24,290,889	26,641,704	26,930,559	27,610,072	0
Parks, Recreation & Maintenance	18,614,481	19,706,192	20,292,944	20,847,647	0
Police	47,914,111	50,186,993	52,621,337	51,395,167	0
	\$ 90,819,481	\$ 96,534,889	\$ 99,844,840	\$ 99,852,886	\$ 0
Support Services & Administration					
Budget and Evaluation	\$ 317,051	\$ 437,163	\$ 471,779	\$ 462,667	\$ 0
Corporate Communications	582,035	746,701	777,804	812,439	0
City Manager's Office	1,908,451	2,044,097	2,540,612	2,063,665	0
City Attorney's Office	1,682,467	1,540,731	1,525,666	1,562,081	0
Finance	2,169,528	2,307,108	2,517,891	2,328,933	0
Human Resource Development	1,144,825	1,243,050	1,191,139	1,232,112	0
Information Technology	4,497,119	5,548,994	6,205,676	5,491,307	0
Mayor, Council & City Clerk	690,462	1,154,676	980,338	739,634	0
	\$ 12,991,938	\$ 15,022,520	\$ 16,210,905	\$ 14,692,838	\$ 0
Other Appropriations	\$ 32,354,404	\$ 28,432,504	\$ 29,570,127	\$ 28,711,305	\$ 0
Total Expenditures and Other Financing Uses	\$ 154,229,669	\$ 160,049,936	\$ 167,102,540	\$ 164,521,380	\$ 0

Central Business Tax District Fund Summary

	2014-15 Actual	2015-16 Original Budget	2015-16 Estimate	2016-17 Recommended Budget	2016-17 Adopted Budget
<u>Revenues</u>					
Ad Valorem Taxes					
Current Year Taxes	\$ 129,315	\$ 132,677	\$ 132,691	\$ 135,946	\$ 0
Prior Years Taxes	1,537	1,399	670	650	0
Penalties & Interest	515	641	580	580	0
	\$ 131,367	\$ 134,717	\$ 133,941	\$ 137,176	\$ 0
Investment Income	\$ 249	\$ 220	\$ 0	\$ 0	\$ 0
Other Financing Sources					
Interfund Transfers	\$ 0	\$ 39,274	\$ 39,274	\$ 39,274	\$ 0
	\$ 0	\$ 39,274	\$ 39,274	\$ 39,274	\$ 0
Total Revenues and Other Financing Sources	\$ 131,616	\$ 174,211	\$ 173,215	\$ 176,450	\$ 0
<u>Expenditures</u>					
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Operating Expenditures	24,147	1,000	0	0	0
Contract Services	32,882	144,190	143,730	145,230	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	25,000	27,521	27,535	30,791	0
Debt Service	0	0	0	0	0
Other Charges	22,659	1,500	30	429	0
Total Expenditures and Other Financing Uses	\$ 104,688	\$ 174,211	\$ 171,295	\$ 176,450	\$ 0
<u>Expenditures By Function</u>					
Community Investment					
Economic & Business Development	\$ 104,688	\$ 174,211	\$ 171,295	\$ 176,450	\$ 0
	\$ 104,688	\$ 174,211	\$ 171,295	\$ 176,450	\$ 0
Total Expenditures and Other Financing Uses	\$ 104,688	\$ 174,211	\$ 171,295	\$ 176,450	\$ 0

City of Fayetteville Finance Corporation Summary

	2014-15 Actual	2015-16 Original Budget	2015-16 Estimate	2016-17 Recommended Budget	2016-17 Adopted Budget
<u>Revenues</u>					
Functional Revenues					
Property Leases	\$ 795,823	\$ 787,550	\$ 2,410,193	\$ 0	\$ 0
	\$ 795,823	\$ 787,550	\$ 2,410,193	\$ 0	\$ 0
Investment Income	\$ 2	\$ 0	\$ 45	\$ 0	\$ 0
Total Revenues and Other Financing Sources	\$ 795,825	\$ 787,550	\$ 2,410,238	\$ 0	\$ 0
<u>Expenditures</u>					
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Operating Expenditures	0	0	0	0	0
Contract Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	0	0	0	0	0
Debt Service	792,250	783,650	2,406,563	0	0
Other Charges	3,575	3,900	3,675	0	0
Total Expenditures and Other Financing Uses	\$ 795,825	\$ 787,550	\$ 2,410,238	\$ 0	\$ 0
<u>Expenditures By Function</u>					
Other Appropriations	\$ 795,825	\$ 787,550	\$ 2,410,238	\$ 0	\$ 0
Total Expenditures and Other Financing Uses	\$ 795,825	\$ 787,550	\$ 2,410,238	\$ 0	\$ 0

Emergency Telephone System Fund Summary

	2014-15 Actual	2015-16 Original Budget	2015-16 Estimate	2016-17 Recommended Budget	2016-17 Adopted Budget
<u>Revenues</u>					
Intergovernmental Revenues					
State - E911 Tax	\$ 1,721,988	\$ 856,110	\$ 856,110	\$ 113,708	\$ 0
	\$ 1,721,988	\$ 856,110	\$ 856,110	\$ 113,708	\$ 0
Investment Income	\$ 2,976	\$ 5,687	\$ 5,236	\$ 1,845	\$ 0
Other Financing Sources					
Interfund Transfers	\$ 27,998	\$ 0	\$ 3,305	\$ 0	\$ 0
	\$ 27,998	\$ 0	\$ 3,305	\$ 0	\$ 0
Fund Balance Appropriation	\$ 0	\$ 166,245	\$ 0	\$ 974,844	\$ 0
Total Revenues and Other Financing Sources	\$ 1,752,962	\$ 1,028,042	\$ 864,651	\$ 1,090,397	\$ 0
<u>Expenditures</u>					
Personnel Services	\$ 0	\$ 0	\$ 9,092	\$ 11,049	\$ 0
Operating Expenditures	503,098	756,869	770,714	813,936	0
Contract Services	156,339	163,919	181,157	168,041	0
Capital Outlay	462,027	0	0	0	0
Transfers to Other Funds	24,842	0	0	0	0
Debt Service	97,371	97,371	97,371	97,371	0
Other Charges	10,093	9,883	1,105	0	0
Total Expenditures and Other Financing Uses	\$ 1,253,770	\$ 1,028,042	\$ 1,059,439	\$ 1,090,397	\$ 0
<u>Expenditures By Function</u>					
Operations					
Police	\$ 1,253,770	\$ 1,028,042	\$ 1,059,439	\$ 1,090,397	\$ 0
	\$ 1,253,770	\$ 1,028,042	\$ 1,059,439	\$ 1,090,397	\$ 0
Total Expenditures and Other Financing Uses	\$ 1,253,770	\$ 1,028,042	\$ 1,059,439	\$ 1,090,397	\$ 0

Lake Valley Drive MSD Fund Summary

	2014-15 Actual	2015-16 Original Budget	2015-16 Estimate	2016-17 Recommended Budget	2016-17 Adopted Budget
<u>Revenues</u>					
Ad Valorem Taxes					
Current Year Taxes	\$ 43,964	\$ 59,063	\$ 58,897	\$ 57,355	\$ 0
Prior Years Taxes	0	0	0	0	0
Penalties & Interest	0	0	0	0	0
	\$ 43,964	\$ 59,063	\$ 58,897	\$ 57,355	\$ 0
Investment Income	\$ 82	\$ 0	\$ 0	\$ 0	\$ 0
Total Revenues and Other Financing Sources	\$ 44,046	\$ 59,063	\$ 58,897	\$ 57,355	\$ 0
<u>Expenditures</u>					
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Operating Expenditures	0	0	0	0	0
Contract Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	28,101	55,532	55,532	55,532	0
Debt Service	0	0	0	0	0
Other Charges	15,863	3,531	0	1,823	0
Total Expenditures and Other Financing Uses	\$ 43,964	\$ 59,063	\$ 55,532	\$ 57,355	\$ 0
<u>Expenditures By Function</u>					
Other Appropriations	\$ 43,964	\$ 59,063	\$ 55,532	\$ 57,355	\$ 0
Total Expenditures and Other Financing Uses	\$ 43,964	\$ 59,063	\$ 55,532	\$ 57,355	\$ 0

Parking Fund Summary

	2014-15 Actual	2015-16 Original Budget	2015-16 Estimate	2016-17 Recommended Budget	2016-17 Adopted Budget
Revenues					
Functional Revenues					
Parking Fees	\$ 137,751	\$ 109,245	\$ 101,630	\$ 98,510	\$ 0
Parking Violations	121,816	108,575	98,500	98,500	0
Other Fees & Services	40,859	40,771	42,652	41,384	0
	\$ 300,426	\$ 258,591	\$ 242,782	\$ 238,394	\$ 0
Other Revenues					
Refunds & Sundry	\$ 356	\$ 0	\$ 0	\$ 0	\$ 0
Sale of Assets & materials	0	0	2,000	0	0
	\$ 356	\$ 0	\$ 2,000	\$ 0	\$ 0
Investment Income	\$ 6	\$ 200	\$ 0	\$ 0	\$ 0
Other Financing Sources					
Interfund Transfers	\$ 130,143	\$ 91,475	\$ 108,768	\$ 114,187	\$ 0
	\$ 130,143	\$ 91,475	\$ 108,768	\$ 114,187	\$ 0
Total Revenues and Other Financing Sources	\$ 430,931	\$ 350,266	\$ 353,550	\$ 352,581	\$ 0
Expenditures					
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Operating Expenditures	172,143	109,055	114,718	111,462	0
Contract Services	230,406	241,211	238,832	241,119	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	0	0	0	0	0
Total Expenditures and Other Financing Uses	\$ 402,549	\$ 350,266	\$ 353,550	\$ 352,581	\$ 0
Expenditures By Function					
Community Investment					
Engineering & Infrastructure	\$ 402,549	\$ 350,266	\$ 353,550	\$ 352,581	\$ 0
	\$ 402,549	\$ 350,266	\$ 353,550	\$ 352,581	\$ 0
Total Expenditures and Other Financing Uses	\$ 402,549	\$ 350,266	\$ 353,550	\$ 352,581	\$ 0

Airport Fund Summary

	2014-15 Actual	2015-16 Original Budget	2015-16 Estimate	2016-17 Recommended Budget	2016-17 Adopted Budget
Revenues					
Intergovernmental Revenues					
Federal	\$ 110,580	\$ 109,500	\$ 109,500	\$ 109,500	\$ 0
	\$ 110,580	\$ 109,500	\$ 109,500	\$ 109,500	\$ 0
Functional Revenues					
Property Leases	\$ 2,286,579	\$ 2,194,569	\$ 2,425,830	\$ 2,431,540	\$ 0
Franchise Fees	1,442,060	1,426,837	1,475,617	1,475,617	0
Landing Fees	347,277	352,713	347,219	350,283	0
Public Safety Reimbursements	212,125	209,116	209,100	209,100	0
Other Fees & Services	215,469	192,094	214,142	214,142	0
	\$ 4,503,510	\$ 4,375,329	\$ 4,671,908	\$ 4,680,682	\$ 0
Other Revenues					
Refunds & Sundry	\$ 24,901	\$ 18,875	\$ 20,560	\$ 20,400	\$ 0
Sale of Assets & Materials	1,204	0	0	0	0
	\$ 26,105	\$ 18,875	\$ 20,560	\$ 20,400	\$ 0
Investment Income	\$ 29,338	\$ 37,411	\$ 29,420	\$ 23,760	\$ 0
Other Financing Sources					
Interfund Transfers	\$ 377,763	\$ 0	\$ 2,706	\$ 0	\$ 0
	\$ 377,763	\$ 0	\$ 2,706	\$ 0	\$ 0
Fund Balance Appropriation	\$ 0	\$ 0	\$ 0	\$ 4,585,932	\$ 0
Total Revenues and Other Financing Sources	\$ 5,047,296	\$ 4,541,115	\$ 4,834,094	\$ 9,420,274	\$ 0
Expenditures					
Personnel Services	\$ 1,421,135	\$ 1,513,152	\$ 1,498,150	\$ 1,667,570	\$ 0
Operating Expenditures	1,052,067	1,296,987	1,301,467	1,470,429	0
Contract Services	93,362	148,067	163,717	123,009	0
Capital Outlay	195,527	28,000	146,694	44,000	0
Transfers to Other Funds	1,285,994	0	0	5,500,000	0
Debt Service	0	0	0	0	0
Other Charges	591,228	1,554,909	617,920	615,266	0
Total Expenditures and Other Financing Uses	\$ 4,639,313	\$ 4,541,115	\$ 3,727,948	\$ 9,420,274	\$ 0
Expenditures By Function					
Operations					
Airport	\$ 4,639,313	\$ 4,541,115	\$ 3,727,948	\$ 9,420,274	\$ 0
	\$ 4,639,313	\$ 4,541,115	\$ 3,727,948	\$ 9,420,274	\$ 0
Total Expenditures and Other Financing Uses	\$ 4,639,313	\$ 4,541,115	\$ 3,727,948	\$ 9,420,274	\$ 0

Environmental Services Fund Summary

	2014-15 Actual	2015-16 Original Budget	2015-16 Estimate	2016-17 Recommended Budget	2016-17 Adopted Budget
Revenues					
Intergovernmental Revenues					
State	\$ 135,815	\$ 133,950	\$ 134,300	\$ 134,300	\$ 0
Local	304,245	305,865	304,535	306,035	0
	\$ 440,060	\$ 439,815	\$ 438,835	\$ 440,335	\$ 0
Functional Revenues					
Residential Solid Waste Fees	\$ 2,437,590	\$ 2,684,280	\$ 2,684,300	\$ 2,687,433	\$ 0
Property Leases	168,671	154,403	178,869	166,093	0
Other Fees & Services	33,733	31,209	28,521	28,521	0
	\$ 2,639,994	\$ 2,869,892	\$ 2,891,690	\$ 2,882,047	\$ 0
Other Revenues					
Refunds & Sundry	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Sale of Assets & Materials	279,758	106,670	102,250	102,250	0
	\$ 279,758	\$ 106,670	\$ 102,250	\$ 102,250	\$ 0
Investment Income	\$ 6,174	\$ 2,800	\$ 3,000	\$ 3,000	\$ 0
Other Financing Sources					
Interfund Transfers	\$ 6,515,850	\$ 7,776,159	\$ 7,510,812	\$ 7,082,078	\$ 0
Proceeds from Loans	575,942	0	0	1,004,000	0
	\$ 7,091,792	\$ 7,776,159	\$ 7,510,812	\$ 8,086,078	\$ 0
Fund Balance Appropriation	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Revenues and Other Financing Sources	\$ 10,457,778	\$ 11,195,336	\$ 10,946,587	\$ 11,513,710	\$ 0
Expenditures					
Personnel Services	\$ 3,738,755	\$ 3,937,700	\$ 3,933,174	\$ 4,133,200	\$ 0
Operating Expenditures	2,750,443	3,082,787	2,731,499	2,901,735	0
Contract Services	2,353,664	2,226,864	2,226,448	2,257,799	0
Capital Outlay	1,526,679	1,260,000	2,000,084	1,255,000	0
Transfers to Other Funds	117,848	0	0	0	0
Debt Service	0	150,002	147,579	279,588	0
Other Charges	614,180	537,983	670,338	686,388	0
Total Expenditures and Other Financing Uses	\$ 11,101,569	\$ 11,195,336	\$ 11,709,122	\$ 11,513,710	\$ 0
Expenditures By Function					
Operations					
Environmental Services	\$ 11,101,569	\$ 11,195,336	\$ 11,709,122	\$ 11,513,710	\$ 0
	\$ 11,101,569	\$ 11,195,336	\$ 11,709,122	\$ 11,513,710	\$ 0
Total Expenditures and Other Financing Uses	\$ 11,101,569	\$ 11,195,336	\$ 11,709,122	\$ 11,513,710	\$ 0

Stormwater Fund Summary

	2014-15 Actual	2015-16 Original Budget	2015-16 Estimate	2016-17 Recommended Budget	2016-17 Adopted Budget
<u>Revenues</u>					
Functional Revenues					
Stormwater Fees	\$ 6,213,775	\$ 6,710,410	\$ 6,780,210	\$ 6,852,582	\$ 0
Stormwater Services	3,900	0	4,800	4,800	0
Street Sweeping - NCDOT	120,500	120,500	120,500	120,500	0
	\$ 6,338,175	\$ 6,830,910	\$ 6,905,510	\$ 6,977,882	\$ 0
Other Revenues					
Refunds & Sundry	\$ 15,544	\$ 0	\$ 150	\$ 0	\$ 0
Sale of Assets & Materials	6,799	0	0	0	0
	\$ 22,343	\$ 0	\$ 150	\$ 0	\$ 0
Investment Income	\$ 18,860	\$ 18,400	\$ 20,820	\$ 12,630	\$ 0
Fund Balance Appropriation	\$ 0	\$ 0	\$ 0	\$ 576,539	\$ 0
Total Revenues and Other Financing Sources	\$ 6,379,378	\$ 6,849,310	\$ 6,926,480	\$ 7,567,051	\$ 0
<u>Expenditures</u>					
Personnel Services	\$ 2,020,800	\$ 2,185,740	\$ 2,130,412	\$ 2,275,554	\$ 0
Operating Expenditures	752,066	843,388	906,773	807,891	0
Contract Services	486,747	459,194	739,722	484,786	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	2,467,842	2,159,800	1,891,440	2,803,774	0
Debt Service	917,415	913,214	913,214	913,463	0
Other Charges	276,820	287,974	283,276	281,583	0
Total Expenditures and Other Financing Uses	\$ 6,921,690	\$ 6,849,310	\$ 6,864,837	\$ 7,567,051	\$ 0
<u>Expenditures By Function</u>					
Community Investment					
Engineering & Infrastructure	\$ 6,921,690	\$ 6,849,310	\$ 6,864,837	\$ 7,567,051	\$ 0
	\$ 6,921,690	\$ 6,849,310	\$ 6,864,837	\$ 7,567,051	\$ 0
Total Expenditures and Other Financing Uses	\$ 6,921,690	\$ 6,849,310	\$ 6,864,837	\$ 7,567,051	\$ 0

Transit Fund Summary

	2014-15 Actual	2015-16 Original Budget	2015-16 Estimate	2016-17 Recommended Budget	2016-17 Adopted Budget
Revenues					
Other Taxes					
Vehicle License Tax	\$ 680,499	\$ 642,110	\$ 633,440	\$ 630,380	\$ 0
	\$ 680,499	\$ 642,110	\$ 633,440	\$ 630,380	\$ 0
Intergovernmental Revenues					
Federal	\$ 1,846,431	\$ 1,999,910	\$ 2,081,524	\$ 2,367,027	\$ 0
State	672,262	672,262	760,616	760,616	0
Local	0	90,000	0	0	0
	\$ 2,518,693	\$ 2,762,172	\$ 2,842,140	\$ 3,127,643	\$ 0
Functional Revenues					
Bus Fares	\$ 1,162,622	\$ 1,209,140	\$ 1,111,130	\$ 1,121,567	\$ 0
Contract Transportation	164,081	235,827	235,690	229,250	0
Property Leases	18,720	18,720	18,720	147,828	0
Other Fees & Services	3,653	3,000	40,510	67,550	0
	\$ 1,349,076	\$ 1,466,687	\$ 1,406,050	\$ 1,566,195	\$ 0
Other Revenues					
Refunds & Sundry	\$ 801	\$ 500	\$ 920	\$ 770	\$ 0
Sale of Assets & Materials	0	6,000	6,000	6,000	0
	\$ 801	\$ 6,500	\$ 6,920	\$ 6,770	\$ 0
Investment Income	\$ 3,878	\$ 0	\$ 0	\$ 0	\$ 0
Other Financing Sources					
Interfund Transfers	\$ 3,419,033	\$ 3,358,138	\$ 3,416,188	\$ 3,418,533	\$ 0
	\$ 3,419,033	\$ 3,358,138	\$ 3,416,188	\$ 3,418,533	\$ 0
Total Revenues and Other Financing Sources	\$ 7,971,980	\$ 8,235,607	\$ 8,304,738	\$ 8,749,521	\$ 0
Expenditures					
Personnel Services	\$ 5,161,429	\$ 5,734,943	\$ 5,544,349	\$ 6,071,845	\$ 0
Operating Expenditures	1,524,243	1,623,766	1,525,913	1,564,165	0
Contract Services	169,026	138,126	200,868	304,953	0
Capital Outlay	28,255	8,350	45,528	34,800	0
Transfers to Other Funds	456,399	233,733	519,501	253,350	0
Debt Service	19,260	0	0	0	0
Other Charges	583,741	496,689	502,879	520,408	0
Total Expenditures and Other Financing Uses	\$ 7,942,353	\$ 8,235,607	\$ 8,339,038	\$ 8,749,521	\$ 0
Expenditures By Function					
Operations					
Transit	\$ 7,942,353	\$ 8,235,607	\$ 8,339,038	\$ 8,749,521	\$ 0
	\$ 7,942,353	\$ 8,235,607	\$ 8,339,038	\$ 8,749,521	\$ 0
Total Expenditures and Other Financing Uses	\$ 7,942,353	\$ 8,235,607	\$ 8,339,038	\$ 8,749,521	\$ 0

LEOSSA Fund Summary

	2014-15 Actual	2015-16 Original Budget	2015-16 Estimate	2016-17 Recommended Budget	2016-17 Adopted Budget
<u>Revenues</u>					
Interfund Charges					
Employee Benefits	\$ 962,563	\$ 1,036,896	\$ 1,042,802	\$ 1,090,219	\$ 0
	\$ 962,563	\$ 1,036,896	\$ 1,042,802	\$ 1,090,219	\$ 0
Investment Income	\$ 13,483	\$ 21,600	\$ 14,400	\$ 16,000	\$ 0
Total Revenues and Other Financing Sources	\$ 976,046	\$ 1,058,496	\$ 1,057,202	\$ 1,106,219	\$ 0
<u>Expenditures</u>					
Personnel Services	\$ 585,607	\$ 601,500	\$ 630,378	\$ 721,491	\$ 0
Operating Expenditures	0	0	0	0	0
Contract Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	0	456,996	0	384,728	0
Total Expenditures and Other Financing Uses	\$ 585,607	\$ 1,058,496	\$ 630,378	\$ 1,106,219	\$ 0
<u>Expenditures By Function</u>					
Other Appropriations	\$ 585,607	\$ 1,058,496	\$ 630,378	\$ 1,106,219	\$ 0
Total Expenditures and Other Financing Uses	\$ 585,607	\$ 1,058,496	\$ 630,378	\$ 1,106,219	\$ 0

Risk Management Fund Summary

	2014-15 Actual	2015-16 Original Budget	2015-16 Estimate	2016-17 Recommended Budget	2016-17 Adopted Budget
Revenues					
Other Revenues					
Refunds & Sundry	\$ 332,644	\$ 153,000	\$ 699,172	\$ 243,300	\$ 0
Sale of Assets & Materials	111	0	0	0	0
	\$ 332,755	\$ 153,000	\$ 699,172	\$ 243,300	\$ 0
Interfund Charges					
Workers' Compensation	\$ 1,946,301	\$ 2,065,300	\$ 2,044,000	\$ 2,131,900	\$ 0
Employee Benefits	10,563,232	11,748,000	11,413,000	12,938,000	0
Property & Liability	1,542,365	1,509,546	1,606,463	1,495,330	0
	\$ 14,051,898	\$ 15,322,846	\$ 15,063,463	\$ 16,565,230	\$ 0
Employee Benefit Contributions	\$ 2,977,417	\$ 3,233,000	\$ 3,137,000	\$ 3,505,000	\$ 0
Investment Income	\$ 83,108	\$ 107,500	\$ 90,350	\$ 92,000	\$ 0
Other Financing Sources					
Interfund Transfers	\$ 2,890,726	\$ 807,045	\$ 807,045	\$ 803,071	\$ 0
	\$ 2,890,726	\$ 807,045	\$ 807,045	\$ 803,071	\$ 0
Fund Balance Appropriation	\$ 0	\$ 124,678	\$ 0	\$ 80,162	\$ 0
Total Revenues and Other Financing Sources	\$ 20,335,904	\$ 19,748,069	\$ 19,797,030	\$ 21,288,763	\$ 0
Expenditures					
Personnel Services	\$ 361,131	\$ 440,991	\$ 372,049	\$ 435,648	\$ 0
Operating Expenditures	16,027,759	17,624,902	18,885,976	19,446,208	0
Contract Services	287,444	382,005	311,194	335,919	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	3,500,000	495,000	495,000	0	0
Debt Service	0	0	0	0	0
Other Charges	164,081	805,171	121,200	1,070,988	0
Total Expenditures and Other Financing Uses	\$ 20,340,415	\$ 19,748,069	\$ 20,185,419	\$ 21,288,763	\$ 0
Expenditures By Function					
Support Services & Administration					
Finance	\$ 3,318,545	\$ 3,628,191	\$ 4,518,454	\$ 3,711,231	\$ 0
Human Resource					
Development	17,021,870	16,119,878	15,666,965	17,577,532	0
	\$ 20,340,415	\$ 19,748,069	\$ 20,185,419	\$ 21,288,763	\$ 0
Total Expenditures and Other Financing Uses	\$ 20,340,415	\$ 19,748,069	\$ 20,185,419	\$ 21,288,763	\$ 0

Fund Balance Projections

	General Fund	Central Business Tax District Fund	City of Fayetteville Finance Corporation	Emergency Telephone System Fund
Available Fund Balance at June 30, 2015	\$44,919,410	\$63,313	\$0	\$1,176,995
FY16 Estimated Revenues and Other Sources	154,244,229	173,215	2,410,238	864,651
FY16 Estimated Expenditures and Other Uses	167,102,540	171,295	2,410,238	1,059,439
Less: Fund Balance Use Recommended for FY18 to FY20 Capital and Technology Improvement Plan	1,780,000	0	0	0
Less: Miscellaneous Fund Balance Assignments (e.g., revolving loan fund, planned loan for Fay Metro Housing Authority)	3,076,242	0	0	0
Less: Fund Balance Restricted for County Recreation at 6/30/16	4,175,608	0	0	0
Less: Fund Balance Assigned for Capital Funding Plan at 6/30/16	227,777	0	0	0
Projected Available Fund Balance at June 30, 2016	\$22,801,472	\$65,233	\$0	\$982,207
FY17 Estimated Revenues and Other Sources	161,185,806	176,450	0	115,553
FY17 Estimated Expenditures and Other Uses	162,631,502	176,051	0	1,090,397
Less: Increase in Fund Balance Restricted for County Recreation at 6/30/17	402,808	0	0	0
Less: Increase in Fund Balance Assigned for Capital Funding Plan at 6/30/17	1,487,070	0	0	0
Projected Available Fund Balance at June 30, 2017	\$19,465,898	\$65,632	\$0	\$7,363

Fund Balance Projections

	Lake Valley Drive MSD Fund	Parking Fund	Airport Fund	Environmental Services Fund
Available Fund Balance at June 30, 2015	\$230	\$39,221	\$6,134,362	\$762,535
FY16 Estimated Revenues and Other Sources	58,897	353,550	4,834,094	10,946,587
FY16 Estimated Expenditures and Other Uses	55,532	330,071	3,727,948	11,709,122
Plus: Parking Fund Receivable at 6/30/15	0	41,229	0	0
Less: Fund Balance Restricted for Parking Deck Capital Reserve at 6/30/16	0	98,566	0	0
Projected Available Fund Balance at June 30, 2016	\$3,595	\$5,363	\$7,240,508	\$0
FY17 Estimated Revenues and Other Sources	57,355	352,581	4,834,342	11,513,710
FY17 Estimated Expenditures and Other Uses	55,532	328,632	9,420,274	11,513,710
Less: Increase in Fund Balance Restricted for Parking Deck Capital Reserve at 6/30/17	0	23,949	0	0
Projected Available Fund Balance at June 30, 2017	\$5,418	\$5,363	\$2,654,576	\$0

Fund Balance Projections

	Stormwater Fund	Transit Fund	LEOSSA Fund	Risk Management Fund
Available Fund Balance at June 30, 2015	\$2,150,136	(\$785,012)	\$3,325,559	\$14,992,571
FY16 Estimated Revenues and Other Sources	6,926,480	8,304,738	1,057,202	19,797,030
FY16 Estimated Expenditures and Other Uses	6,864,837	8,339,038	630,378	20,185,419
Plus: Transit Fund Grant Receivable at 6/30/15	0	893,729	0	0
Projected Available Fund Balance at June 30, 2016	\$2,211,779	\$74,417	\$3,752,383	14,604,182
FY17 Estimated Revenues and Other Sources	6,990,512	8,749,521	1,106,219	21,208,601
FY17 Estimated Expenditures and Other Uses	7,567,051	8,749,521	721,491	20,354,775
Projected Available Fund Balance at June 30, 2017	\$1,635,240	\$74,417	\$4,137,111	\$15,458,008

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FY 2017

Annual Budget

Recommended



City of
Fayetteville
North Carolina

Section E

Community Investment

Portfolio

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Economic & Business Development E-11

Engineering & Infrastructure E-16

Human Relations E-26

Permitting and Inspections E-32

Planning and Code Enforcement E-38

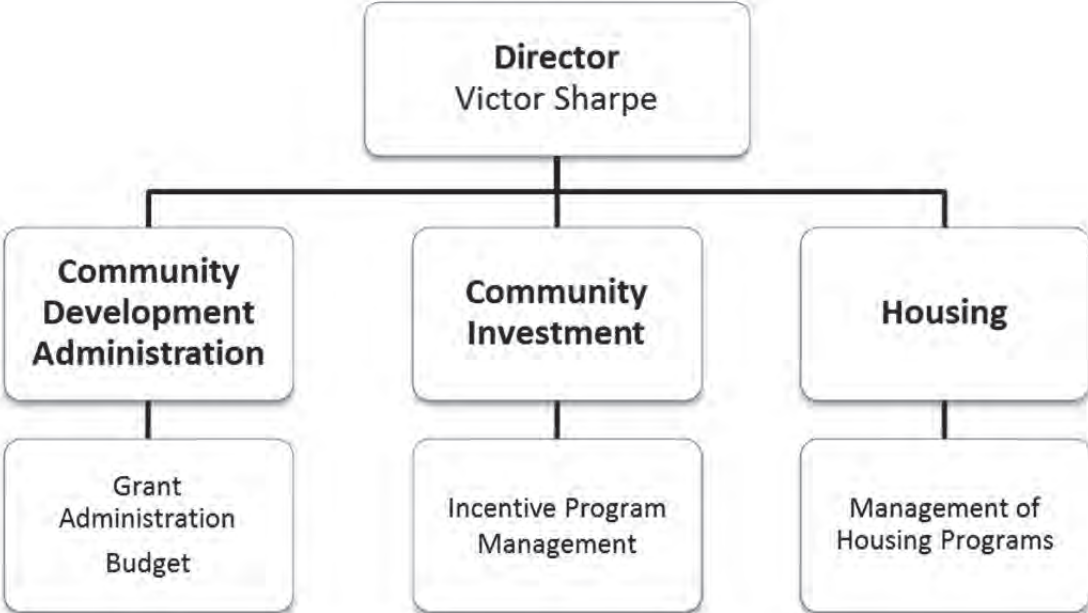
Community Investment

	2014-15	2015-16	2016-17	2016-17	% Change
Expenditures by Department	Actual	Original Budget	Recommended Budget	Adopted Budget	vs 2015-16 Original Budget
Community Development	\$463,111	\$763,633	\$630,929	\$0	-17.4%
Economic & Business Development	646,680	1,649,573	1,756,274	0	6.5%
Engineering & Infrastructure	19,923,291	19,961,439	22,059,441	0	10.5%
Human Relations	279,842	294,196	362,305	0	23.2%
Permitting and Inspections	1,772,820	2,021,627	2,066,492	0	2.2%
Planning and Code Enforcement	2,407,029	2,743,342	2,484,992	0	-9.4%
Total Expenditures	\$25,492,773	\$27,433,810	\$29,360,433	\$0	7.0%
Expenditures by Type					
Personnel Services	\$9,943,290	\$10,775,030	\$11,414,611	\$0	5.9%
Operating	2,680,836	3,005,741	3,014,083	0	0.3%
Contract Services	2,192,040	3,648,201	3,137,511	0	-14.0%
Capital Outlay	287,512	405,000	164,864	0	-59.3%
Transfers to Other Funds	8,523,795	7,514,589	9,082,497	0	20.9%
Debt Service	1,326,075	1,388,037	1,398,102	0	0.7%
Other Charges	539,225	697,212	1,148,765	0	64.8%
Total Expenditures	\$25,492,773	\$27,433,810	\$29,360,433	\$0	7.0%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$3,333,363	\$4,199,436	\$4,813,123	\$0	14.6%
Other General Fund Funding	14,730,483	15,860,587	16,451,228	0	3.7%
General Fund Subtotal	18,063,846	20,060,023	21,264,351	0	6.0%
Central Business Tax District	104,688	174,211	176,450	0	1.3%
Parking Fund	402,549	350,266	352,581	0	0.7%
Stormwater Fund	6,921,690	6,849,310	7,567,051	0	10.5%
Total Funding Sources	\$25,492,773	\$27,433,810	\$29,360,433	\$0	7.0%

Community Investment

Full-Time Equivalent Positions by Department	2014-15 <u>Actual</u>	2015-16 <u>Original Budget</u>	2016-17 <u>Recommended Budget</u>	2016-17 <u>Adopted Budget</u>	% Change vs
					2015-16 <u>Original Budget</u>
Community Development	2.7	2.7	2.7	0.0	0.0%
Economic & Business Development	3.0	4.0	4.0	0.0	0.0%
Engineering & Infrastructure	109.0	110.0	110.0	0.0	0.0%
Human Relations	3.0	3.0	3.0	0.0	0.0%
Permitting and Inspections	25.6	25.6	27.0	0.0	5.5%
Planning and Code Enforcement	25.4	26.4	27.0	0.0	2.3%
Total Authorized FTEs	168.7	171.7	173.7	0.0	1.2%

Community Development



DEPARTMENT MISSION

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

Program: Community Development Administration

General Fund \$95,599 / 1.2 FTEs

Purpose Statement:

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

Highlights:

- Successfully developed and submitted the five year Consolidated Plan, Annual Action Plan, and Consolidated Annual Performance Evaluation Report to HUD by the statutory deadlines
- Successfully met the spending requirements for the HOME Investment Partnership Grant and met the Community Development Block Grant 1.5 spending timeliness test

City Goal:

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

Objective:

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

Community Development

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of Community Development federal grant reports completed per year	6.00	6.00	6.00
% Community Development federal grant reports and draws submitted error free	100.00%	100.00%	100.00%
% of Community Development federal grant reports submitted by due date	100.00%	100.00%	100.00%
% of HOME funds meeting two year requirement	100.00%	100.00%	100.00%
Meeting CDBG 1.5 timeliness test of spent funds by statutory deadline (May 2)	Yes	Yes	Yes

Program: Community Investment

General Fund \$394,010 / 0.5 FTEs

Purpose Statement:

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

Highlights:

- Enhanced the Facade Improvement Grant Program by increasing the maximum available matching grant up to \$10,000
- Continued to assist developing businesses with the Small Business Development Grant
- Retained businesses with the Small Business Retention Grant
- Assisted businesses with gap financing with the Business Assistance Loan Program
- Continued the acquisition of parcels in Catalyst Site 1
- Completed the clean-up of brush and undergrowth at the HOPE VI Business Park and Catalyst Site 1

City Goal:

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

Objective:

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

Community Development

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of jobs retained or created for at least 12 months as a result of a grant or loan through Community Development programs	152.00	240.00	100.00
# of loan and grant applications approved to assist small businesses through Community Development programs	25.00	25.00	25.00
% of Catalyst Site I properties acquired	72.00%	81.00%	100.00%

<p>Program: Housing</p>

<p><i>General Fund \$141,320 / 1.0 FTEs</i></p>

Purpose Statement:

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

Highlights:

- The Affordable Housing Development Fund is currently being used to acquire lots in the B Street Revitalization area for future affordable housing with four lots already identified.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of units fully rehabilitated	11.00	10.00	10.00
# of units that were provided emergency repairs	249.00	160.00	155.00

Objective:

To increase homeownership opportunities through homebuyer education and counseling classes.

Community Development

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016</u> <u>Estimated</u>	<u>FY 2017</u> <u>Target</u>
# of homebuyer educational workshops offered	12.00	12.00	12.00
# of participants completing homebuyer education and counseling classes	209.00	200.00	200.00

Objective:

To increase the supply of affordable housing.

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016</u> <u>Estimated</u>	<u>FY 2017</u> <u>Target</u>
# of homeless in HUD Annual Point In Time Count	593.00	450.00	450.00
# of single family affordable housing units constructed in partnership with Community Housing Development Organizations (CHDOs)	13.00	7.00	10.00

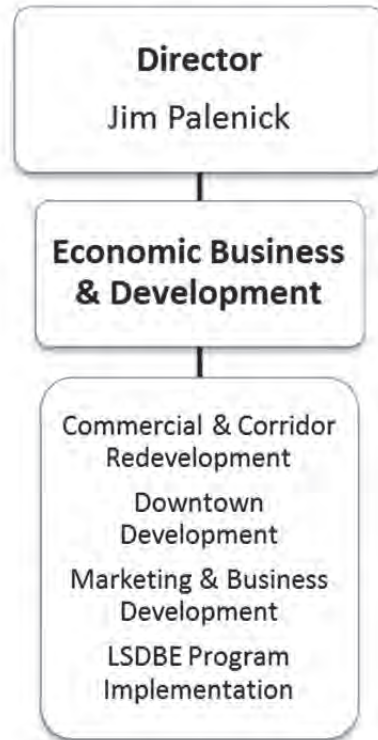
Community Development

Expenditures by Program	2014-15 <u>Actual</u>	2015-16 <u>Original Budget</u>	2016-17 <u>Recommended Budget</u>	2016-17 <u>Adopted Budget</u>	% Change vs 2015-16 <u>Original Budget</u>
Community Development Administration	\$178,009	\$101,760	\$95,599	\$0	-6.1%
Community Investment	133,187	536,478	394,010	0	-26.6%
Housing	151,915	125,395	141,320	0	12.7%
Total Expenditures	\$463,111	\$763,633	\$630,929	\$0	-17.4%
Expenditures by Type					
Personnel Services	\$164,449	\$186,334	\$193,563	\$0	3.9%
Operating	11,377	16,190	16,055	0	-0.8%
Contract Services	110,917	107,000	112,500	0	5.1%
Capital Outlay	0	20,000	0	0	-100.0%
Transfers to Other Funds	169,189	398,256	272,958	0	-31.5%
Debt Service	0	0	0	0	0.0%
Other Charges	7,179	35,853	35,853	0	0.0%
Total Expenditures	\$463,111	\$763,633	\$630,929	\$0	-17.4%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	463,111	763,633	630,929	0	-17.4%
General Fund Subtotal	463,111	763,633	630,929	0	-17.4%
Total Funding Sources	\$463,111	\$763,633	\$630,929	\$0	-17.4%
Full-Time Equivalent Positions by Department					
Total Authorized FTEs	2.7	2.7	2.7	0.0	0.0%

Community Development

BUDGET HIGHLIGHTS

- Personnel includes \$2,672 for employee pay adjustments, \$2,036 for medical benefit rate adjustments and \$881 for retirement rate adjustments
- Contract Services includes \$100,000 to partner with Cumberland County on homelessness solutions, and \$12,000 for legal services for loan foreclosures
- Transfers to Other Funds includes \$200,000 for the affordable housing project, and \$72,958 for the projected local match for the HOME Investment Partnership federal grant
- Other Charges consists of \$35,353 for the Center of Economic Empowerment and Development for technical assistance to small businesses, including business plan development, consulting, loan information and workshops
- Grant-funded program and personnel expenses for 9.3 FTEs are not reflected in this budget



Economic & Business Development

DEPARTMENT MISSION

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

Program: Economic Development

General Fund \$1,579,824 / 4.0 FTEs

Central Business Tax District \$176,450 / 0.0 FTEs

Purpose Statement:

The Economic and Business Development Department is responsible for attracting and creating opportunities for new and expanded retail and commercial activities throughout the City. Redevelopment of underperforming commercial corridors, marketing Fayetteville as a place to “Rethink the Opportunities”, ensuring that local and disadvantaged businesses are thriving, and assisting a diverse base of business interests and needs thorough our “No Wrong Door” partnerships, enables the City to capitalize on the economic growth and prosperity for as a place for our citizens. The Department’s programs are focused in these target areas.

Highlights:

- Monthly Small Business workshops held.
- New Brand for the new department-“FayettevilleNow...Rethink the Opportunities”.
- New web page, Facebook, and Twitter accounts for the new department. Information is translated into Spanish.
- First Annual Economic and Business Development Forum held in October 2015 with 180 participants.
- “No Wrong Door” program initiated to assist business owners and developers that have questions related to business development.
- Agreement between the U.S. Small Business Administration and the COF to start up “FayBrag”, a monthly roundtable for non-profit business related agencies.
- EBD Strategic Action Plan process underway
- Catalyst Site 1 Feasibility and Economic Impact Analysis process underway
- Department of Defense Office of Economic Adjustment Grant Award of \$300,000 (no local match)
- Local and Small Disadvantaged Business Enterprise/HUB policy and program under development
- Fully staffed Economic and Business Development Department

City Goal:

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

Economic & Business Development

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of total new jobs created (CD, CEED, EBD, The Alliance)	180.00	180.00	250.00
Median household income	\$44,756.00	\$44,756.00	\$45,437.00
Total City of Fayetteville ad valorem tax base (in \$1000's)	\$12,706,256.83	\$12,706,256.83	\$12,960,381.94
Unemployment rate for City of Fayetteville	7.80%	7.80%	7.20%

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
Dollar amount of investment created through economic development efforts along underperforming corridors through Community Development programs	\$1,215,223.00	\$1,215,223.00	\$1,400,000.00

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of Economic Business Development clients assisted	716.00	716.00	859.00

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of new commercial or retail enterprises located in the City	63.00	63.00	78.00

Economic & Business Development

Expenditures by Program	2014-15	2015-16	2016-17	2016-17	% Change
	<u>Actual</u>	<u>Original Budget</u>	<u>Recommended Budget</u>	<u>Adopted Budget</u>	vs 2015-16 Original Budget
Economic Development	\$646,680	\$1,649,573	\$1,756,274	\$0	6.5%
Total Expenditures	\$646,680	\$1,649,573	\$1,756,274	\$0	6.5%

Expenditures by Type

Personnel Services	\$85,638	\$328,813	\$385,676	\$0	17.3%
Operating	64,096	56,676	83,480	0	47.3%
Contract Services	234,561	742,789	314,624	0	-57.6%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	25,000	166,795	170,065	0	2.0%
Debt Service	0	0	0	0	0.0%
Other Charges	237,385	354,500	802,429	0	126.4%
Total Expenditures	\$646,680	\$1,649,573	\$1,756,274	\$0	6.5%

Funding Sources

General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	541,992	1,475,362	1,579,824	0	7.1%
General Fund Subtotal	541,992	1,475,362	1,579,824	0	7.1%
Central Business Tax District	104,688	174,211	176,450	0	1.3%
Total Funding Sources	\$646,680	\$1,649,573	\$1,756,274	\$0	6.5%

Full-Time Equivalent Positions by Department

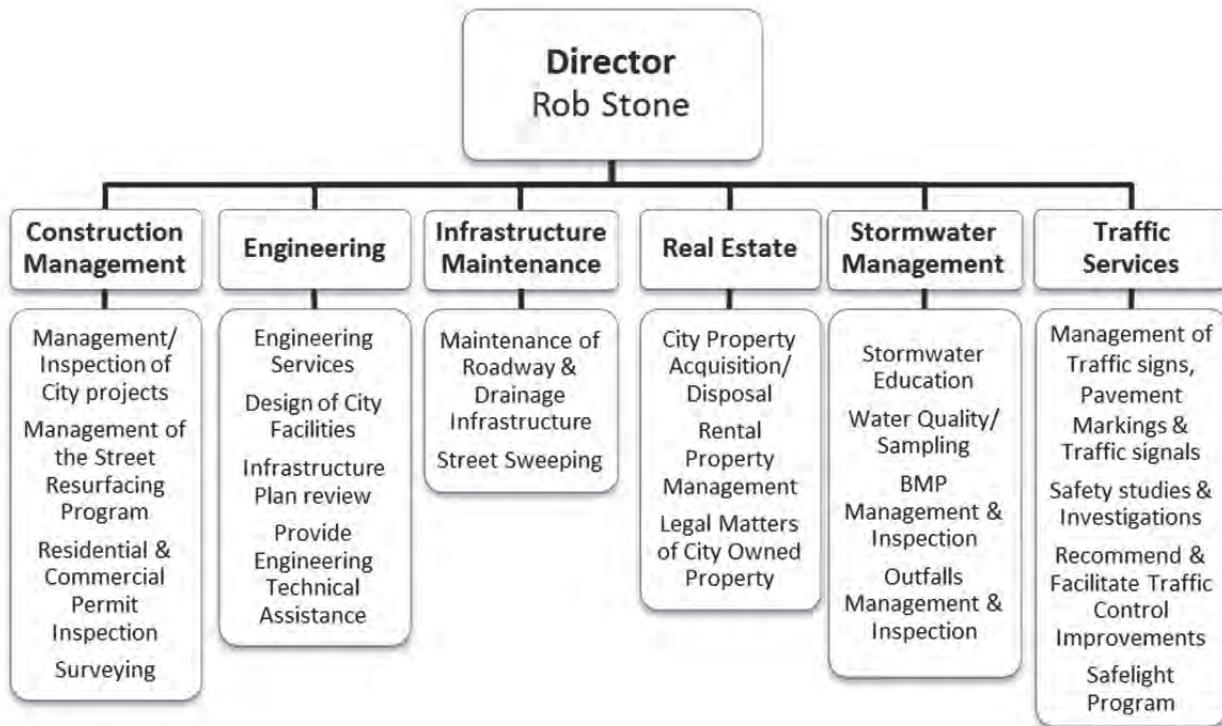
Total Authorized FTEs	3.0	4.0	4.0	0.0	0.0%
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Economic & Business Development

BUDGET HIGHLIGHTS

- Personnel includes \$7,027 for employee pay adjustments, \$3,016 for medical benefit rate adjustments and \$1,796 for retirement rate adjustments
- Operating includes \$7,000 for advertising and \$26,800 for supplies, including food, for general operations and increased outreach activities and workshops, small business development programs, local small disadvantaged business enterprise programs and the annual economic development forum
- Operating also includes \$22,000 for travel and training and \$13,300 for memberships and dues
- Contract Services funded by the General Fund include \$74,394 for two property tax grant-back incentive agreements, \$70,000 for the Goodyear incentive and \$25,000 to leverage the implementation of a neighborhood study
- Contract Services funded by the Central Business Tax District (CBTD) include \$25,000 for parking management, \$730 for tax collection, and \$119,500 to contract with the Downtown Alliance for management of downtown services and programs
- Other Charges includes \$50,000 to provide support for farmers' market initiatives, \$250,000 for the incubator project with the Center for Economic Empowerment and Development, a \$400,000 contribution for the North Carolina Civil War Center, and \$415,000 to contract with the Fayetteville Cumberland Economic Development Corporation for economic development services, offset by a \$315,000 contribution from Public Works Commission (reflected as a cost redistribution)
- Transfers to Other Funds includes transfers from the General Fund of \$39,274 to support the CBTD Fund and \$100,000 for the redevelopment project, and a transfer from the CBTD Fund of \$30,791 to the General Fund for a share of financing costs associated with the Franklin Street deck
- Grant-funded expenses and 1.0 FTE for the federally funded Fort Bragg Force Reduction Impact Assessment are not reflected in this budget

Engineering & Infrastructure



DEPARTMENT MISSION

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

Program: Construction Management

General Fund \$6,275,552 / 13.4 FTEs

Purpose Statement:

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

Highlights:

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

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of miles resurfaced	11.06	22.00	20.00
% of City streets rated 85% or better (peer benchmark is 85%)	42.30%	44.00%	44.00%
Average cost of sidewalk construction per linear foot	\$32.42	\$26.00	\$34.00
Average cost of street construction per mile	\$177,385.00	\$180,000.00	\$210,000.00
Average resurfacing cycle	66.0 years	35.0 years	35.0 years

Engineering & Infrastructure

Program: Engineering

General Fund \$684,295 / 8.2 FTEs

Purpose Statement:

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

Highlights:

- Received and reviewed 63 infrastructure permit applications. 80% of the applications were reviewed in less than 20 days
- Conducted 9 engineering investigations in response to flooding complaints
- Completed the design for 3 Spot Repair projects, Old St Paver Sidewalk and Strickland Bridge Rd Sidewalk
- Managed the construction of the Cape Fear River Trail Part A
- Reviewed and coordinated with NCDOT to incorporate drainage improvements on Raeford Rd project
- Managed the design of Rayconda Connector and Ann St Bridge replacement
- Completed the design and bidding process for Person St Innovative Stormwater Greenscape
- Started the process to pursue green roads certification for the project
- 3 staff members received the FEMA's certification for Floodplain Managers
- Completed the review of 23 final plats
- Completed the Powell Bill 2015 submission and 2014 Audit
- Completed the construction for 6 spot repair projects
- Completed 100% of the maps requested within 20 days

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016</u> <u>Estimated</u>	<u>FY 2017</u> <u>Target</u>
% of plan reviews completed in 20 days or less (Peer benchmark is 80%)	98.50%	85.00%	85.00%

Program: Infrastructure Maintenance

General Fund \$2,660,934 / 28.2 FTEs

Stormwater Fund \$1,126,038 / 8.0 FTEs

Purpose Statement:

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

Highlights:

- Successfully completed a complicated drainage issue on Greenock Avenue to the satisfaction of the property owner as well as meeting the needs of the City
- More than doubled departmental target for asphalt placement for potholes and street repairs.
- Successfully completed the first round of the in house repairs from the Spot Repair Program
- Successfully completed our annual dry run for winter storm activities

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016</u> <u>Estimated</u>	<u>FY 2017</u> <u>Target</u>
# of inlets cleaned	23,866.00	30,000.00	30,000.00
# of linear feet of creeks cleaned and inspected	46,845.00	27,000.00	30,000.00
% of curb miles swept meeting municipal benchmark standard of 20 curb miles per FTE per day	54.00%	90.00%	80.00%

Objective:

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

Engineering & Infrastructure

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016</u> <u>Estimated</u>	<u>FY 2017</u> <u>Target</u>
# of curb lane miles swept	13,609.00	15,000.00	15,000.00

Program: Real Estate

General Fund \$944,049 / 3.0 FTEs

Purpose Statement:

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

Highlights:

- Completed all related title research for Development Services requests
- Continued to work towards completion of the Catalyst Site 1 Acquisitions
- Continued to work towards completion of the Hope VI and Hope VI Business Areas
- Completed Annual Report for Cape Fear River Trail as required for Clean Water Management Trust Fund
- Continued to manage the leased properties for the City
- Provided Real Estate Services to all departments within the City limits to include Fire, Transit, Legal Division and Parks and Recreation
- Continued to negotiate and acquire needed easements for right of way, sidewalk and bus stops
- Completed all the related title research needed for Community Development Loan programs and Acquisition and Demolition Programs
- Prepared 99 GIS pipe inventory maps, prepared 172 Special Project Maps

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016</u> <u>Estimated</u>	<u>FY 2017</u> <u>Target</u>
# of properties leased or rented	24.00	28.00	28.00
% of properties acquired within schedule	100.00%	95.00%	95.00%
% of title research requests completed in 10 days or less	91.50%	90.00%	95.00%

<p>Program: Stormwater Management</p>
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<p><i>Stormwater Fund \$5,222,744 / 29.8 FTEs</i></p>

Purpose Statement:

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

Highlights:

- Continued to maintain compliance for the City’s NPDES MS4 Municipal Stormwater Discharge Permit including a successful mini-audit from EPA regarding illicit discharges and industrial inspections
- Updated the City’s Stormwater Management Plan to reflect how new permit regulations would be achieved including schedule
- Continued to implement FayWorx work order software to build a flexible and accurate database for customer service and productivity improvements and analysis
- Successfully pursued a rate increase in the FY 2016 budget to assist the City in meeting the permit requirements and to fund improvements to the aging stormwater infrastructure
- Finalized development and implementation of Site Pollution Prevention Plans for identified municipal facilities and operations

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
Average # of business days from request to investigation	1.81	1.50	1.50

Objective:

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

Engineering & Infrastructure

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of drainage concerns per 1,000 residents	0.07	3.25	2.50

Program: Traffic Services

General Fund \$3,574,979 / 19.4 FTEs

Parking Fund \$352,581 / 0.0 FTEs

Purpose Statement:

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

Highlights:

- Completed installation of 10 red light cameras. Continue to monitor program for possible expansion
- Respond to NC 811 tickets to locate underground traffic signal facilities
- Install traffic control for many special events including the Christmas Parade, Veterans Parade, Dogwood Festival, Folk Festival and the All American Marathon
- Conduct investigations requested by customers and determine any necessary traffic calming strategies. On average the department conducts one speed study per week
- Adopt and implement the Bicycle and Pedestrian Safety Strategies to improve safety and operations for bicyclists and pedestrians around the City
- Coordinate the installation of streetlights along the next section of Reilly Road. Streetlights were installed up to Cliffdale Road
- Monitor traffic flow and implement traffic signal timings to reduce delay for motorists traveling along the City’s most congested corridors
- Apply for transportation grants to expand sidewalk and pedestrian facilities throughout the City
- Perform preventive maintenance inspections on traffic signals and conduct nighttime sign surveillance on traffic signs

City Goal:

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

Objective:

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

Engineering & Infrastructure

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of traffic signal intersection timings evaluated	156.00	150.00	155.00

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
% of work orders completed within five working days	92.60%	91.00%	92.00%

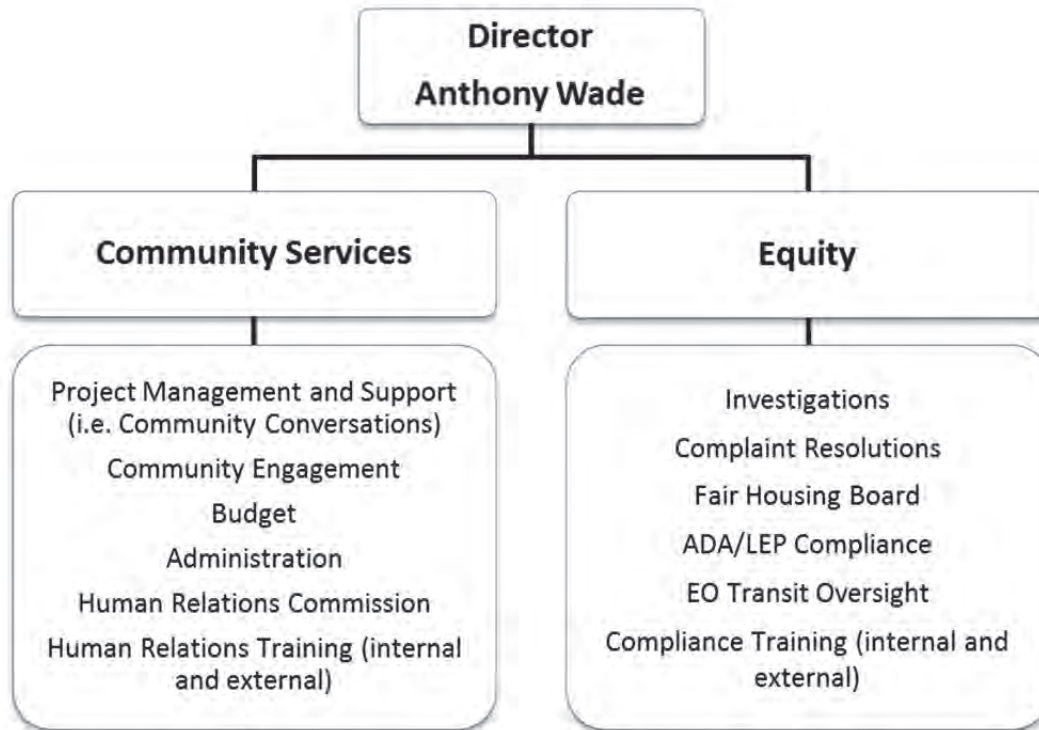
Engineering & Infrastructure

	2014-15	2015-16	2016-17	2016-17	% Change
Expenditures by Program	Actual	Original Budget	Recommended Budget	Adopted Budget	vs 2015-16 Original Budget
Construction Management	\$5,272,642	\$5,720,872	\$6,275,552	\$0	9.7%
Engineering	2,022,761	693,526	684,295	0	-1.3%
Infrastructure Maintenance	3,362,919	3,527,638	3,786,972	0	7.4%
Non-Program Expenditures	1,194,054	1,202,376	1,218,269	0	1.3%
Real Estate	904,575	910,485	944,049	0	3.7%
Stormwater Management	4,727,363	4,694,533	5,222,744	0	11.3%
Traffic Services	2,438,977	3,212,009	3,927,560	0	22.3%
Total Expenditures	\$19,923,291	\$19,961,439	\$22,059,441	\$0	10.5%
Expenditures by Type					
Personnel Services	\$6,230,232	\$6,477,275	\$6,751,730	\$0	4.2%
Operating	2,312,237	2,495,900	2,581,241	0	3.4%
Contract Services	1,232,319	2,023,265	2,298,447	0	13.6%
Capital Outlay	210,424	385,000	164,864	0	-57.2%
Transfers to Other Funds	8,329,606	6,899,538	8,580,974	0	24.4%
Debt Service	1,326,075	1,388,037	1,398,102	0	0.7%
Other Charges	282,398	292,424	284,083	0	-2.9%
Total Expenditures	\$19,923,291	\$19,961,439	\$22,059,441	\$0	10.5%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$935,584	\$1,797,636	\$2,161,823	\$0	20.3%
Other General Fund Funding	11,663,468	10,964,227	11,977,986	0	9.2%
General Fund Subtotal	12,599,052	12,761,863	14,139,809	0	10.8%
Parking Fund	402,549	350,266	352,581	0	0.7%
Stormwater Fund	6,921,690	6,849,310	7,567,051	0	10.5%
Total Funding Sources	\$19,923,291	\$19,961,439	\$22,059,441	\$0	10.5%
Full-Time Equivalent Positions by Department					
Total Authorized FTEs	109.0	110.0	110.0	0.0	0.0%

BUDGET HIGHLIGHTS

- Personnel includes \$113,399 for employee pay adjustments, \$82,941 for medical benefit rate adjustments and \$29,358 for retirement rate adjustments
- One authorized position is frozen and unfunded and not included in FTE counts
- Operating includes \$1,114,600 for vehicle maintenance and fuel, \$384,300 for utilities including \$201,870 for streetlights, and \$611,504 for supplies and uniforms including \$462,000 for supplies and materials for street maintenance, signals, signs and street markings
- Contract Services includes \$941,475 for the safelight program, \$228,419 for downtown parking enforcement, \$205,000 for contracted concrete and asphalt repairs, \$186,000 for County landfill fees and stormwater billing services, \$155,000 for stormwater technical assistance and research, \$100,000 for traffic signal repairs and upgrades, \$75,000 for jet-rodding of stormwater drainage infrastructure, \$60,000 for pavement marking, \$50,000 for contracted design and structural evaluations, \$43,371 for railroad crossing maintenance agreements, \$30,000 for wildlife management, \$25,000 for traffic calming devices, \$25,000 for bus pads, and \$10,000 for bridge inspections
- Capital includes \$29,864 for survey equipment and an automated time clock, and \$134,000 for five replacement trucks, and \$1,000 for minor right-of-way purchases
- Transfers to Other Funds consists of \$8,140,474 in funding for capital improvement projects including \$4,000,000 for street resurfacing, \$2,423,274 for stormwater projects, \$380,000 for NC DOT municipal agreements, \$425,000 for sidewalks, and \$972,200 for a variety of other projects, and \$280,500 for stormwater equipment purchases.
- Debt Service includes \$913,463 in debt service payments for the stormwater revenue bonds and state loans, and \$484,639 in debt service payments for the Festival Park Plaza building
- Other charges include \$204,658 in indirect costs allocated to the stormwater fund, and a \$75,000 HazMat cost redistribution
- Non-program expenditures reflect those costs not directly associated with any one program and include retiree benefits, indirect costs, cost redistribution, bond attorney fees, and stormwater debt service

Human Relations



DEPARTMENT MISSION

To promote mutual respect, understanding and dignity among all residents in our diverse community, and to eliminate discrimination and promote equality and justice for all persons through civil and human rights compliance, resolution, advocacy and education

Program: Community Services

General Fund \$209,025 / 1.6 FTEs

Purpose Statement:

Healthy dialogue among citizens creates a richer community that benefits from its collective assets. The Community Services Program provides opportunities for the citizens of Fayetteville who have diverse backgrounds, worldly experiences and a variety of interests to work and dialogue together on community issues for the betterment of our City. In partnership with community agencies focused on drawing community feedback such as Greater Fayetteville United and Community Conversations, the Human Relations Commission of 17 members, in alignment with staff, supports human rights, mutual respect, equal opportunity and diversity. The Commission celebrates the community's achievement through its sponsorship of an annual banquet to honor community individuals, businesses and organizations that contribute to the Human Relations mission. Additionally, outstanding area students received scholarship awards through the Commission's Martin Luther King, Jr. Scholarship Program at the annual banquet.

Highlights:

- Human Relations Commission held their first corporate reception.
- Developed new marketing materials and website for the department.
- Commission sponsored six community dialogues regarding the Market House and City Seal issues.
- Developed Educational and Training Program for Department of Social Services staff.
- Assisted Human Relations Commission in hosting the Annual Human Relations Banquet and Martin Luther King, Jr. Scholarship Awards.
- Conducted department-wide and commission assessment of Human Relations.
- Continued staff participation on the Police Command Review Board.
- Continued participation as a community partner in the Greater Fayetteville United meetings.

City Goal:

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

Objective:

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

Human Relations

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of educational events on multiculturalism and diversity	3.00	3.00	5.00
# of participants trained on multiculturalism and diversity	67.00	50.00	60.00

Objective:

To achieve a 95% or above participant satisfaction rating, related to an increase in knowledge and understanding of multiculturalism and diversity through training and education.

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
% of participant responses indicating very satisfied or satisfied related to services provided when requesting assistance	95.00%	90.00%	90.00%

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of community engagement events	35.00	15.00	20.00
# of Human Relations department community engagement participants	398.00	300.00	350.00

Program: Equity

General Fund \$153,280 / 1.4 FTEs

Purpose Statement:

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

Highlights:

- Processed 20 landlord/tenant complaints.
- Drafted plan in partnership with Community Development Department to develop a Fair Housing workshop.
- Developed RFP for City ADA Evaluation.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of Fair Housing and Equal Opportunity training and outreach events	17.00	10.00	12.00
# of Limited English Proficiency and Americans with Disabilities Act training and outreach events	2.00	2.00	4.00

Objective:

To achieve a 95% or above participant satisfaction rating related to the knowledge and understanding of the Fair Housing Act, Equal Opportunity Laws and Regulations, Americans with Disabilities Act and Limited English Proficiency compliance.

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
% of participant responses indicating very satisfied or satisfied with results of Human Relations department training	98.00%	95.00%	95.00%

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of equity and employment service requests received	5.00	5.00	8.00
# of fair housing and landlord tenant service requests received	56.00	17.00	50.00

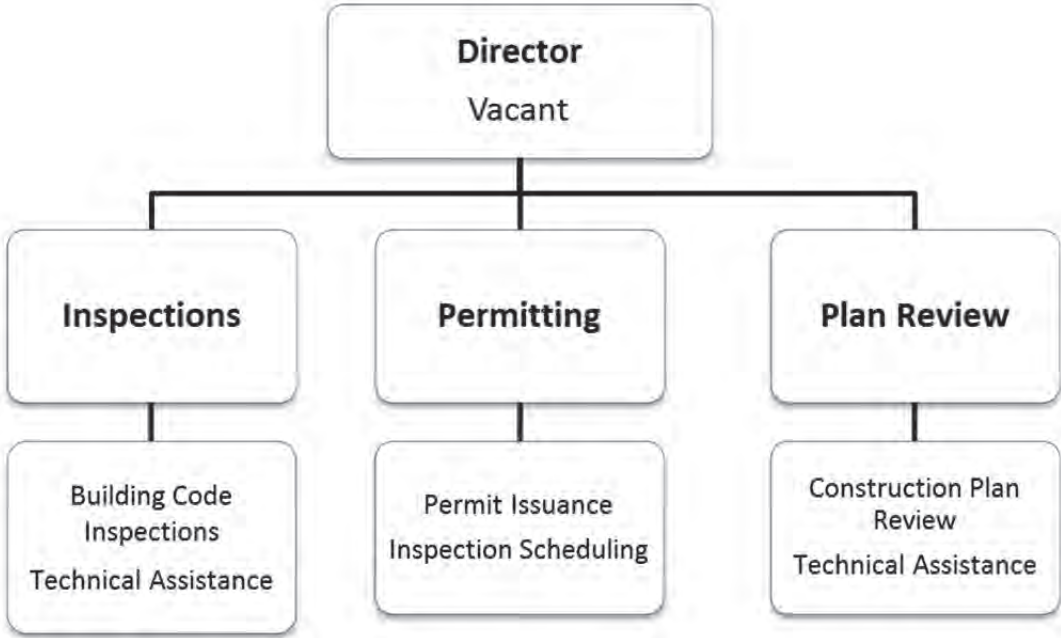
Human Relations

	2014-15	2015-16	2016-17	2016-17	% Change
Expenditures by Program	<u>Actual</u>	<u>Original</u>	<u>Recommended</u>	<u>Adopted</u>	<u>vs 2015-16</u>
		<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Original</u>
					<u>Budget</u>
Community Services	\$156,057	\$167,876	\$209,025	\$0	24.5%
Equity	123,785	126,320	153,280	0	21.3%
Total Expenditures	\$279,842	\$294,196	\$362,305	\$0	23.2%
Expenditures by Type					
Personnel Services	\$234,203	\$251,998	\$295,285	\$0	17.2%
Operating	24,134	29,083	39,646	0	36.3%
Contract Services	11,155	575	11,974	0	1,982.4%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	0	0	0	0	0.0%
Debt Service	0	0	0	0	0.0%
Other Charges	10,350	12,540	15,400	0	22.8%
Total Expenditures	\$279,842	\$294,196	\$362,305	\$0	23.2%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$14,000	\$20,000	\$5,000	\$0	-75.0%
Other General Fund Funding	265,842	274,196	357,305	0	30.3%
General Fund Subtotal	279,842	294,196	362,305	0	23.2%
Total Funding Sources	\$279,842	\$294,196	\$362,305	\$0	23.2%
Full-Time Equivalent Positions by Department					
Total Authorized FTEs	3.0	3.0	3.0	0.0	0.0%

BUDGET HIGHLIGHTS

- Personnel includes \$5,424 for employee pay adjustments, \$2,262 for medical benefit rate adjustments and \$1,379 for retirement rate adjustments
- Operating includes \$10,436 for the annual community banquet, \$10,200 for travel and training for staff and Human Relations Commission, and \$2,570 for memberships and dues
- Contract Services includes \$11,000 for community outreach/study circle projects and \$974 for event planning for the annual banquet
- Other Charges includes \$5,000 for a scholarship funded by projected banquet ticket sales, \$5,500 for the City's contribution for the United Way's 2-1-1 program and \$4,200 for community relations

Permitting and Inspections



DEPARTMENT MISSION

To ensure the quality of life of those who live, work, invest, and visit the City of Fayetteville by promoting safety in the regulation of the construction, use, and occupancy of buildings and by taking a customer-oriented approach to finding practical, cost-effective solutions

Program: Inspections

General Fund \$1,423,956 / 18.2 FTEs

Purpose Statement:

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

Highlights:

- Complete hiring process to fill all inspector vacancies using the new pay plan
- Fayworx enhancement for both the permitting and online public portal
- Implement the inspection staff multi-trade certifications diversity, which results in providing faster inspection practices, less inspection trips, and fewer inspections requests for our customers

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of total building inspections	58,336.00	50,000.00	50,000.00
% of all inspections completed within established deadlines	90.00%	90.00%	90.00%
% of all inspections passing supervisor quality control inspections	95.00%	90.00%	90.00%
Average # of inspections per inspector per day	16.40	14.00	14.00
Average number of business days between inspection request and inspection	1.25	1.25	1.25

Permitting and Inspections

Program: Permitting

General Fund \$316,577 / 5.8 FTEs

Purpose Statement:

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

Highlights:

- Continue cross-training permit technicians on FayWorx and dispatch functions
- Further refine the FayWorx public portal to allow for issuance of permits and requests for inspections online
- Provide enhanced customer service training to all staff and begin a professional certification process for permit technicians

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016</u> <u>Estimated</u>	<u>FY 2017</u> <u>Target</u>
# of permits issued	18,477.00	15,862.00	17,000.00

Program: Plan Review

General Fund \$325,959 / 3.0 FTEs

Purpose Statement:

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

Highlights:

- Complete process enhancements for intake, tracking, and review of plans
- Develop performance measures for plan review intake, review processes, and customer satisfaction
- Enhance public access to the status of plan reviews using the public portal and direct notifications to customers
- Integrate electronic plan review with FayWorx to provide faster turnaround and professional response
- Implement a Project Application Meeting (PAM) process to improve customer understanding of the building permit application, plan review, permitting, and inspection processes.

Permitting and Inspections

City Goal:

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

Objective:

To achieve timely and accurate review of construction plans.

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
% of construction plans reviewed within the established deadlines	95.00%	90.00%	90.00%

Permitting and Inspections

Expenditures by Program	2014-15 <u>Actual</u>	2015-16 <u>Original Budget</u>	2016-17 <u>Recommended Budget</u>	2016-17 <u>Adopted Budget</u>	% Change vs 2015-16
					<u>Original Budget</u>
Inspections	\$1,232,725	\$1,436,756	\$1,423,956	\$0	-0.9%
Permitting	282,769	273,104	316,577	0	15.9%
Plan Review	257,326	311,767	325,959	0	4.6%
Total Expenditures	\$1,772,820	\$2,021,627	\$2,066,492	\$0	2.2%

Expenditures by Type

Personnel Services	\$1,532,099	\$1,724,182	\$1,832,013	\$0	6.3%
Operating	146,883	201,825	146,479	0	-27.4%
Contract Services	16,540	45,500	28,500	0	-37.4%
Capital Outlay	77,088	0	0	0	0.0%
Transfers to Other Funds	0	50,000	58,500	0	17.0%
Debt Service	0	0	0	0	0.0%
Other Charges	210	120	1,000	0	733.3%
Total Expenditures	\$1,772,820	\$2,021,627	\$2,066,492	\$0	2.2%

Funding Sources

General Fund					
General Fund Functional Revenues	\$1,969,479	\$2,021,500	\$2,219,100	\$0	9.8%
Other General Fund Funding	(196,659)	127	(152,608)	0	-120,263%
General Fund Subtotal	1,772,820	2,021,627	2,066,492	0	2.2%
Total Funding Sources	\$1,772,820	\$2,021,627	\$2,066,492	\$0	2.2%

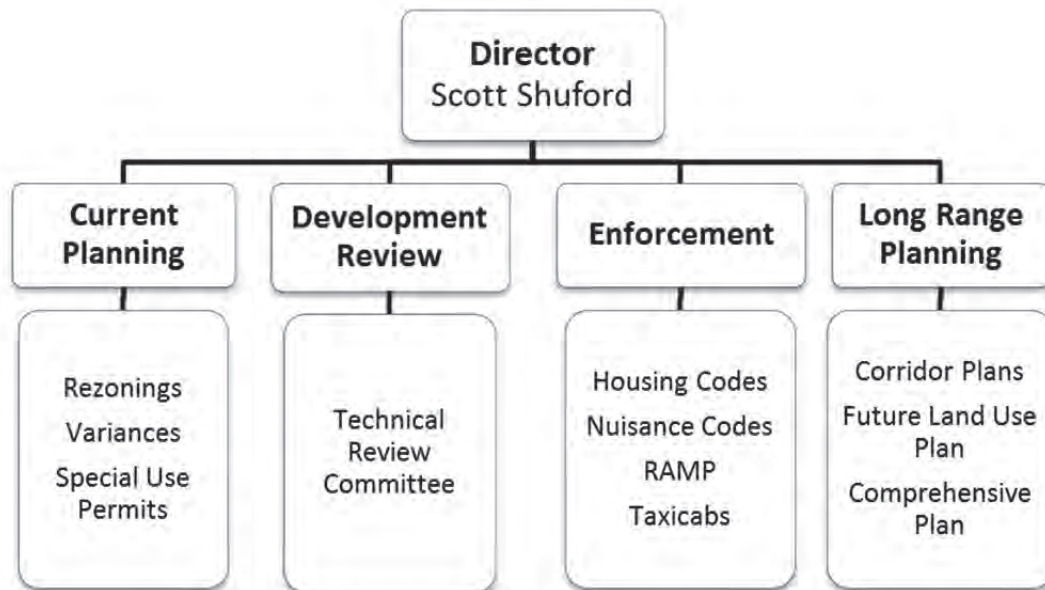
Full-Time Equivalent Positions by Department

Total Authorized FTEs	25.6	25.6	27.0	0.0	5.5%
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BUDGET HIGHLIGHTS

- Personnel reflects the addition of a permitting & inspections director position during fiscal year 2016 to support the revised department alignment and cost impacts for incentive pay adjustments for inspectors
- Personnel also includes \$26,120 for employee pay adjustments, \$20,358 for medical benefit rate adjustments and \$8,264 for retirement rate adjustments
- Operating includes \$31,770 for vehicle maintenance and fuel, \$41,036 for employee training and development and local mileage
- Contract Services includes \$28,000 for a building plans scanning project
- Transfers to Other Funds includes \$58,500 for additional funding for the plan review software project

Planning and Code Enforcement



Planning and Code Enforcement

DEPARTMENT MISSION

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

Program: Current Planning

General Fund \$556,941 / 6.3 FTEs

Purpose Statement:

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

Highlights:

- Current planning will continue to grow in the number of cases and still provide prompt guidance and management of zoning and variance requests.
- The Historic Resources Commission staff support will be provided in its entirety by Development Services in FY 2017.
- The Comprehensive Plan that is under development will provide a framework to guide land use decisions.
- A sign code update will be coordinated with other business organizations and completed for the remainder of the City (Downtown Fayetteville having been addressed in FY 2015).

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of current planning cases	50.00	45.00	45.00
% of staff recommendations accepted by City Council	93.00%	95.00%	95.00%
Average # of cases handled per FTE	25.00	11.14	11.25

Planning and Code Enforcement

Program: Development Review

General Fund \$454,903 / 5.4 FTEs

Purpose Statement:

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

Highlights:

- FY 2017 will be the first full year of the Development Advocate program. This position and program provide a higher level of customer service to the development community.
- The Development Advocate program includes proactive educational projects and outreach as well as close monitoring and facilitation of the timetables and various departmental reviews impacting a project.
- Historic resources review has been incorporated into this overall program, moving over from Fayetteville Cumberland Parks and Recreation.
- The Zoning staff continues to provide reviews of ever-increasing numbers of plot plans and a wide variety of calls and miscellaneous permits, nearly all within a 24-hour response window.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
% of plot plans reviewed within established deadlines	98.00%	100.00%	95.00%
% of site plans reviewed within established deadlines	100.00%	100.00%	100.00%
% of surveyed customers very satisfied or satisfied with customer service (Development Services customer survey)	65.00%	75.00%	85.00%
Average number of site plans reviewed per FTE	22.00	6.20	6.20

Planning and Code Enforcement

<p>Program: Enforcement</p>

<p><i>General Fund \$1,177,264 / 13.5 FTEs</i></p>
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Purpose Statement:

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

Highlights:

- Inspector caseload will remain high in FY 2017.
- The RAMP program continues to significantly reduce chronic code violations.
- FayWorx will be fully operational with important refinements in FY 2017, providing additional management oversight and operational efficiency of violation cases.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of active RAMP cases	87.00	46.00	30.00
# of chronic code violators (3 or more violations per year)	11.00	5.00	3.00
% of residents satisfied with the overall enforcement of codes and ordinances	43.00%	50.00%	60.00%
Average # of violation cases per FTE	1,248.00	1,300.00	1,340.00

<p>Program: Long-Range Planning</p>
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<p><i>General Fund \$295,884 / 1.8 FTEs</i></p>

Purpose Statement:

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

Planning and Code Enforcement

Highlights:

- Comprehensive planning will be underway in at least two additional specific sub-districts across the City in keeping with Council direction and supporting the "Fayetteville: A City of Villages" plan theme.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
% of residents very satisfied or satisfied with overall preparedness to manage development and growth	31.00%	31.00%	31.00%
Average # of plans developed/managed by FTE	1.00	1.00	1.50

Planning and Code Enforcement

	2014-15	2015-16	2016-17	2016-17	% Change
Expenditures by Program	<u>Actual</u>	<u>Original</u>	<u>Recommended</u>	<u>Adopted</u>	<u>vs 2015-16</u>
		<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Original</u>
					<u>Budget</u>
Current Planning	\$573,582	\$577,370	\$556,941	\$0	-3.5%
Development Review	376,555	442,533	454,903	0	2.8%
Enforcement	1,405,274	1,491,596	1,177,264	0	-21.1%
Long-Range Planning	51,618	231,843	295,884	0	27.6%
Total Expenditures	\$2,407,029	\$2,743,342	\$2,484,992	\$0	-9.4%
Expenditures by Type					
Personnel Services	\$1,696,669	\$1,806,428	\$1,956,344	\$0	8.3%
Operating	122,109	206,067	147,182	0	-28.6%
Contract Services	586,548	729,072	371,466	0	-49.0%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	0	0	0	0	0.0%
Debt Service	0	0	0	0	0.0%
Other Charges	1,703	1,775	10,000	0	463.4%
Total Expenditures	\$2,407,029	\$2,743,342	\$2,484,992	\$0	-9.4%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$414,300	\$360,300	\$427,200	\$0	18.6%
Other General Fund Funding	1,992,729	2,383,042	2,057,792	0	-13.6%
General Fund Subtotal	2,407,029	2,743,342	2,484,992	0	-9.4%
Total Funding Sources	\$2,407,029	\$2,743,342	\$2,484,992	\$0	-9.4%
Full-Time Equivalent Positions by Department					
Total Authorized FTEs	25.4	26.4	27.0	0.0	2.3%

Planning and Code Enforcement

BUDGET HIGHLIGHTS

- Personnel includes \$32,097 for employee pay adjustments, \$20,359 for medical benefit rate adjustments and \$8,878 for retirement rate adjustments
- Personnel also reflects the addition of a senior administrative assistant position during fiscal year 2016 to support the revised department alignment
- Operating includes \$23,080 for vehicle maintenance and fuel, \$34,000 for official notices and other advertising, \$18,050 for employee training and development and local mileage reimbursements, and \$10,009 for membership, dues and subscriptions
- Contract Services includes \$118,246 for the City's share of the local funding match for the Fayetteville Area Metropolitan Planning Organization and \$230,000 for lot cleanings and demolitions
- Other Charges includes \$10,000 to fund Historic Resources Commission activities

FY 2017

Annual Budget

Recommended



Section F

Operations Portfolio

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Environmental Services	F-11
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Transit	F-50

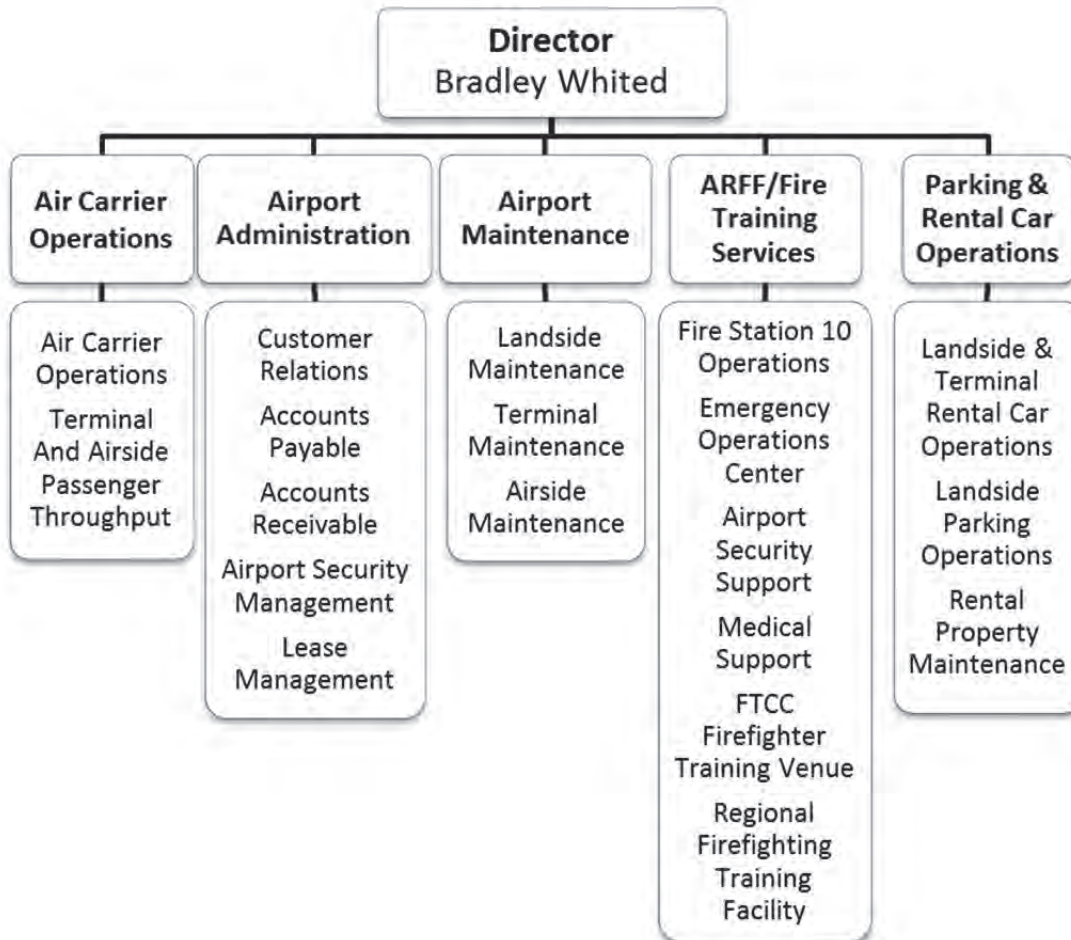
Operations

Expenditures by Department	2014-15 <u>Actual</u>	2015-16	2016-17	2016-17	% Change
		<u>Original Budget</u>	<u>Recommended Budget</u>	<u>Adopted Budget</u>	vs 2015-16 <u>Original Budget</u>
Airport	\$4,639,313	\$4,541,115	\$9,420,274	\$0	107.4%
Environmental Services	11,101,569	11,195,336	11,513,710	0	2.8%
Fire & Emergency Management	24,290,889	26,641,704	27,610,072	0	3.6%
Parks, Recreation & Maintenance	18,614,481	19,706,192	20,847,647	0	5.8%
Police	49,167,881	51,215,035	52,485,564	0	2.5%
Transit	7,942,353	8,235,607	8,749,521	0	6.2%
Total Expenditures	\$115,756,486	\$121,534,989	\$130,626,788	\$0	7.5%
Expenditures by Type					
Personnel Services	\$79,101,562	\$83,628,873	\$86,669,883	\$0	3.6%
Operating	19,133,186	22,246,470	20,865,511	0	-6.2%
Contract Services	4,840,002	5,198,060	5,444,577	0	4.7%
Capital Outlay	4,765,179	4,636,105	6,131,097	0	32.2%
Transfers to Other Funds	5,690,403	2,566,426	8,495,144	0	231.0%
Debt Service	116,631	247,373	376,959	0	52.4%
Other Charges	2,109,523	3,011,682	2,643,617	0	-12.2%
Total Expenditures	\$115,756,486	\$121,534,989	\$130,626,788	\$0	7.5%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$7,703,024	\$6,896,717	\$8,525,631	\$0	23.6%
Other General Fund Funding	83,116,457	89,638,172	91,327,255	0	1.9%
General Fund Subtotal	90,819,481	96,534,889	99,852,886	0	3.4%
Airport Fund	4,639,313	4,541,115	9,420,274	0	107.4%
Emergency Telephone System Fund	1,253,770	1,028,042	1,090,397	0	6.1%
Environmental Services Fund	11,101,569	11,195,336	11,513,710	0	2.8%
Transit Fund	7,942,353	8,235,607	8,749,521	0	6.2%
Total Funding Sources	\$115,756,486	\$121,534,989	\$130,626,788	\$0	7.5%

Operations

Full-Time Equivalent Positions by Department	2014-15 <u>Actual</u>	2015-16 <u>Original Budget</u>	2016-17 <u>Recommended Budget</u>	2016-17 <u>Adopted Budget</u>	% Change vs
					2015-16 <u>Original Budget</u>
Airport	22.0	23.0	24.0	0.0	4.3%
Environmental Services	73.2	74.2	75.2	0.0	1.3%
Fire & Emergency Management	325.0	325.0	325.0	0.0	0.0%
Parks, Recreation & Maintenance	162.0	162.0	162.0	0.0	0.0%
Police	593.7	604.5	607.5	0.0	0.5%
Transit	104.5	114.5	119.5	0.0	4.4%
Total Authorized FTEs	1,280.4	1,303.2	1,313.2	0.0	0.8%

Airport



DEPARTMENT MISSION

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

Program: Air Carrier Operations

Airport Fund \$1,511,826 / 8.9 FTEs

Purpose Statement:

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

Highlights:

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

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of enplaned and deplaned passengers	440,739.00	437,887.00	438,000.00
% of satisfied customers per City of Fayetteville Citizen satisfaction survey	92.00%	93.00%	93.00%

Program: Airport Administration

Airport Fund \$6,335,309 / 6.0 FTEs

Purpose Statement:

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

Airport

Highlights:

- Complied with federal and state aviation regulations
- Ensured tenant compliance with lease provisions
- Applied for and administered federal and state grants
- Provided expertise to Airport Commission
- Administered a five-year capital improvement plan
- Requested FAA Grant for Terminal Construction in 2016 and 2017

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016</u> <u>Estimated</u>	<u>FY 2017</u> <u>Target</u>
Passenger Facility Charge revenue	\$722,224.00	\$856,710.00	\$856,710.00

Program: Airport Maintenance

Airport Fund \$565,959 / 2.2 FTEs

Purpose Statement:

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

Highlights:

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

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016</u> <u>Estimated</u>	<u>FY 2017</u> <u>Target</u>
# of total aircraft operations (takeoffs and landings)	38,512.00	34,864.00	35,213.00
% of satisfied customers per Fayetteville Regional Airport customer satisfaction survey	92.00%	93.00%	93.00%

Program: Airport Rescue and Fire Fighting/Fire Training

Airport Fund \$633,025 / 6.0 FTEs

Purpose Statement:

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

Highlights:

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

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016</u> <u>Estimated</u>	<u>FY 2017</u> <u>Target</u>
# of participants at Firefighting Training Facility	6,037.00	6,278.00	6,278.00
Average cost per fire training participant	\$11.78	\$6.40	\$6.40

Airport

Program: Parking and Rental Car Operation

Airport Fund \$125,229 / 0.9 FTEs

Purpose Statement:

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

Highlights:

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

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
% change in annual parking revenue at Fayetteville Regional Airport	(3.25%)	10.55%	10.55%
% change in annual rental car revenue at Fayetteville Regional Airport	1.68%	1.29%	1.29%

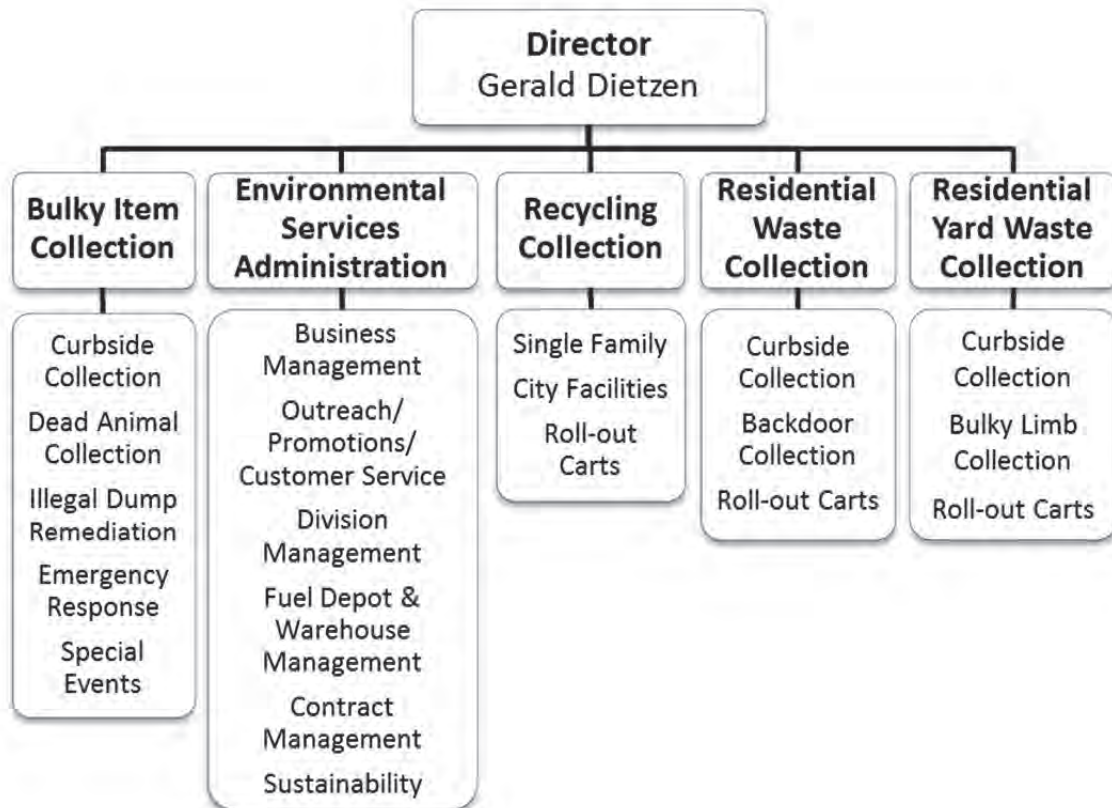
Airport

Expenditures by Program	2014-15 Actual	2015-16 Original Budget	2016-17 Recommended Budget	2016-17 Adopted Budget	% Change vs 2015-16 Original Budget
Air Carrier Operations	\$1,515,391	\$1,462,736	\$1,511,826	\$0	3.4%
Airport Administration	1,787,773	721,554	6,335,309	0	778.0%
Airport Maintenance	335,115	429,227	565,959	0	31.9%
Airport Rescue and Fire Fighting/Fire Training	588,078	624,253	633,025	0	1.4%
Non-Program Expenditures	195,951	1,158,535	248,926	0	-78.5%
Parking and Rental Car Operation	217,005	144,810	125,229	0	-13.5%
Total Expenditures	\$4,639,313	\$4,541,115	\$9,420,274	\$0	107.4%
 Expenditures by Type					
Personnel Services	\$1,421,135	\$1,513,152	\$1,667,570	\$0	10.2%
Operating	1,052,067	1,296,987	1,470,429	0	13.4%
Contract Services	93,362	148,067	123,009	0	-16.9%
Capital Outlay	195,527	28,000	44,000	0	57.1%
Transfers to Other Funds	1,285,994	0	5,500,000	0	100.0%
Debt Service	0	0	0	0	0.0%
Other Charges	591,228	1,554,909	615,266	0	-60.4%
Total Expenditures	\$4,639,313	\$4,541,115	\$9,420,274	\$0	107.4%
 Funding Sources					
Airport Fund	\$4,639,313	\$4,541,115	\$9,420,274	\$0	107.4%
Total Funding Sources	\$4,639,313	\$4,541,115	\$9,420,274	\$0	107.4%
 Full-Time Equivalent Positions by Department					
Total Authorized FTEs	22.0	23.0	24.0	0.0	4.3%

Airport

BUDGET HIGHLIGHTS

- Personnel includes the addition of one marketing specialist position
- Personnel also includes \$25,127 for employee pay adjustments, \$16,823 for medical benefit rate adjustments and \$6,597 for retirement rate adjustments
- Operating includes \$475,950 for utilities and stormwater fees, \$505,465 for maintenance of Airport facilities and equipment, and \$200,000 for advertising
- Contract Services includes \$41,000 for technical consulting, \$28,000 for landscaping services, \$7,000 for security screenings, \$5,000 for wildlife control and \$3,000 for towing services
- Other Charges includes \$414,948 for reimbursements to the General Fund for police services and \$182,318 for indirect cost allocations.
- Transfers include \$5,500,000 to the Airport Capital Project Fund to support the terminal renovation project
- Non-program expenditures include charges not directly attributable to a specific program including indirect cost allocations, retiree benefits, and insurance and claim settlements



Environmental Services

DEPARTMENT MISSION

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

Program: Bulky Item Collection

Environmental Services Fund \$812,790 / 5.6 FTEs

Purpose Statement:

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

Highlights:

- One grapple boom truck was replaced due to age and condition in FY 2016 with a larger-capacity truck which translated into quicker response times for bulky item collections and better fuel efficiency since there will be fewer trips to the landfill
- The bulky item collection trucks have received FleetMind onboard communication equipment this year which allows the City to monitor the trucks in real time and pre-route the trucks for efficient travel, thus providing for better customer service response times

City Goal:

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

Objective:

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

Environmental Services

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of bulky item collection service errors per 1,000 collection points	5.00	5.00	5.00
# of collection points serviced	60,849.00	60,907.00	61,207.00
% of surveyed residents that are very satisfied or satisfied with bulky collection services	66.00%	59.00%	59.00%
Average collection cost per ton of bulky waste collected (includes capital expenditures)	\$265.00	\$413.00	\$413.00

Program: Environmental Services Administration

Environmental Services Fund \$767,692 / 8.3 FTEs

Purpose Statement:

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

Highlights:

- The Comprehensive Solid Waste Study was completed in the spring of 2015 which indicated that the City staff provides a high quality of service at a cost less than that of contracting the service to a private hauler
- A waste sort was completed as a part of the study which provided us with detailed information of what is in the trash that should be recycled and what trash is in the recycling
- The department added a Routing Administrator capable of adjusting routes for efficiency, plotting data, dispatching routes, coordinating FleetMind data collection, trouble shooting data tracking issues and providing accurate information to ultimately improve service to our residents
- The department is currently in discussions to consider the potential of providing some level of collection service to Fort Bragg through a Federal/Municipal agreement

Environmental Services

- A pilot outsourcing project is being considered for a garbage collection area in Council District 6 to determine if customer service could improve

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of work hours lost due to workplace injuries	2,507.00	375.00	300.00
% work hours lost due to injuries per total FTEs	1.72%	0.25%	0.20%
Average # of training hours per employee	8.48	10.00	10.00

Program: Recycling Collection

Environmental Services Fund \$2,361,898 / 2.0 FTEs

Purpose Statement:

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

Highlights:

- The recycling program was reviewed as an element of the comprehensive solid waste study that was completed in late spring 2015 with test samples showing we diverted 20% of total waste collected for that study area from the landfill by recycling
- The waste sort indicated there was a reasonable amount of trash in the recycling for the test area

Environmental Services

- The current curbside recycling contract with Waste Management is scheduled to expire in July of 2017
- The City participates in two "Electronic Waste" drives per year; one in May and one in November which help to reduce the volume of dangerous metals that can leach contaminants into the ground

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of recycling collection points serviced	60,849.00	60,907.00	61,207.00
# of recycling service errors per 1,000 collection points	14.00	14.00	12.00
# of recycling tons collected	8,765.00	8,700.00	8,770.00
% of surveyed residents very satisfied or satisfied with recycling services	78.00%	76.00%	76.00%
Average collection cost per ton of recycling waste collected (includes capital expenditures)	\$265.47	\$267.78	\$265.65
Diversion rate (# of tons recycled as % of total tons of refuse and recyclables)	16.00%	16.00%	16.00%

<p><i>Program: Residential Waste Collection</i></p>
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<p><i>Environmental Services Fund \$4,184,430 / 36.3 FTEs</i></p>

Purpose Statement:

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

Environmental Services

Highlights:

- The department replaced three rear loader garbage trucks with automated trucks which can collect on average 1,100 households with one person operating vs. 850 households with two employees operating
- We changed one Friday garbage route to Tuesday, easing a difficult Friday schedule which reduced the number of weekly complaint calls, improved customer service and allowed staff to complete their routes on time
- The department reconfigured one route so that all of Strickland Bridge Road was collected by one truck which reduced confusion about collection responsibilities if a driver was out for the day resulting in improved service along Strickland Bridge Road
- We increased the number of units equipped with FleetMind equipment to better track and manage truck data in an effort to improve services to our residents

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of damaged trash bins	0.00	104.00	90.00
# of residential waste collection points serviced	60,849.00	60,907.00	61,207.00
# of residential waste collection service errors per 1,000 collection points	94.00	10.00	8.00
# of tons of refuse (does not include yard waste, bulky and recycling) collected per 1000 collection points	748.54	798.68	798.68
# of tons of residential refuse collected (does not include yard waste, bulky, or recycling)	45,547.78	48,648.00	48,887.00
% of surveyed residents that are very satisfied or satisfied with solid waste collection services	76.00%	77.00%	77.00%
Average collection cost per ton of household waste collected (includes capital expenditures)	\$98.94	\$99.96	\$101.00

Program: Residential Yard Waste Collection

Environmental Services Fund \$2,311,825 / 23.0 FTEs

Purpose Statement:

The residential yard waste collection program is responsible for daily pickup of curbside containerized yard & leaf debris and bulky limbs generated by our single family household residents. The program provides logistics to manage the necessary personnel and equipment to service a total of 60,849 residential households per week. The personnel in this program respond to all resident requests related to yard waste and bulky limb collections. The employees in this program use rear-loading and knuckle boom trucks for collection. The program is heavily impacted in the fall due to leaf debris. These crews must complete collections every week of the year despite inclement weather and holidays.

Highlights:

- Yard waste trucks were equipped with FleetMind equipment this year to better track the truck’s data and use it to develop better routes for the drivers
- The department ordered two replacement trucks for yard waste in the current year, which will result in cleaner-burning and more reliable trucks, thereby providing a more dependable collection schedule for our residents

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of residential yard waste collection points serviced	60,849.00	60,907.00	61,207.00
# of residential yard waste service errors per 1,000 collection points	12.00	6.00	5.00
# of tons of yard waste collected per 1,000 collection points	318.74	326.88	316.86
# of tons yard waste collected	19,395.00	19,910.00	19,395.00
% of surveyed residents that are very satisfied or satisfied with yard waste collection service	71.00%	70.00%	70.00%

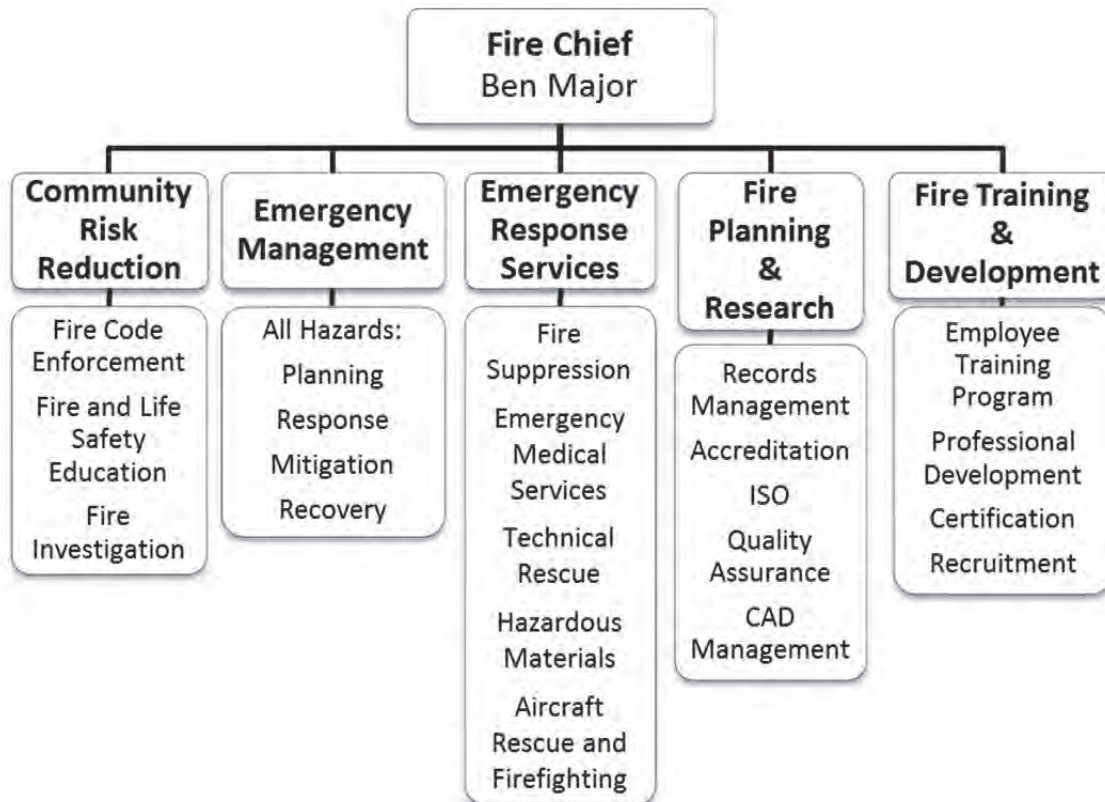
Environmental Services

	2014-15	2015-16	2016-17	2016-17	% Change
Expenditures by Program	<u>Actual</u>	<u>Original Budget</u>	<u>Recommended Budget</u>	<u>Adopted Budget</u>	vs 2015-16 Original Budget
Bulky Item Collection	\$1,214,958	\$848,704	\$812,790	\$0	-4.2%
Environmental Services Administration	938,903	735,234	767,692	0	4.4%
Non-Program Expenditures	768,837	874,344	1,075,075	0	23.0%
Recycling Collection	2,299,069	2,363,042	2,361,898	0	0.0%
Residential Waste Collection	4,403,678	4,121,886	4,184,430	0	1.5%
Residential Yard Waste Collection	1,476,124	2,252,126	2,311,825	0	2.7%
Total Expenditures	\$11,101,569	\$11,195,336	\$11,513,710	\$0	2.8%
Expenditures by Type					
Personnel Services	\$3,738,755	\$3,937,700	\$4,133,200	\$0	5.0%
Operating	2,750,443	3,082,787	2,901,735	0	-5.9%
Contract Services	2,353,664	2,226,864	2,257,799	0	1.4%
Capital Outlay	1,526,679	1,260,000	1,255,000	0	-0.4%
Transfers to Other Funds	117,848	0	0	0	0.0%
Debt Service	0	150,002	279,588	0	86.4%
Other Charges	614,180	537,983	686,388	0	27.6%
Total Expenditures	\$11,101,569	\$11,195,336	\$11,513,710	\$0	2.8%
Funding Sources					
Environmental Services Fund	\$11,101,569	\$11,195,336	\$11,513,710	\$0	2.8%
Total Funding Sources	\$11,101,569	\$11,195,336	\$11,513,710	\$0	2.8%
Full-Time Equivalent Positions by Department					
Total Authorized FTEs	73.2	74.2	75.2	0.0	1.3%

BUDGET HIGHLIGHTS

- Personnel reflects the reclassification of twenty equipment operator II positions to equipment operator III, and the addition of one environmental services collector position which was offset by a reduction in funding for temporary services
- Personnel also includes \$61,047 for employee pay adjustments, \$55,178 for medical benefit rate adjustments and \$17,051 for retirement rate adjustments
- Operating includes \$2,099,430 for vehicle maintenance and fuel, and \$368,888 for rollout carts, \$29,069 for ten radios, and \$95,319 for projected claims and insurance costs
- Contract Services includes \$2,159,508 for contracted curbside recycling collection for an estimated 61,207 households, and \$30,708 for the West Fayetteville Garbage Outsourcing Pilot Project
- Capital includes \$1,255,000 for seven replacement vehicles
- Other Charges includes \$666,785 for an indirect cost allocation
- Non-program expenditures encompass those costs not directly associated with any one program and includes retiree benefits, indirect costs, insurance and claim settlements and debt service
- Intergovernmental revenues include \$5 per household per year from Cumberland County totaling \$306,035 and \$134,300 in state-shared solid waste disposal taxes

Fire & Emergency Management



Fire & Emergency Management

DEPARTMENT MISSION

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

Program: Community Risk Reduction

General Fund \$926,406 / 10.0 FTEs

Purpose Statement:

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

Highlights:

- Improved reaction and mitigation efforts following incidents of significant loss with four neighborhood canvas events.
- Installation of 580 smoke and carbon monoxide detectors within areas identified as high-risk
- The installation of two SafeAwake Hard-of Hearing smoke alarm devices.
- Increased the number of NC Certified Fire Inspectors in the Fire Prevention Division.
- Implemented the Community Paramedicine Partnership Program with Cape Fear Valley Medical Center and Methodist University.
- Confirmed two smoke alarm saves; both reported to the NC Office of the State Fire Marshal.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of fire incidents occurring in inspectable occupancies	55.00	47.00	42.00
# of fire inspections conducted	3,233.00	4,431.00	5,000.00
% of residents very satisfied or satisfied with enforcement of fire code	65.00%	61.00%	65.00%
Average # of inspections conducted per fire inspector	404.00	633.00	650.00

Fire & Emergency Management

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of incidents in which smoke detectors provided early notification	51.00	51.00	53.00
# of smoke detectors installed	461.00	580.00	550.00

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of cooking/kitchen related fires coded 111 and 113	196.00	201.00	150.00
# of Fire Department public education events	1,555.00	1,405.00	1,450.00
% of residents very satisfied or satisfied with City efforts to prevent fires	65.00%	62.00%	65.00%

Program: Emergency Management
General Fund \$128,617 / 1.0 FTEs

Purpose Statement:

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

Highlights:

- Participated in the update cycle (five years) of the hazard mitigation plan with regional partners in a new format that includes both Cumberland and Hoke Counties. The new process has produced the draft Cumberland-Hoke Regional Hazard Mitigation Plan and it maintains eligibility for federal assistance in a disaster.
- Continued annual COF Emergency Operations Plan updates for maintaining disaster readiness.
- A Local Emergency Planning Committee (LEPC) Showcase was held to continue building public and private partnerships for hazardous materials preparedness.
- Coordinated and participated in eight exercises to test capabilities and plans. Exercise scenarios included hurricane, aircraft, active shooter, communications, building collapse and winter storm emergencies. The most notable regional exercise was the Hazardous Materials Regional Response Team’s involvement in the first full scale hazmat fracking exercise held in Moore County.

Fire & Emergency Management

- The City experienced a winter storm and more than a week of extreme heat that were managed without EOC activations.
- Nineteen training courses were supported this year including the delivery of seven ICS classes, a FEMA Debris Management and Reimbursement Workshop, ICS refresher courses for those already trained, and WebEOC training/orientation.
- Four outreach sessions were completed including the October Citizens Academy.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
% of eligible employees trained on NIMS	100.00%	100.00%	100.00%

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
% of departmental plans reviewed and maintained	44.00%	64.00%	70.00%
% of the departmental emergency plans tested	88.00%	86.00%	89.00%

<i>Program: Emergency Response Services</i>
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<i>General Fund \$25,122,318 / 301.0 FTEs</i>

Purpose Statement:

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

Highlights:

- The department responded to 29,871 calls for service in 2015. This is a 1.58% increase from 2014.
- 19,698 of the responses were medical calls for service. Medical related incidents increased from the 2014 total by 0.89%.

Fire & Emergency Management

- 936 of the responses were fire related calls, of which 249 were structure fires. Fire related incidents decreased from 2014 total by 6.7%.
- At the 90th percentile, the total response time for the first due response unit to emergency incidents is 7minutes 42 seconds, a slight increase from 2014 (7:22).

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of building fire calls coded 111 where fire was confined to the room or origin	109.00	108.00	105.00
90th percentile total first response time for emergency calls	551.00 seconds	445.20 seconds	435.00 seconds
Average actual dollar loss/save ratio	92.00%	93.00%	93.50%

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of actual fires per 1,000 population	4.77	4.49	4.30
# of all Fire Department calls for service	29,404.00	29,871.00	30,000.00
# of fire inspections completed per 1,000 population	15.37	21.30	22.00
# of total Fire Department calls for service per 1,000 population	140.00	143.00	144.00
% of residents very satisfied or satisfied with the overall quality of fire protection and rescue services	86.00%	87.00%	88.00%

Program: Fire Administration, Planning and Research

General Fund \$1,144,962 / 10.0 FTEs

Purpose Statement:

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

Fire & Emergency Management

Highlights:

- The department submitted its final Annual Compliance Report (ACR) for this five year accreditation cycle (2011-2016). The statement of findings was approved by the Commission on Fire Accreditation International in September of 2015 .
- The Planning and Research Division (P&R) finalized accreditation-supporting documents for the March 2016 download to the Center for Public Safety Excellence SharePoint site.
- New Zetron alerting system was installed at each Fire Station in September 2015 providing improved communication functionality and allowing volume adjustments for a more cardiac friendly environment.
- Replacement of mobile computer terminals (MCT) for frontline response fleet included software for automatic vehicle location (AVL) abilities. This feature allowed for the incorporation of closest unit dispatching as of October 2015. Improvements in response times are realized during the evaluation phase of this process.
- Fire Station 16 came online on Cedar Creek Rd. Engine 16 occupied the facility in June of 2015 to provide response coverage for the Cedar Creek area.

City Goal:

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

Objective:

To maintain accreditation through the Commission on Fire Accreditation International (CFAI) and an Insurance Services Offices (ISO) Class 2 Rating.

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016</u> <u>Estimated</u>	<u>FY 2017</u> <u>Target</u>
% of core competencies meeting CPSE compliance performance measurements for re-accreditation	98.00%	100.00%	100.00%

Program: Fire Training and Development

General Fund \$287,769 / 3.0 FTEs

Purpose Statement:

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

Fire & Emergency Management

Highlights:

- The Fayetteville Fire/Emergency Management Department sets the following training standards:
 - 18 hours annually per member to be conducted at the department’s training facility
 - 192 hours of company level training annually per member (Driver Operator, Fire Subject, Haz-Mat, Evolutions, Rescue Training and Specialty Training)
 - 12 Hours of officer level training annually
 - 226 hours of new driver training for Driver Operator Certification
 - 680 hours of recruit training for new hires
- Career Development Plan revised to ensure the department maintains sufficient personnel qualified to provide specialty services (Haz-Mat or Rescue)
- 13 new firefighters graduated from the 17 week fire recruit academy and 13 recruits enrolled in second academy of the year
- Department hosted regional Active Shooter/Mass Violence Seminar with over 350 in attendance
- 14 firefighters graduated from the department’s Officer Development Program
- The Training Division partnered with FTCC, Cumberland County Schools and private industry to provide support for various programs.
- Total training hours increased by 14.6% department-wide in comparison to 2014.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
% of Fire personnel obtaining 240 hrs. of established training goal	60.00%	63.00%	80.00%

Fire & Emergency Management

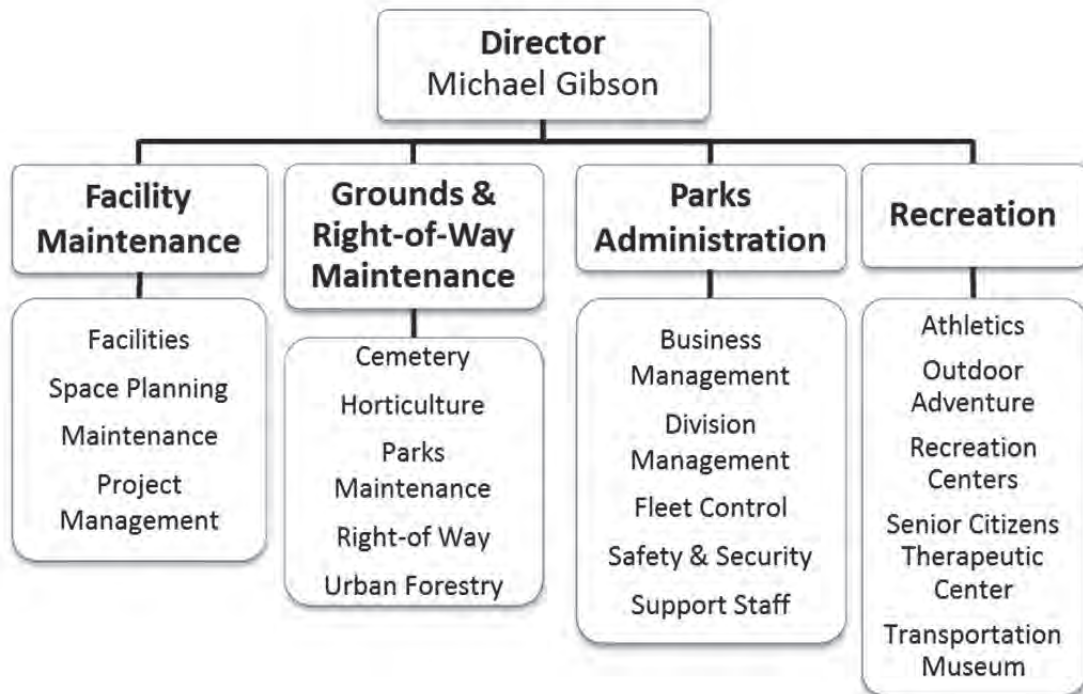
Expenditures by Program	2014-15 Actual	2015-16 Original Budget	2016-17 Recommended Budget	2016-17 Adopted Budget	% Change vs 2015-16 Original Budget
Community Risk Reduction	\$723,451	\$792,857	\$926,406	\$0	16.8%
Emergency Management	90,853	98,674	128,617	0	30.3%
Emergency Response Services	22,204,590	24,260,881	25,122,318	0	3.6%
Fire Administration, Planning and Research	980,157	1,142,339	1,144,962	0	0.2%
Fire Training and Development	291,838	346,953	287,769	0	-17.1%
Total Expenditures	\$24,290,889	\$26,641,704	\$27,610,072	\$0	3.6%
 Expenditures by Type					
Personnel Services	\$20,451,164	\$21,109,464	\$22,195,850	\$0	5.1%
Operating	2,429,096	4,020,191	2,685,777	0	-33.2%
Contract Services	715,487	742,355	767,275	0	3.4%
Capital Outlay	570,969	760,032	1,936,574	0	154.8%
Transfers to Other Funds	124,111	0	0	0	0.0%
Debt Service	0	0	0	0	0.0%
Other Charges	62	9,662	24,596	0	154.6%
Total Expenditures	\$24,290,889	\$26,641,704	\$27,610,072	\$0	3.6%
 Funding Sources					
General Fund					
General Fund Functional Revenues	\$867,719	\$966,272	\$933,030	\$0	-3.4%
Other General Fund Funding	23,423,170	25,675,432	26,677,042	0	3.9%
General Fund Subtotal	24,290,889	26,641,704	27,610,072	0	3.6%
Total Funding Sources	\$24,290,889	\$26,641,704	\$27,610,072	\$0	3.6%
 Full-Time Equivalent Positions by Department					
Total Authorized FTEs	325.0	325.0	325.0	0.0	0.0%

Fire & Emergency Management

BUDGET HIGHLIGHTS

- Personnel includes \$449,346 for employee pay adjustments, \$245,050 for medical benefit rate adjustments and \$94,867 for retirement rate adjustments
- Personnel also reflects the fiscal year 2016 reclassification of four fire inspectors to fire lieutenants and the implementation of the education incentive plan
- Operating reflects expenditures to operate 17 stations including temporary station 16 and hazardous materials response, and \$1,177,110 for vehicle maintenance and fuel
- Contract Services includes \$615,338 for payments to volunteer fire departments for contracted fire protection and \$136,307 for medical services
- Capital consists of \$1,936,574 for vehicles and equipment including \$981,000 for a ladder truck and \$624,000 for an engine truck
- The Capital Funding Plan also includes financing proceeds to construct a relocated replacement station for Fire Station 12
- Other Charges includes an indirect cost allocation of \$80,846 for HazMat operations, offset by a \$75,000 allocation of HazMat costs to the Stormwater Fund

Parks, Recreation & Maintenance



Parks, Recreation & Maintenance

DEPARTMENT MISSION

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

Program: Facility Management

General Fund \$2,448,247 / 18.0 FTEs

Purpose Statement:

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

Highlights:

- Renovation of the 3rd floor of City Hall will begin on February 1st. The bid for construction was awarded to Player, Inc. Completion is anticipated by late June.
- Renovations for Fire Station #16 have gone to pre-bid conference. Project bidding will be completed in February.
- Renewal of the HVAC system at College Lakes Recreation begins in January.
- The Fayetteville Police Department parking structure roof repair project was completed in January.
- The Fayetteville Police Department's Forensic Project is now in the conceptual design stage. This project will include renovating a portion of the existing administrative facility to better serve evidence collection and analyzation.
- Parks and Maintenance is finalizing an agreement with the U.S. Army for maintenance crews to assume full responsibility for both facility and grounds maintenance at the Airborne and Special Operations Museum.
- Design for the construction of a new Aquatics Facility at College Lakes Recreation Center has been finalized and ground work has begun for site preparation. The facility is estimated to open to the public in Summer 2017. The project has expanded to include changes to the traffic pattern (additional turn lanes) on Rosehill Road to accommodate access.

City Goal:

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

Objective:

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

Parks, Recreation & Maintenance

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016</u> <u>Estimated</u>	<u>FY 2017</u> <u>Target</u>
# of facilities receiving monthly maintenance service	104.00	104.00	104.00
# of work orders	2,833.00	1,608.00	1,500.00
% of work orders closed within one month	76.00%	77.00%	78.00%
Average # of work orders per month	236.00	131.00	125.00

<p><i>Program: Grounds and Right-of-Way Maintenance</i></p>
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<p><i>General Fund \$7,579,314 / 72.0 FTEs</i></p>
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Purpose Statement:

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

Highlights:

- The construction phase has begun on Linden Park, approximately 38 acres of land secured in northern Cumberland County for the addition of a town park. To date, land has been cleared
- Conceptual design phase for the city gateway entrances has been completed and will be presented to City Council for approval.
- A ribbon cutting ceremony was held in July to commemorate the completion of Phase 3b of the Linear Park trail. This phase connected the previously existing trail from Cool Spring Street to the newest portion of the trail, passing beneath the Grove Street Bridge. The opening of this portion of the trail completes the downtown portion of the project.
- Construction for the second phase of the Blounts Creek Trail has begun. This phase extends the existing trail from Campbell Avenue to Russell Street.
- Part II of Phase II of the Cape Fear River Trail is now under construction. Part II of this project extends the trail from Hoffer Drive to the Cape Fear Botanical Garden. Bridges and boardwalks are now in place and paving will commence as weather permits.

City Goal:

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

Objective:

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

Parks, Recreation & Maintenance

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of parks	63.00	64.00	64.00
Average # of park site visits per month	3.00	4.00	4.00

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
% of recreation centers achieving Level 1 standard	95.00%	95.00%	95.00%
% of residents very satisfied or satisfied with the overall quality and condition of City parks and recreation facilities	66.00%	77.00%	77.00%
Average # of athletic field site visits per month	5.00	5.00	5.00

Objective:

To efficiently provide a high level of maintenance services to recreation centers and athletic fields to ensure a Level 1 standard.

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
Average # of recreation site visits per month	4.00	4.00	4.00
Litter Index Rating	1.79	1.77	1.77

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of miles of right-of-way curb maintained	873.00	873.00	873.00
# of right-of-way visits	24.00	24.00	24.00

Parks, Recreation & Maintenance

Program: Parks Administration

<i>General Fund \$5,028,227 / 17.0 FTEs</i>

Purpose Statement:

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

Highlights:

- Cooperative efforts have begun between Parks and Recreation and the Greater Fayetteville Parent Teacher Organization to streamline efforts and better meet the needs of the school-aged community.
- Non-Resident Fees were incorporated into the Fee Schedule in October. These fees provide opportunities for participation in parks and recreation programming to Non-Residents. Non-Resident Fees were also implemented for facility use (rentals) of buildings, parks and picnic shelter.
- Credit card machines were successfully integrated into the registration and reservation processes for all Parks and Recreation facilities.
- A Parks Capital Program was developed utilizing the 2006 Master Plan in an effort to address inefficiencies in City facilities.

City Goal:

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

Objective:

To efficiently and effectively process office administrative tasks in sales.

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of community garden plots sold	89.00	78.00	80.00
# of park facilities rentals	300.00	293.00	300.00
% of community garden plots sold	95.00%	83.00%	87.00%
Land acres of all municipal parks per 10,000 population	43.82	3.45	3.45
Miles of trails per 10,000 population	0.43	3.45	3.45

Parks, Recreation & Maintenance

Program: Recreation

General Fund \$5,369,124 / 55.0 FTEs

Purpose Statement:

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

Highlights:

- Operation of the new Outdoor Family Aquatics Center at Westover Recreation Center began in August. The facility houses both an 8-lane competitive lap pool and a recreational swim pool. This facility was also host to the City of Fayetteville's inaugural Swim League Program and developmental camps.
- A partnership with Major League Baseball in the Revitalizing Baseball in Inner Cities program afforded FCPR the opportunity to invest \$11,000 in grant funding to expand current baseball/softball program offerings to reach children previously unable to participate. This program provided youth, aged 13 to 14 years, with the opportunity for competitive play. The program also provided players with team uniforms, additional equipment and the opportunity to travel to Atlanta, Georgia overnight for the experience of an Atlanta Braves game.
- A cooperative effort with the Fayetteville Police Department introduced the Police Activity League programs to the Massey Hill Recreation Center community. These programs provide additional programming to community members as well as create a safe community atmosphere with increased police presence and collaboration within the community. Programming is currently geared toward athletic endeavors with additional areas of interest to follow.
- The Spivey Recreation Center has become home to a Computer Lab for community use. This is made possible through a partnership with the Fayetteville Police Department in order to enhance facility offerings for children in low-income areas. The lab consists of new computers and work desks. The intended use for the lab is for Adult GED Classes, Walker-Spivey Elementary use (to combat the loss of the schools current computer lab due the addition of a Pre-K program) and the FCPR Afterschool Program.
- Michael Wright, a Major League Baseball Player for the Baltimore Orioles visited Fayetteville in November. Wright spent time at Arnette Park with a group of 25-30 young athletes in Parks & Recreation programming. Wright graciously pitched to willing players who enjoyed the rare opportunity to face-off against a Major League pitcher.

Parks, Recreation & Maintenance

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of athletic participants	10,700.00	11,235.00	11,797.00
# of athletic programs offered	698.00	733.00	750.00
Average # of registrations per athletic program	15.00	12.00	13.00
Average cost per athletic participant	\$21.00	\$22.00	\$22.00

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of Athletic fields per 10,000 population	3.45	3.45	3.45
# of recreation centers	18.00	18.00	18.00
# of recreation participants registered	18,366.00	20,082.00	21,086.00
# of recreation programs offered	1,512.00	1,337.00	1,403.00
% of residents very satisfied or satisfied with the availability of swimming pools	29.00%	43.00%	43.00%
% of residents very satisfied or satisfied with the overall quality of Parks and Recreation facilities and programs	61.00%	69.00%	69.00%
Average # of registrations per recreation program	12.00	14.00	16.00
Recreation Centers per 10,000 population	0.55	3.45	3.45
Swimming pools per 10,000 population	0.06	0.06	0.09

Parks, Recreation & Maintenance

Expenditures by Program	2014-15 <u>Actual</u>	2015-16 <u>Original Budget</u>	2016-17 <u>Recommended Budget</u>	2016-17 <u>Adopted Budget</u>	% Change vs 2015-16
					<u>Original Budget</u>
Facility Management	\$3,164,995	\$4,113,503	\$2,448,247	\$0	-40.5%
Grounds and Right-of-Way Maintenance	8,113,276	7,702,717	7,579,314	0	-1.6%
Non-Program Expenditures	15,457	20,968	422,735	0	1,916.1%
Parks Administration	2,299,452	2,638,402	5,028,227	0	90.6%
Recreation	5,021,301	5,230,602	5,369,124	0	2.6%
Total Expenditures	\$18,614,481	\$19,706,192	\$20,847,647	\$0	5.8%

Expenditures by Type

Personnel Services	\$9,355,654	\$9,960,340	\$10,227,339	\$0	2.7%
Operating	4,333,954	4,785,174	4,740,971	0	-0.9%
Contract Services	857,035	1,091,651	1,134,356	0	3.9%
Capital Outlay	426,827	1,280,500	1,370,500	0	7.0%
Transfers to Other Funds	3,399,594	2,262,218	2,680,225	0	18.5%
Debt Service	0	0	0	0	0.0%
Other Charges	241,417	326,309	694,256	0	112.8%
Total Expenditures	\$18,614,481	\$19,706,192	\$20,847,647	\$0	5.8%

Funding Sources

General Fund

General Fund Functional Revenues	\$5,356,857	\$4,086,447	\$5,713,256	\$0	39.8%
Other General Fund Funding	13,257,624	15,619,745	15,134,391	0	-3.1%
General Fund Subtotal	18,614,481	19,706,192	20,847,647	0	5.8%
Total Funding Sources	\$18,614,481	\$19,706,192	\$20,847,647	\$0	5.8%

Full-Time Equivalent Positions by Department

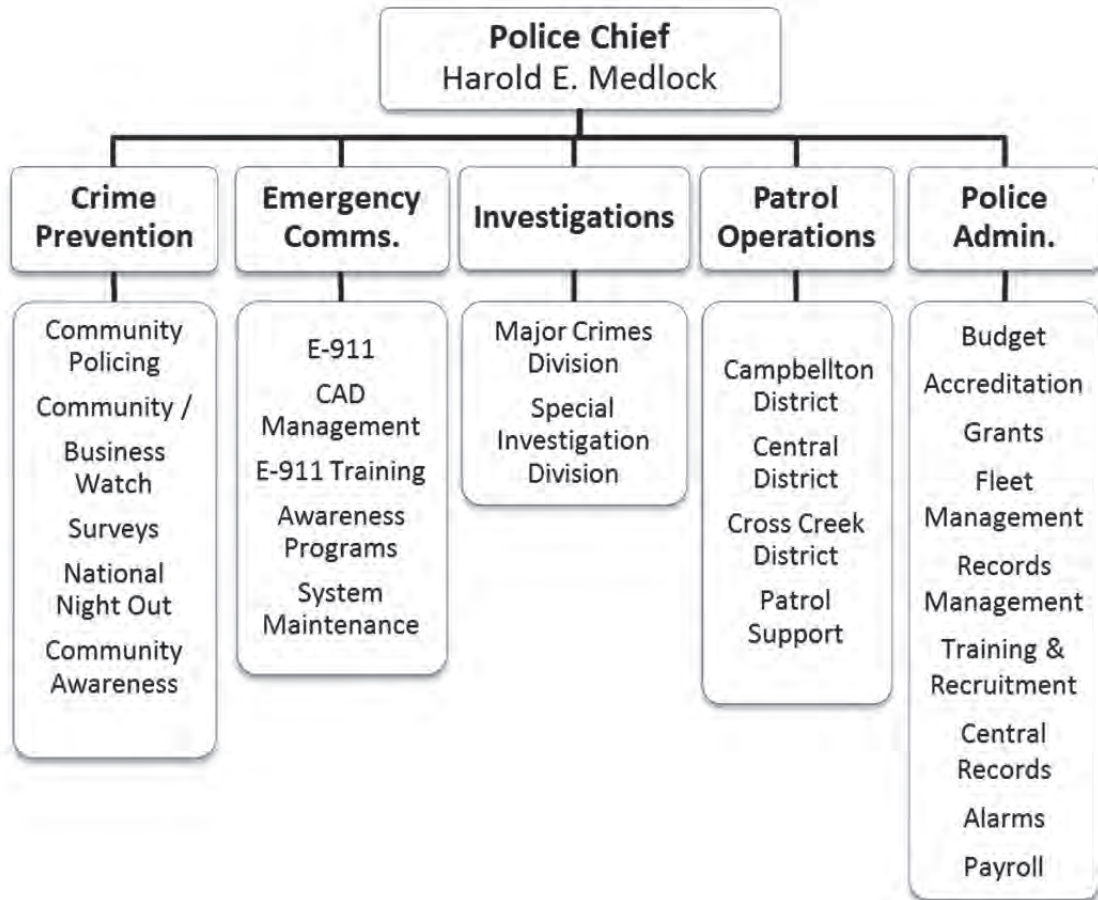
Total Authorized FTEs	162.0	162.0	162.0	0.0	0.0%
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Parks, Recreation & Maintenance

BUDGET HIGHLIGHTS

- Personnel includes \$159,258 for employee pay adjustments, \$121,107 for medical benefit rate adjustments and \$39,750 for retirement rate adjustments
- Operating costs include \$1,359,422 for utilities, \$1,272,150 for vehicle fuel and maintenance, and \$1,007,952 for supplies, including uniform and food expenditures
- Contract Services includes \$238,000 for recreation program instructor services, \$220,000 for sports officiating, \$206,000 for pool operations contracts with the YMCA for the Chalmers, Westover and College Lakes pools, \$125,000 for alarm monitoring, \$36,500 for commercial garbage collection, \$21,500 for summer camp excursions, \$20,400 for portable toilets, \$20,000 for county landfill fees and \$17,200 for background checks
- Capital includes \$970,000 for CIP projects including \$500,000 for the Murchison Road - I-295 Interchange Improvement, \$200,000 for Gateway Improvements, \$150,000 for the Amtrak Station Canopy Repairs, \$120,000 for the Apparatus Floor Replacement at Fire Station 7, \$183,500 for vehicle and equipment replacements, \$32,000 for a new ride-on sprayer, \$30,000 for a shed at Lamon Street, and \$155,000 for a variety of small improvement projects including \$30,000 for parking lot LED light replacements, \$45,000 for resurfacing the Tokay tennis courts, \$20,000 for fence replacement at Glen Reilly Park, \$30,000 for light control links for Reid Ross track/field and \$30,000 for a picnic shelter at Brayboy Park
- Transfers to Other Funds reflects \$330,000 for CIP projects including \$200,000 for roof replacements, \$75,000 for HVAC replacements and \$55,000 for Mazarick Park Play Area/Rail improvements, and a placeholder of \$2,350,225 for Parks and Recreation bond projects to be determined by City Council which equates to projected funds available from the 1.35 cent tax rate increase and the use of \$494,000 of fund balance dedicated for senior recreation
- Other Charges includes \$56,250 in funding for the Arts Council, \$48,000 for Friends of the Park and \$75,000 for the Airborne and Special Operations Museum, an indirect cost allocation to the county recreation district of \$60,000, \$50,000 in projected expenditures contingent upon receipt of donations and \$402,808 to balance projected expenditures for the County district to projected County district revenues of \$4,356,966
- Non-program expenditures consist of \$19,927 for retiree benefits for former district employees, and the \$402,808 to balance district revenues and expenditures
- General Fund Functional Revenues include participant fees and rental fees for parks and recreation centers, and recreation tax proceeds from the County and Eastover

Police



DEPARTMENT MISSION

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

Program: Crime Prevention

General Fund \$420,194 / 6.0 FTEs

Purpose Statement:

Crime Prevention coordinates crime prevention activities in the community.

Highlights:

- Crime Prevention Specialists facilitated the 1st Annual Security & Emergency Planning for Faith Based Organizations Training Seminar, featuring Chief Medlock as the Guest Speaker. 849 local area churches were invited to attend
- The Crime Prevention Unit in partnership with the Cumberland County Regional Library System hosted the 1st Annual “Ex-Offender Job & Resource Fair”. The focus was to provide ex-offenders with the opportunity to connect with employers and other community agencies that provide referrals and resources, to enhance employment opportunities
- A city-wide campaign to educate communities to secure personal property was undertaken through the launch of “Lock It or Lose It”, involving the creation of postcards bearing the slogan and distribution via community watch meetings, sector events and directed patrol efforts
- The Crime Prevention Unit hosted community events aimed at building positive relationships between the police department and community members. These events included “Family Fun Day”, “Bonnie Doone Summerfest”, “Military Appreciation Day”, “Fall Family Fun Festival”, “2nd Annual Cops and Kids Bowling” and “Morganton Road Elementary Family Skate Night”

City Goal:

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

Objective:

To increase level of community awareness through education.

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of security assessments and safety briefings completed per crime prevention specialist	24.00	18.00	20.00
# of security assessments and safety briefings conducted	146.00	106.00	120.00
% of residents very satisfied or satisfied with Police efforts to prevent crime	54.00%	95.00%	95.00%

Police

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of active business watch groups	29.00	25.00	30.00
# of active residential community watch groups	130.00	155.00	160.00

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of schools participating in youth crime prevention programs	37.00	6.00	10.00

Program: Emergency Communications
General Fund \$4,029,934 / 64.8 FTEs
Emergency Telephone System Fund \$1,090,397 / 0.2 FTEs

Purpose Statement:

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

Highlights:

- The 911 Communications Center upgraded the 800 MHz system. The City will be using Durham's P25 core infrastructure to upgrade the system to P25 digital interoperable and build out to provide city wide coverage 95% on a portable radio worn at the hip without purchasing the core infrastructure. Upgrading this system allows officers, firefighters, buses, and other users to experience better coverage throughout the City. This upgrade also allows the City to maintain interoperability with state and local public safety.
- The E911 phone system was upgraded to a Hosted Solution, meaning the hardware is now housed and monitored 24/7 by technicians in Colorado and Florida. With this upgrade the City can now accept texts to 9-1-1.
- Communications achieved a 93.34% ECaTS average, up 4.69% from 2014 and a 97% Quality Assurance average.

- Communications went through reorganization in which job titles were changed from Public Safety Call Taker and Public Safety Dispatcher to Telecommunicator I and Telecommunicator II. Telecommunicator I's will be able answer calls as well as dispatch Fire. Telecommunicator II's will be able to answer calls and dispatch both Fire and Police. A step pay plan was implemented with this reorganization to help reduce turnover.
- Communications has started the process of co-location with Cumberland County Communications. A needs assessment and feasibility study has been completed and we are now looking at land options.
- Communications will complete and implement a plan for the Back-Up 9-1-1 Center. The back-up center will be housed at Fire Station 19 off Andrews Rd.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of priority 1 calls for service (Police Department)	39,461.00	57,950.00	60,000.00
% of residents very satisfied or satisfied with how quickly police respond to emergencies	53.50%	95.00%	95.00%
Average police response time for priority 1 calls	482.00 seconds	977.69 seconds	960.00 seconds

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of calls answered per E 911 telecommunicator per year	6,680.00	6,052.00	6,133.00
# of total 911 calls received per year	268,272.00	272,350.00	276,000.00
Average time from CAD entry to dispatch for priority one calls	458.00 seconds	459.74 seconds	460.00 seconds
Calls dispatched per sworn officer	189.70	278.61	300.00

Police

Program: Investigations

General Fund \$11,966,920 / 126.0 FTEs

Purpose Statement:

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

Highlights:

- In FY15 the National Integrated Ballistic Information Network (NIBIN) system was implemented by the Forensic Unit and will continue to assist the Investigative Bureau in solving cases.
- Homicides were decreased by 15%.
- Property crimes were down by 7.4% percent.
- Burglary decreased significantly by 14.50%.
- Larceny increased by 3.40%.
- Motor vehicle theft decreased by 28.60% percent.
- Overall, the FPD saw a 5.40% decrease in Part I Crimes.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016</u> <u>Estimated</u>	<u>FY 2017</u> <u>Target</u>
Property Crime Clearance Rate	27.00%	32.10%	37.00%

Objective:

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

Police

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016</u> <u>Estimated</u>	<u>FY 2017</u> <u>Target</u>
# of agg. Assaults (violent crime)	478.00	431.00	409.00
# of arsons (property crime)	49.00	50.00	45.00
# of burglaries (property crime)	2,510.00	2,145.00	2,037.00
# of larcenies (property crime)	7,428.00	7,178.00	6,819.00
# of motor vehicle thefts (property crime)	588.00	419.00	399.00
# of murders (violent crime)	20.00	17.00	16.00
# of rapes (violent crime)	72.00	66.00	63.00
# of robberies (violent crime)	470.00	390.00	370.00
Part 1 Crimes per 1,000 population	54.95	51.97	51.90
Violent Crime Clearance Rate	51.00%	54.20%	58.00%

Program: Patrol Operations

General Fund \$26,929,839 / 322.0 FTEs

Purpose Statement:

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

Highlights:

- High numbers of traffic stops demonstrate the Fayetteville Police Department's commitment to traffic safety in our community and emphasize the proactive approach to addressing the issue of speeding and reckless driving in the City.
- The expansion of the Closed Circuit Camera Program (CCCP), has improved efforts of patrol and investigations to reduce violence, solved cases, and reduced the fear of violence throughout the City.
- FPD had a 10.5% decrease in number of traffic crashes.
- In 2015, the FPD conducted 57,528 traffic stop, which increased from 2014, by over 20,000.
- The department also expanded the Electronic Monitoring Unit.

Police

- The lifesaving application of Naloxone was implemented.
- Over 300 body worn cameras were deployed.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of moving violations	16,103.00	16,613.00	16,000.00
# of non-moving violations	11,439.00	5,688.00	5,600.00
# of traffic collisions resulting in 1 or more deaths	19.00	17.00	16.00
# of traffic crashes	9,342.00	10,048.00	9,545.00
% of residents very satisfied or satisfied with enforcement of local traffic laws	49.70%	49.70%	49.70%
% reduction in number of traffic crashes	67.00%	(7.40%)	5.00%

Objective:

To reduce property crime by at least 5% annually.

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of total property crimes	10,705.00	9,742.00	9,500.00
% of residents very satisfied or satisfied with the frequency that police officers patrol their neighborhoods	40.60%	40.60%	40.60%

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of total violent crimes	1,040.00	1,198.00	1,138.00
% reduction in Part 1 Crime	11.00%	5.40%	10.00%

Program: Police Administration

General Fund \$8,048,280 / 88.5 FTEs

Purpose Statement:

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

Highlights:

- Evidence section was tasked with completing a 100% inventory of all Sexual Assault Kits which was completed during this fiscal year.
- Evidence and Supply updated some of the officers' equipment to better serve them, which include handcuffs, mic holders, gun lights, shirts, badges and belt system. The department also purchased and maintained riot gear for the newly established Civil Emergency Unit. Supply also began maintaining and issuing Naloxone Injectors and tourniquets to new officers.
- FPD increased the fleet by purchasing a Police Command Vehicle. The 20-foot Command Vehicle was built by Matthews Specialty Vehicles in Greensboro, NC. The unit is a self-contained unit for rapid deployment to any crisis or natural disaster to establish an on-scene Command Center. The unit is a great example of Community Policing in an urban environment. The Command Vehicle has six individual work stations with data ports, two televisions, Satellite TV antenna, DVD player, and a Cummins Onan Power Generator for long term operations.
- Police Parking Garage had the roof repaired due to severe leaking and damaged metal. The roofing company removed all damaged material. The new material insulated and sealed the roof from any future leaking. The underside of the garage roof was cleaned and painted as another layer of protection to reduce further issues.
- FPD will undergo a few small renovations on the first floor. The front lobby will be expanded to accommodate a higher volume of citizen traffic. This expansion will have a more welcoming look and more room to better assist the citizens. The second part of the renovation will be the certified self-contained Forensic Lab within the Police Department. There will be ballistic analysis, latent print examination, wet lab, and a dry lab.
- The Fayetteville Police Department will outfit officers with body cameras. "FPD Glass Door Initiative" will only enhance our efforts to improve public safety, reduce use of force incidents and officer related complaints, while also aiding in the prosecution of offenders by having multimedia evidence available to assist in lowering the crime within our community.
- FPD purchased and deployed 300 HP Revolve laptops as replacements for our patrol offices. The Revolves utilize AVL to dispatch the closest unit to an incident.

Police

- FPD plans to purchase and deploy 50 city-wide surveillance cameras. This expansion will include Yadkin Road corridor, Murchison Road, and some locations on Raeford Road & Ramsey St.
- The Police Activity League was formed to provide programs and activities for youth in the community. PAL partners Law Enforcement volunteer coaches and mentors with youth participants to help build rapport and provide a positive stable influence in the children's lives. PAL currently partners with Fayetteville Cumberland Parks and Recreation and the Cal Ripken Sr. Foundation on several athletic programs. PAL also partners with several private organizations to assist with Mentoring and other activities. The first annual PAL banquet was held in December 2015.
- A Police Records Manager position was created and filled in August of 2015 to oversee the Central Records operations and its personnel.
- The Central Records unit extended its operational hours offering an additional two hours daily during the weekdays and four hours on Saturdays of service to afford added convenience to our citizens.
- To assist with Officers having more time to patrol and reduce the time spent taking calls, the Central Records Unit took on additional reporting to provide better service to our community.
- Central Records personnel created and implemented an Electronic Filing Policy that was approved by the Department of NC Natural and Cultural Resources. The policy will assist in eliminating excessive paperwork and move in the direction of electronic records throughout the Fayetteville Police Department. An Archive team has been put in place to assist with maintaining and the retention of records as set forth in the policy.

City Goal:

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

Objective:

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

Police

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016</u> <u>Estimated</u>	<u>FY 2017</u> <u>Target</u>
% of Basic Law Enforcement Training graduates still employed after 24 months	95.00%	96.00%	96.00%
% of residents very satisfied or satisfied with the overall police relationship with the community	62.00%	95.00%	95.00%
% of residents very satisfied or satisfied with the overall quality of police protection	67.00%	95.00%	95.00%
Ratio of Sworn Police Officers Filled/ Budgeted	99.00%	97.00%	99.00%
Sworn officer vacancy rate	8.40%	3.10%	2.00%
Sworn Police Officers per 10,000 population	19.80	19.96	20.00
Turnover rate for sworn officers	7.64%	3.78%	2.00%

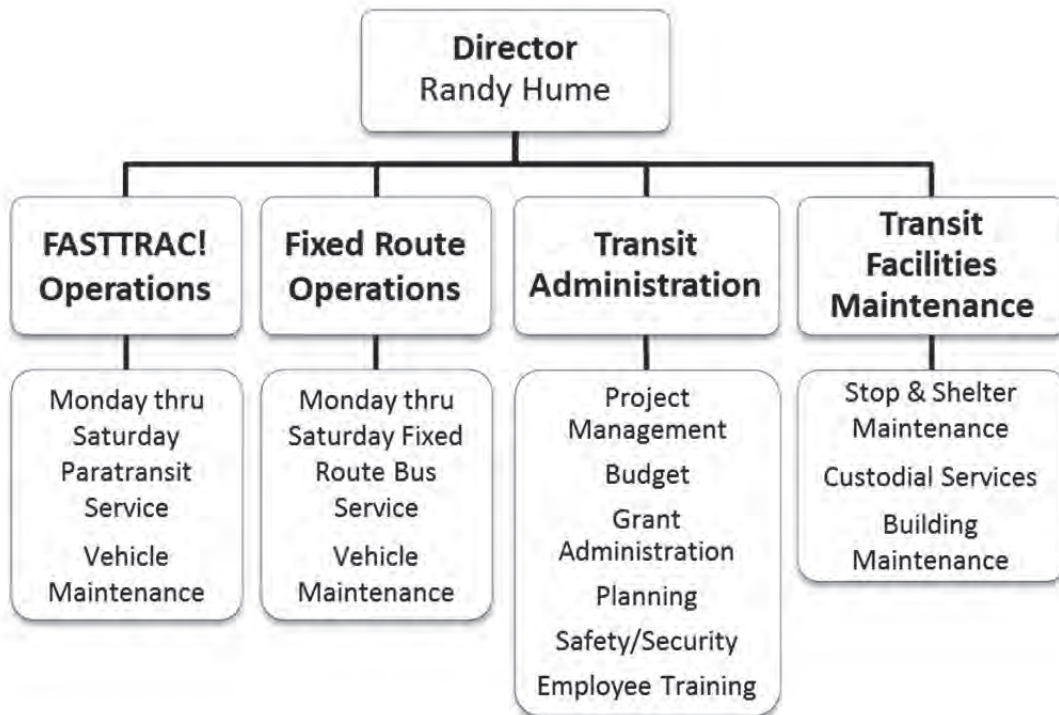
Police

	2014-15	2015-16	2016-17	2016-17	% Change
Expenditures by Program	<u>Actual</u>	<u>Original Budget</u>	<u>Recommended Budget</u>	<u>Adopted Budget</u>	<u>vs 2015-16 Original Budget</u>
Crime Prevention	\$408,761	\$433,607	\$420,194	\$0	-3.1%
Emergency Communications	4,642,905	4,797,692	5,120,331	0	6.7%
Investigations	11,112,991	12,006,967	11,966,920	0	-0.3%
Patrol Operations	23,624,335	25,302,002	26,929,839	0	6.4%
Police Administration	9,378,889	8,674,767	8,048,280	0	-7.2%
Total Expenditures	\$49,167,881	\$51,215,035	\$52,485,564	\$0	2.5%
Expenditures by Type					
Personnel Services	\$38,973,425	\$41,373,274	\$42,374,079	\$0	2.4%
Operating	7,043,383	7,437,565	7,502,434	0	0.9%
Contract Services	651,428	850,997	857,185	0	0.7%
Capital Outlay	2,016,922	1,299,223	1,490,223	0	14.7%
Transfers to Other Funds	306,457	70,475	61,569	0	-12.6%
Debt Service	97,371	97,371	97,371	0	0.0%
Other Charges	78,895	86,130	102,703	0	19.2%
Total Expenditures	\$49,167,881	\$51,215,035	\$52,485,564	\$0	2.5%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$1,478,448	\$1,843,998	\$1,879,345	\$0	1.9%
Other General Fund Funding	46,435,663	48,342,995	49,515,822	0	2.4%
General Fund Subtotal	47,914,111	50,186,993	51,395,167	0	2.4%
Emergency Telephone System Fund	1,253,770	1,028,042	1,090,397	0	6.1%
Total Funding Sources	\$49,167,881	\$51,215,035	\$52,485,564	\$0	2.5%
Full-Time Equivalent Positions by Department					
Total Authorized FTEs	593.7	604.5	607.5	0.0	0.5%

BUDGET HIGHLIGHTS

- Personnel reflects the reclassification of one police records supervisor position to police records manager, and the addition of two police records clerks and one office assistant funded through a reduction of temporary services during fiscal year 2016
- Three positions are appropriated in the Special Revenue Fund and are not included in the department FTE count
- Personnel also includes \$822,055 for employee pay adjustments, \$456,171 for medical benefit rate adjustments and \$242,372 for retirement rate adjustments
- Operating includes \$2,687,880 for vehicle maintenance and fuel; \$1,526,016 for various maintenance, licensing and repair expenditures, including \$215,000 for the maintenance to the new Central District office leased building; \$1,139,123 for general supplies, uniforms and ammunition; and \$686,490 for rent charges for facilities, equipment, tower space, and 800 MHz system hosting by the City of Durham
- Contract Services includes \$220,000 for forensic testing, \$71,360 for location monitoring bracelets, \$55,973 for transcription services, \$32,500 for camera installation, and \$25,000 for services provided by the Child Advocacy Center and \$163,289 for street naming and addressing services provided by Cumberland County
- Capital includes \$1,470,000 for 39 replacement vehicles, and \$20,223 for other equipment
- Transfers to Other Funds includes \$61,569 for local matches for Federal and State Grants
- Debt Service includes \$97,371 for the E911 share of debt repayment for the 800 MHz system upgrade
- Other Charges includes \$100,000 for confidential/evidence funds, and a cost redistribution of \$61,398 to PWC for shared operating costs for the 800 MHz radio system

Transit



DEPARTMENT MISSION

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

Program: FASTTRAC! Operations

Transit Fund \$1,572,780 / 20.5 FTEs

Purpose Statement:

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

Highlights:

- Staff has completed an update to the Paratransit Plan, which has not been updated since it was originally written in 1991 with positions having been updated to better reflect the work being done in this area
- Transit now has a Paratransit Operations Manager, a Senior Transit Dispatcher and eight Transit Dispatchers with full staffing expected by fiscal year end
- FASTTRAC! successfully completed an ADA Compliance review in October 2015

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of FASTTRAC! calls received	26,278.00	34,500.00	34,000.00
# of no shows	2,426.00	2,400.00	2,200.00
# of trip denials	4.00	1.00	1.00
Paratransit average wait time per call	12.00 seconds	65.00 seconds	30.00 seconds

Objective:

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

Transit

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of FASTTRAC! passengers	60,639.00	60,700.00	61,000.00
# of FASTTRAC! revenue hours	29,273.31	28,500.00	29,000.00
Average FASTtrac! passengers per revenue hour	2.07	2.15	2.25
Average weekday FASTTRAC! ridership	221.00	220.00	225.00

Program: Fixed Route Operations

Transit Fund \$5,344,221 / 70.5 FTEs

Purpose Statement:

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

Highlights:

- Added a new route (Route 32) via contract with Hoke County HATS to serve the new VA Health Care Center on west Raeford Road
- FAST partnered with Streetlevel Media to begin advertising on all revenue service vehicles
- The TransLoc Rider app launched in February which will give customers the ability to see the location of a bus in real-time via their smartphone and will allow riders to text their exact stop location for arrival predictions
- Construction continues on the FAST Center, with a grand opening expected for late Fall 2016

City Goal:

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

Objective:

To increase average daily ridership by 5%.

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of passengers (Fixed Route)	1,561,817.00	1,597,000.00	1,600,000.00
# of revenue hours (Fixed Route)	85,947.89	89,100.00	95,000.00
% of farebox recovery (total passenger fare revenue/by total operating cost)	18.57%	18.50%	18.50%
Average weekday fixed route ridership	5,525.00	5,565.00	5,660.00

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
% of routes which operate within zero to five minutes of published schedules at least 75% of the time	72.00%	70.00%	75.00%

Program: Transit Administration

Transit Fund \$1,299,728 / 9.0 FTEs

Purpose Statement:

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

Highlights:

- FAST partnered with FTCC to provide beginner Spanish classes for 11 employees
- The civil rights program analyst has developed a "FAST Forward" program to help employees develop the skills needed to advance within the department and the City
- Transit has increased public outreach efforts through public meetings and educational events
- FAST has increased marketing efforts through the development of new informational brochures and maps, increased advertising efforts using local media, and regular website updates
- A Transit Planner position was added in fiscal year 2016 to focus on GIS efforts in the department and has been instrumental in the development of new routes and changes to existing routes related to the relocation of the transfer center
- The planner and a transit apprentice have also been working to update an inventory of bus stops to include photos and identification of shelters, benches, trash cans, solar lights, ADA accessible sidewalks, and other amenities to update a clickable website map

City Goal:

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

Objective:

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

Transit

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
% of residents very satisfied or satisfied with the availability of the public transportation system, the Fayetteville Area System of Transit	43.00%	43.00%	43.00%
% of residents very satisfied or satisfied with the overall quality of the public transportation system, the Fayetteville Area System of Transit	38.00%	38.00%	38.00%

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
% of ADA accessible bus stops	38.00%	38.00%	40.00%
% of bus stops with a shelter	11.50%	13.00%	14.00%

Objective:

To reduce or maintain preventable vehicle accidents and passenger incidents.

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of passenger incidents per 100,000 miles	2.84	3.50	3.00
# of vehicular accidents per 100,000 miles	2.13	2.00	1.00

Program: Transit Facilities Maintenance

Transit Fund \$388,765 / 19.5 FTEs

Purpose Statement:

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

Highlights:

- FAST continues to install new bus shelters and ADA accessible bus stops and walkways to make it easier for customers to use our system
- FAST will update the landscaping in the front of the Grove Street office in spring 2016

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of calls for service to bus shelters/stops	18.00	10.00	10.00

Transit

Expenditures by Program	2014-15	2015-16	2016-17	2016-17	% Change
	<u>Actual</u>	<u>Original Budget</u>	<u>Recommended Budget</u>	<u>Adopted Budget</u>	<u>vs 2015-16 Original Budget</u>
FASTTRAC! Operations	\$1,553,191	\$1,696,035	\$1,572,780	\$0	-7.3%
Fixed Route Operations	4,597,827	4,878,229	5,344,221	0	9.6%
Non-Program Expenditures	70,282	136,472	144,027	0	5.5%
Transit Administration	1,493,852	1,278,292	1,299,728	0	1.7%
Transit Facilities Maintenance	227,201	246,579	388,765	0	57.7%
Total Expenditures	\$7,942,353	\$8,235,607	\$8,749,521	\$0	6.2%

Expenditures by Type

Personnel Services	\$5,161,429	\$5,734,943	\$6,071,845	\$0	5.9%
Operating	1,524,243	1,623,766	1,564,165	0	-3.7%
Contract Services	169,026	138,126	304,953	0	120.8%
Capital Outlay	28,255	8,350	34,800	0	316.8%
Transfers to Other Funds	456,399	233,733	253,350	0	8.4%
Debt Service	19,260	0	0	0	0.0%
Other Charges	583,741	496,689	520,408	0	4.8%
Total Expenditures	\$7,942,353	\$8,235,607	\$8,749,521	\$0	6.2%

Funding Sources

Transit Fund	\$7,942,353	\$8,235,607	\$8,749,521	\$0	6.2%
Total Funding Sources	\$7,942,353	\$8,235,607	\$8,749,521	\$0	6.2%

Full-Time Equivalent Positions by Department

Total Authorized FTEs	104.5	114.5	119.5	0.0	4.4%
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BUDGET HIGHLIGHTS

- Personnel reflects the addition of three maintenance worker positions to support the new multimodal center and two bus operators being added to enhance route 7 service
- Personnel also includes \$94,302 for employee pay adjustments, \$84,535 for medical benefit rate adjustments and \$23,921 for retirement rate adjustments
- Operating includes \$487,965 for vehicle parts and contracted maintenance, and \$565,329 for fuel costs
- Contract Services includes \$28,000 for bus shelter maintenance services to be performed by the Parks, Recreation and Maintenance Department, \$168,400 for contracted security services, \$33,800 for 18 weeks of contracted shuttle service provided by Hoke County, \$17,300 for system map and talking bus updates for route adjustments, and \$13,200 for collection of vehicle license taxes by the NCDMV
- Transfers to Other Funds includes \$253,350 for required local match funds for capital and planning grants
- Other Charges includes \$639,700 for indirect cost allocations, \$100,000 for pass through grant funding to Hoke County, offset by a \$232,689 cost redistribution to the planning grant
- Non-program expenditures consist of \$44,027 for retiree benefits and \$100,000 for the Hoke County pass through grant funding
- Revenue for fiscal year 2017 includes \$129,108 in reimbursements from Greyhound for an allocated share of multimodal center operating costs, including security, utilities, supplies and maintenance

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FY 2017

Annual Budget

Recommended



City of
Fayetteville
North Carolina

Section G

Support Services &

Administration Portfolio

Support Services & Administration

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Support Services & Administration

	2014-15	2015-16	2016-17	2016-17	% Change
Expenditures by Department	Actual	Original Budget	Recommended Budget	Adopted Budget	vs 2015-16 Original Budget
Budget & Evaluation	\$317,051	\$437,163	\$462,667	\$0	5.8%
City Attorney's Office	1,682,467	1,540,731	1,562,081	0	1.4%
City Manager's Office	1,908,451	2,044,097	2,063,665	0	1.0%
Corporate Communications	582,035	746,701	812,439	0	8.8%
Finance	5,488,073	5,935,299	6,040,164	0	1.8%
Human Resources Development	18,166,695	17,362,928	18,809,644	0	8.3%
Information Technology	4,497,119	5,548,994	5,491,307	0	-1.0%
Mayor, Council & City Clerk	690,462	1,154,676	739,634	0	-35.9%
Total Expenditures	\$33,332,353	\$34,770,589	\$35,981,601	\$0	3.5%
Expenditures by Type					
Personnel Services	\$7,924,717	\$8,896,197	\$9,605,045	\$0	8.0%
Operating	18,361,992	20,389,626	22,339,239	0	9.6%
Contract Services	2,659,371	2,973,765	2,119,472	0	-28.7%
Capital Outlay	159,645	173,000	190,415	0	10.1%
Transfers to Other Funds	4,178,000	1,703,085	819,941	0	-51.9%
Debt Service	0	0	0	0	0.0%
Other Charges	48,628	634,916	907,489	0	42.9%
Total Expenditures	\$33,332,353	\$34,770,589	\$35,981,601	\$0	3.5%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$1,400	\$2,000	\$2,000	\$0	0.0%
Other General Fund Funding	12,990,538	15,020,520	14,690,838	0	-2.2%
General Fund Subtotal	12,991,938	15,022,520	14,692,838	0	-2.2%
Risk Management Fund	20,340,415	19,748,069	21,288,763	0	7.8%
Total Funding Sources	\$33,332,353	\$34,770,589	\$35,981,601	\$0	3.5%

Support Services & Administration

Full-Time Equivalent Positions by Department	2014-15 <u>Actual</u>	2015-16 <u>Original Budget</u>	2016-17 <u>Recommended Budget</u>	2016-17 <u>Adopted Budget</u>	% Change vs 2015-16 <u>Original Budget</u>
Budget & Evaluation	0.0	5.1	5.1	0.0	0.0%
City Attorney's Office	9.0	9.0	9.0	0.0	0.0%
City Manager's Office	12.5	17.9	17.9	0.0	0.0%
Corporate Communications	9.5	9.5	9.5	0.0	0.0%
Finance	23.0	20.0	25.0	0.0	25.0%
Human Resources Development	19.0	19.0	19.0	0.0	0.0%
Information Technology	26.0	27.0	27.0	0.0	0.0%
Mayor, Council & City Clerk	3.0	3.0	3.0	0.0	0.0%
Total Authorized FTEs	102.0	110.5	115.5	0.0	4.5%

Budget & Evaluation



DEPARTMENT MISSION

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

Program: Budget and Evaluation

General Fund \$462,667 / 5.1 FTEs

Purpose Statement:

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

Highlights:

- Supported City Management and City Council during the development of the Fiscal Year 2016 Annual Operating Budget which was adopted unanimously by the City Council in June, 2015.
- Providing continuing support of the budget development process for the Fiscal Year 2017 Annual Operating Budget which began in December, 2015 and will conclude in June, 2016.
- Assumed leadership responsibility for the development of the Capital Improvement Plan (CIP). Improvements to the process included the establishment of a cross-departmental CIP Review Committee and creation of an annual Capital and Technology Improvement Plan (CIP/TIP) document to enhance reporting for City Council.
- Recommended CIP and funding plan for the CIP and TIP for Fiscal Years 2017-2021 completed in January, 2016.
- One process improvement study, one cost efficiency study and development of a user-friendly policy and procedure manual initiated and scheduled for completion in Fiscal Year 2016.

City Goal:

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

Objective:

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

Budget & Evaluation

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of General Fund portfolios or other funds that exceed annual budget appropriation	0.00	0.00	0.00
% variance above or below zero in General Fund actual vs. budgeted revenues (excluding other financing sources)	1.77%	0.80%	3.00%
% variance below zero in General Fund actual expenditures, year-end encumbrances and assignments vs. budgeted expenditures (excluding other financing uses)	(2.93%)	(1.01%)	(3.00%)
General Fund unassigned fund balance as a % of the subsequent year's budget	13.82%	12.11%	12.00%

Budget & Evaluation

Expenditures by Program	2014-15 <u>Actual</u>	2015-16 <u>Original Budget</u>	2016-17 <u>Recommended Budget</u>	2016-17 <u>Adopted Budget</u>	% Change vs 2015-16 <u>Original Budget</u>
Budget and Evaluation	\$317,051	\$437,163	\$462,667	\$0	5.8%
Total Expenditures	\$317,051	\$437,163	\$462,667	\$0	5.8%

Expenditures by Type

Personnel Services	\$291,698	\$418,428	\$443,107	\$0	5.9%
Operating	25,166	18,535	18,755	0	1.2%
Contract Services	187	75	650	0	766.7%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	0	0	0	0	0.0%
Debt Service	0	0	0	0	0.0%
Other Charges	0	125	155	0	24.0%
Total Expenditures	\$317,051	\$437,163	\$462,667	\$0	5.8%

Funding Sources

General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	317,051	437,163	462,667	0	5.8%
General Fund Subtotal	317,051	437,163	462,667	0	5.8%
Total Funding Sources	\$317,051	\$437,163	\$462,667	\$0	5.8%

Full-Time Equivalent Positions by Department

Total Authorized FTEs	0.0	5.1	5.1	0.0	0.0%
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Budget & Evaluation

BUDGET HIGHLIGHTS

- Personnel includes \$8,500 for employee pay adjustments, \$3,845 for medical benefit rate adjustments and \$2,040 for retirement rate adjustments
- Operating includes general office supplies, software maintenance fees, telephone, printing and photo copier expenditures, memberships and dues, and travel and training



City Attorney's Office

DEPARTMENT MISSION

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

Program: Legal Reviews, Advice and Opinions

General Fund \$622,311 / 5.7 FTEs

Purpose Statement:

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

Highlights:

- Legal reviews, advice, and opinions continue to be provided in a timely manner
- The percent of documents being reviewed within 10 days of receipt is trending upward and is a direct result of the attorney count increasing from five to six

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of full-time attorneys providing advice and opinion services	5.00	6.00	6.00
% of documents reviewed within 10 days of receipt	84.00%	91.00%	91.00%
% of reported staff hours expended for advice and opinions for governing body	8.75%	7.66%	7.66%
% of reported staff hours expended for advice and opinions for operations departments	35.97%	83.76%	83.76%
% of reported staff hours expended for advice and opinions for Public Works Commission	1.64%	2.56%	2.56%
% of reported staff hours expended for advice and opinions for the administration and support services departments	31.64%	37.94%	37.94%
% of reported staff hours expended for advice and opinions for the community investment departments	21.99%	68.08%	68.08%

Program: Litigation

General Fund \$939,770 / 3.3 FTEs

Purpose Statement:

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

Highlights:

- Litigation efforts continue to be provided in a timely, professional, and effective manner
- Open state/federal cases and employment claims are trending downward due to prior year cases closing
- Due to increasing code violations, environmental court cases are trending upward and continue to result in violations being abated.

City Goal:

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

City Attorney's Office

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016</u> <u>Estimated</u>	<u>FY 2017</u> <u>Target</u>
# of employment claims open	9.00	6.00	3.00
# of environmental court cases open	83.00	93.00	69.00
# of full-time attorneys providing litigation services	5.00	6.00	6.00
# of State/Federal cases open	37.00	31.00	25.00
% of employment claims closed	66.00%	50.00%	100.00%
% of environmental court cases closed	66.00%	65.00%	57.00%
% of litigation represented in-house	98.00%	94.00%	94.00%
% of State/Federal cases closed	59.00%	19.00%	24.00%

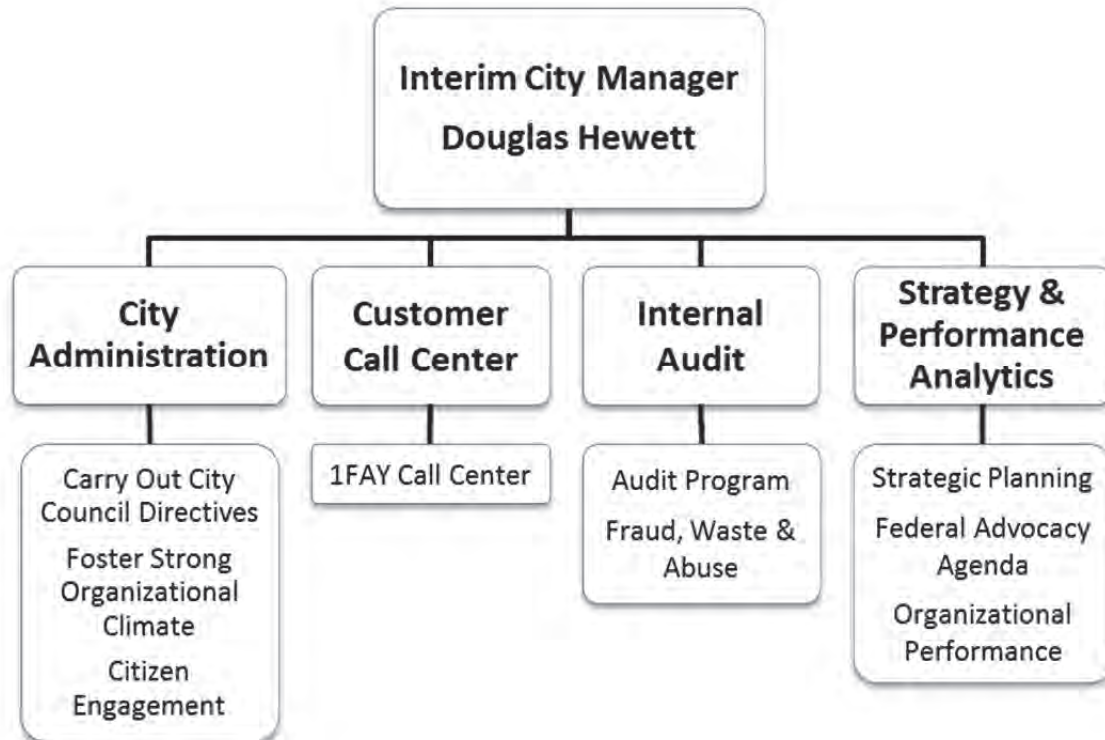
City Attorney's Office

Expenditures by Program	2014-15 <u>Actual</u>	2015-16 <u>Original Budget</u>	2016-17 <u>Recommended Budget</u>	2016-17 <u>Adopted Budget</u>	% Change vs 2015-16 <u>Original Budget</u>
Legal Reviews, Advice and Opinions	\$544,205	\$584,364	\$622,311	\$0	6.5%
Litigation	1,138,262	956,367	939,770	0	-1.7%
Total Expenditures	\$1,682,467	\$1,540,731	\$1,562,081	\$0	1.4%
 Expenditures by Type					
Personnel Services	\$832,613	\$918,211	\$930,449	\$0	1.3%
Operating	49,323	48,997	57,954	0	18.3%
Contract Services	826,873	600,100	600,100	0	0.0%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	0	0	0	0	0.0%
Debt Service	0	0	0	0	0.0%
Other Charges	(26,342)	(26,577)	(26,422)	0	-0.6%
Total Expenditures	\$1,682,467	\$1,540,731	\$1,562,081	\$0	1.4%
 Funding Sources					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	1,682,467	1,540,731	1,562,081	0	1.4%
General Fund Subtotal	1,682,467	1,540,731	1,562,081	0	1.4%
Total Funding Sources	\$1,682,467	\$1,540,731	\$1,562,081	\$0	1.4%
 Full-Time Equivalent Positions by Department					
Total Authorized FTEs	9.0	9.0	9.0	0.0	0.0%

City Attorney's Office

BUDGET HIGHLIGHTS

- Personnel includes \$16,323 for employee pay adjustments, \$6,787 for medical benefit rate adjustments, and \$4,320 for retirement rate adjustments
- Operating includes \$37,700 for supplies, which primarily consists of case research reference materials and subscriptions for Police Attorney
- Contract Services includes \$600,000 for contracted legal services
- Other Charges reflects a cost redistribution of \$27,000 to PWC for the City Attorney service level agreement



City Manager's Office

DEPARTMENT MISSION

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

Program: City Administration

General Fund \$1,117,858 / 7.4 FTEs

Purpose Statement:

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

Highlights:

- Designed and implemented the Engagement, Research and Activism (ERA) program. ERA is a sustainable program developed to inform, explain and encourage the exploration of local government and community by local university and high school students.
- Designed and implemented the City of Fayetteville's Internship Program, which was a collaborative effort between the City Manager's Office and the Human Resources and Development (HRD) departments. We currently have a memorandum of understanding with Methodist University and Fayetteville State University and are looking to expand our partnership with other local universities and community colleges.
- Successful budget process and adoption by City Council by June 30.
- Standard and Poor's Rating Services affirmed the City's AA+ General Obligation credit rating.

City Goal:

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

Objective:

To increase the mean response of employee job satisfaction by .2 points towards a target of 4.7

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016</u> <u>Estimated</u>	<u>FY 2017</u> <u>Target</u>
Mean response of employees satisfied with their job	4.50	4.50	4.70

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
Mean response of employees that understand how their job supports the City's mission and goals	4.08	4.08	4.70

Objective:

To increase the mean response of employees recommending the City as a place of employment by .34 points towards a target of 4.7.

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
Mean response of employees who would recommend the City of Fayetteville as a good place to work	4.36	4.36	4.70

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
Mean response of employees who plan to stay with the City	4.68	4.68	4.70

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
Mean response of employees who think the City is well managed	3.85	3.85	4.35

Objective:

To increase the positive response rate in the Citizen Survey by 5% biennially towards a target of 75% very satisfied or satisfied with the level of public involvement in City government

City Manager's Office

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
% of residents very satisfied or satisfied with the level of public involvement in local decisions	39.20%	33.60%	33.60%

Objective:

To increase the positive response rate in the Citizen Survey by 5% biennially towards a target of 80% very satisfied or satisfied with the overall quality of services provided by the City of Fayetteville

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
% of residents very satisfied or satisfied with the overall quality of services provided by the City of Fayetteville	60.10%	56.30%	56.30%

Objective:

To increase the positive response rate in the Citizen Survey by 5% biennially towards a target of 85% very satisfied or satisfied with the overall quality of customer service provided by employees

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
% of residents very satisfied or satisfied with overall quality of customer service received from City employees	59.40%	57.80%	57.80%

Objective:

To maintain a AA+ general obligation bond rating

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
General obligation bond ratings	AA+/Aa1	AA+/Aa1	AA+/Aa1

<p><i>Program: Customer Call Center</i></p>
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<p><i>General Fund \$299,557 / 5.0 FTEs</i></p>

Purpose Statement:

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

Highlights:

- Celebrated 1 year partnership with PWC's Customer Programs Division
- Staff successfully completed a SCP Certification Program for Customer Service Professionals
- Expanded Customer Service Week Program to include daily tips for the entire organization

- Responded to approximately 30,712 customer inquiries in the first half of FY16
- Used call monitoring software and recommendations from the SCP program to expand the Quality Monitoring Program
- Maintained 86.22% Customer Satisfaction Rating for the first half of FY16
- Developed a Quality Monitoring Program for FayFixIt

City Goal:

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

Objective:

To provide seamless and timely customer service to our citizens.

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of 1FAY calls	67,087.00	61,000.00	64,660.00
# of total FayFixIt tickets	2,551.00	6,300.00	6,965.00
% of abandoned calls	26.00%	26.00%	20.00%
Average customer satisfaction rating (internal survey for call center)	95.00%	95.00%	95.00%
Average talk time per call for the 1FAY call center	174.00 seconds	183.00 seconds	90.00 seconds
Average wait time per call for the 1FAY call center	145.00 seconds	180.00 seconds	90.00 seconds

<i>Program: Internal Audit</i>

<i>General Fund \$316,450 / 2.5 FTEs</i>
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Purpose Statement:

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

Highlights:

- Emphasized increased monitoring and internal control implementation through a combination of compliance and performance audits along with comprehensive reviews for activities that include Police Confidential Funds, Procurement Card, Petty Cash and Change Funds, FayPay

City Manager's Office

time-keeping Implementation, City-Wide Payroll Processes, Development Services Permitting, Citywide Title and Registration, Solid Waste Fees, Airport Contracts, Contract and Purchase Order Compliance, ETS Credit Card Implementation Review, and JDE Access Review.

- Maintained and supported the City's hotline through employee education and investigation of claims through the hotline.
- Evaluated and developed specific training and career development plans for Internal Audit staff, specifically a certification initiative for achieving the professional designation as Certified Internal Auditor.
- Coordinated the adoption of the Internal Audit and Audit Committee Charters.
- Prepared and participated in the Audit Committee onboarding process to include adoption of the bylaws.
- Researched and prepared the Office of Internal Audit quality control policies and procedures for compliance with Generally Accepted Government Auditing Standards.
- Developed, with staff, the risk based audit plan and researched best practices to complement and augment the risk-based audit work plan process.
- Prepared the government-wide and fund financial statements along with the combining and individual fund financial statements and schedules for the fiscal year 2015 Comprehensive Annual Financial Report (CAFR).
- Continued to provide support for the Finance Department during the fiscal year 2015 closing of funds and annual audit.
- Participated in a departmental development strategy to improve employee satisfaction within the department by using results from the Employee Satisfaction Survey to impact positive change.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of fraud, waste, and abuse allegations investigated	0.00	5.00	10.00

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of comprehensive audits completed	0.00	8.00	8.00

Program: Strategy & Performance Analytics

General Fund \$329,800 / 3.0 FTEs

Purpose Statement:

The Strategy and Performance Analytics Office provides strategic planning and organizational performance oversight, which aligns resources to the City's Strategic Plan, maximizing performance for a positive impact on citizens. The program seeks to provide the information needed for City leaders to resource the organization for success, compare performance over time, review trend analysis, evaluate and benchmark results and continuously improve the organization. This program also provides intergovernmental relations promoting and advocating the interests of the City of Fayetteville. The City works collaboratively with community stakeholders and partners to engage with the Federal government and pursue funding assistance for strategic focus areas.

Highlights:

- Conducted strategic planning citizen engagement sessions referred to as “Café Conversations” to elicit from residents their top priorities and feedback on City performance in strategic goal areas
- Hosted performance measurement training, yellow and green belt six sigma training, organizational performance workshops and team goal performance meetings
- Completed the annual performance measure data integrity audit. Results showed improved compliance by departments in performance measure documentation and accuracy
- Implemented the QuEST Total Quality Management and Process Improvement framework
- Oversaw City Council strategic planning process and advanced strategic initiatives communicated in a strategic performance report to City Council
- Conducted the biennial citizen survey which included an in-depth statistical analysis of the results
- Developed and launched TRACStat performance measurement software application to monitor organizational performance
- Federal affairs engagement included: Office of Veteran’s Affairs in D.C. on the issue of homelessness which resulted in collaborative meetings with VA local leadership and community stakeholders and homelessness workshop with City and County elected officials; Census Bureau, Governor’s Office, Congressional Delegation to review Census policy to prevent further undercounting in garrison communities; Department of Justice for a convening of garrison communities to discuss key policing issues including human trafficking, military related suicides and prescription drug abuse; Save the 440th Coalition; Military Host Cities Coalition

City Manager's Office

- Developed a partnership with the Army's 96th Civil Affairs to collaborate on community issues for training exercises that has the potential for great benefit to the City ongoing.

City Goal:

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

Objective:

To achieve a 100% City Council approval rating for performance reports of a structured and cohesive strategic planning and performance management system that is relevant and useful to decision makers in helping the City to be an organization of excellence.

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
% of performance reports approved by City Council	100.00%	100.00%	100.00%

Objective:

To improve the relevance of performance reporting by increasing the percentage of effective and efficient performance measures by 3% each fiscal year toward a target of 75%.

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
% of departmental performance measures reported in the City's budget and/or performance report that are efficiency or outcome measures	65.00%	68.00%	71.00%

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
% of residents who have heard about the City's Strategic Plan	19.50%	21.00%	21.00%

Objective:

To increase the percentage of employees trained in total quality management methodologies by 2% over the course of FY16.

City Manager's Office

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016</u> <u>Estimated</u>	<u>FY 2017</u> <u>Target</u>
% of employees trained in total quality management methodologies	3.00%	3.00%	3.00%

Objective:

To increase the reliability of the City's performance measures by 5% each fiscal year toward a target of 95%.

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016</u> <u>Estimated</u>	<u>FY 2017</u> <u>Target</u>
% of performance measures validated in the Performance Measurement Data Integrity Audit	58.00%	68.00%	71.00%

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016</u> <u>Estimated</u>	<u>FY 2017</u> <u>Target</u>
% of Federal advocacy agendas and reports adopted by City Council, Regional Chamber and Cumberland County	100.00%	100.00%	100.00%

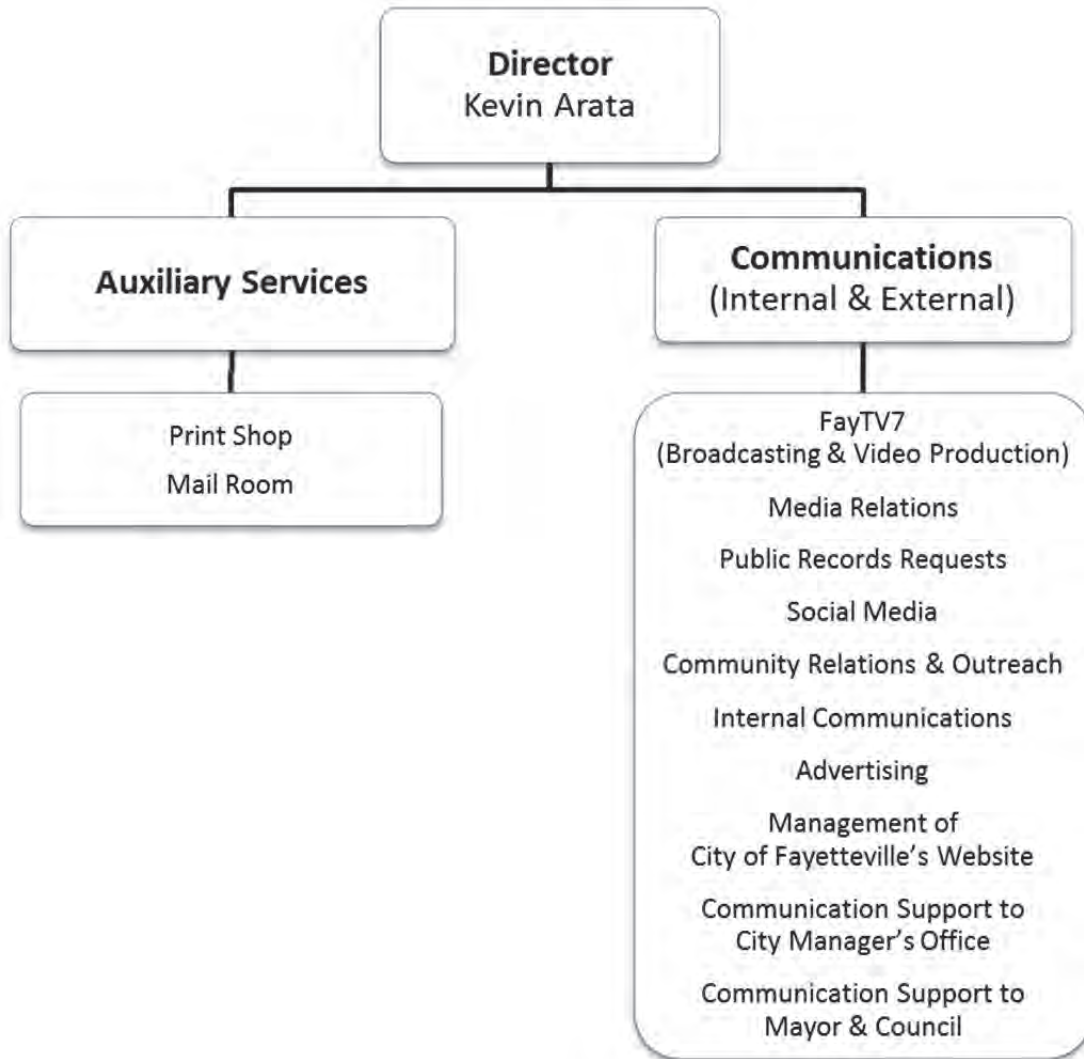
City Manager's Office

	2014-15	2015-16	2016-17	2016-17	% Change
Expenditures by Program	<u>Actual</u>	<u>Original Budget</u>	<u>Recommended Budget</u>	<u>Adopted Budget</u>	vs 2015-16 Original Budget
City Administration	\$1,235,929	\$1,187,237	\$1,117,858	\$0	-5.8%
Customer Call Center	263,053	290,763	299,557	0	3.0%
Internal Audit	164,596	296,376	316,450	0	6.8%
Strategy & Performance Analytics	244,873	269,721	329,800	0	22.3%
Total Expenditures	\$1,908,451	\$2,044,097	\$2,063,665	\$0	1.0%
Expenditures by Type					
Personnel Services	\$1,534,226	\$1,736,413	\$1,846,199	\$0	6.3%
Operating	140,400	194,261	128,162	0	-34.0%
Contract Services	231,140	109,443	86,079	0	-21.3%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	0	0	0	0	0.0%
Debt Service	0	0	0	0	0.0%
Other Charges	2,685	3,980	3,225	0	-19.0%
Total Expenditures	\$1,908,451	\$2,044,097	\$2,063,665	\$0	1.0%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	1,908,451	2,044,097	2,063,665	0	1.0%
General Fund Subtotal	1,908,451	2,044,097	2,063,665	0	1.0%
Total Funding Sources	\$1,908,451	\$2,044,097	\$2,063,665	\$0	1.0%
Full-Time Equivalent Positions by Department					
Total Authorized FTEs	12.5	17.9	17.9	0.0	0.0%

BUDGET HIGHLIGHTS

- Personnel reflects the reclassification of two management analyst positions during fiscal year 2016 to an assistant to the city manager and a senior corporate performance analyst
- Personnel also includes \$46,433 for employee pay adjustments, \$13,496 for medical benefit rate adjustments and \$8,549 for retirement rate adjustments
- Operating includes \$18,102 for memberships and dues, and \$52,669 for travel and training, including \$3,000 for city-wide training on performance measures
- Contract Services includes \$25,338 for strategic plan development, \$9,167 for an employee survey, \$15,000 for configuration adjustments to the performance management software, \$4,954 for the fraud hotline, \$21,620 for shared services provided by PWC for the Customer Call Center, and \$10,000 for contracted audit engagements
- Other Charges consists of \$2,125 for employee appreciation and \$1,100 for community relations.

Corporate Communications



DEPARTMENT MISSION

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

Program: Auxiliary Services

General Fund \$180,691 / 2.5 FTEs

Purpose Statement:

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

Highlights:

- Print Shop and Mail Room internal Customer Satisfaction Survey was conducted in January-February 2015 to gauge customer service satisfaction
- Print Shop (Very Satisfied or Satisfied) 86.61% (Target for FY15: 80%)
- Mail Room (Very Satisfied or Satisfied) 81.55% (Target for FY15: 75%)

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of print impressions	1,322,577.00	1,300,000.00	1,400,000.00
# of print jobs	1,564.00	1,700.00	1,800.00
% of internal customers very satisfied or satisfied with Mail Room services	82.00%	82.00%	82.00%
% of internal customers very satisfied or satisfied with Print Shop services	87.00%	87.00%	92.00%

Corporate Communications

Program: Communications

General Fund \$631,748 / 7.0 FTEs

Purpose Statement:

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

Highlights:

- Rebranded and launched the City's newly redesigned website, www.FayettevilleNC.gov, Oct. 1, greatly improving the way it presents information to its citizens. The Fire/Emergency Management Department was migrated in to the new website in Nov. 2015
- Launched an educational campaign to inform citizens of the upcoming Parks Bond Referendum on March 15. The campaign included a webpage, PSAs, radio spots, billboards, handout materials, mailing inserts, and print advertising
- Coordinates Fayetteville Outfront Community Meetings every other month in a different area of the City to give residents the opportunity to ask questions and provide feedback about City services to the City's senior management team. Citizens are also encouraged to interact with staff on Facebook during the meetings and to ask questions
- Staff added another social media tool to engage residents with the addition of Periscope. Periscope is a live video streaming app for iOS and Android smartphones. Periscope videos are available for replay for 24 hours after broadcast

City Goal:

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

Objective:

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

Corporate Communications

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
% of residents indicating they receive information about the City via FayTV7	30.00%	30.00%	40.00%

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# Facebook likes	5,387.00	9,000.00	10,800.00
# of Twitter followers	3,634.00	4,700.00	5,640.00

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
% of residents very satisfied or satisfied with the availability of information about City programs and services	60.60%	56.10%	56.10%
% of residents very satisfied or satisfied with the overall effectiveness of communication with the public	51.20%	51.10%	51.10%

Objective:

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

Corporate Communications

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
Mean response of employees that are satisfied that management keeps employees informed of what is going on	3.32	3.32	3.32
Mean response of employees that are satisfied with communications within the City	3.33	3.33	3.33
Mean response of employees that feel managers clearly communicate the reasons behind policy decisions	3.35	3.35	3.35

Corporate Communications

Expenditures by Program	2014-15 <u>Actual</u>	2015-16 <u>Original Budget</u>	2016-17 <u>Recommended Budget</u>	2016-17 <u>Adopted Budget</u>	% Change vs 2015-16 <u>Original Budget</u>
Auxiliary Services	\$160,306	\$164,842	\$180,691	\$0	9.6%
Communications	421,729	581,859	631,748	0	8.6%
Total Expenditures	\$582,035	\$746,701	\$812,439	\$0	8.8%

Expenditures by Type

Personnel Services	\$564,540	\$665,025	\$692,805	\$0	4.2%
Operating	131,282	142,976	171,069	0	19.6%
Contract Services	9,660	67,900	14,300	0	-78.9%
Capital Outlay	0	0	57,415	0	0.0%
Transfers to Other Funds	0	0	0	0	0.0%
Debt Service	0	0	0	0	0.0%
Other Charges	(123,447)	(129,200)	(123,150)	0	-4.7%
Total Expenditures	\$582,035	\$746,701	\$812,439	\$0	8.8%

Funding Sources

General Fund

General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	582,035	746,701	812,439	0	8.8%
General Fund Subtotal	582,035	746,701	812,439	0	8.8%
Total Funding Sources	\$582,035	\$746,701	\$812,439	\$0	8.8%

Full-Time Equivalent Positions by Department

Total Authorized FTEs	9.5	9.5	9.5	0.0	0.0%
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Corporate Communications

BUDGET HIGHLIGHTS

- Personnel reflects the reclassification of a graphics manager position to chief branding officer, and a public information officer position to public information specialist
- Personnel also includes \$12,107 for employee pay adjustments, \$6,786 for medical benefit rate adjustments and \$3,078 for retirement rate adjustments
- Operating includes \$44,780 for advertising expenditures, \$39,430 for photocopier expenditures which are primarily for print shop operations, and \$22,629 in other services for print shop and mail room equipment leases
- Contract Services includes \$7,300 for closed captioning services and \$7,000 for contracted photography/video production services
- Capital includes \$57,415 for broadcasting equipment
- Other Charges reflects \$95,900 for postage and printing inventories, offset by \$134,400 in printing and mail service charges to other departments and an \$85,000 cost allocation to the Public Works Commission for FayTV7



Finance

DEPARTMENT MISSION

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

Program: Accounting Operations

General Fund \$1,544,749 / 15.0 FTEs

Purpose Statement:

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

Highlights:

- External auditors issued an unmodified opinion on the FY 2015 CAFR and reported no findings for the City.
- Worked with the Information Technology Department and other departments to implement Phase I of the automated time and attendance system (known as FayPay) in FY 2016. Implementation of Phase II for Public Safety expected to occur in FY 2017.
- Collected over \$258,000 in lot cleaning, demolition and street assessments and associated interest in FY 2015. For FY 2016, As of March 31, 2016, the City has collected approximately \$183,000 in these assessments.
- Due to the repeal of business privilege license taxes by the North Carolina General Assembly, the Collections Division ceased issuing business privilege licenses effective July 1, 2015.
- By June 2016, staff will coordinate issuance of installment financing contracts for vehicles and equipment (\$1.9 million) and City Hall Phase I and II renovations (\$3.1 million) and will coordinate issuance of installment financing contracts for vehicles and equipment (\$3.6 million) and Fire Station 12 (\$2.9 million) in FY 2017.
- For FY 2015, the Accounts Receivable division processed 3,400 A/R invoices for a combined amount of \$22,155,000 to be collected. Of this amount, approximately 75% was collected by year end. For FY2016, as of March 31, 2016, 2,576 A/R invoices have been processed totaling over \$17,800,000 to be collected. Over 81% of this amount has been collected.
- In the 2015 calendar year, the City submitted 282 debts in the amount of \$835,540 using the State's debt set-off program, of which \$35,338 was collected that would otherwise be uncollectible. For FY 2016, through March 31, 2016, the City has submitted 127 debts in the amount of \$907,926 and has collected \$13,758.
- Starting in July 2015, the City started a Red Light Program, and since its inception through March 2016, the City has transferred \$679,384 to Cumberland County Schools.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of paychecks/direct deposits issued	51,827.00	52,727.00	53,275.00
% of bi-weekly payrolls processed in a timely manner	100.00%	100.00%	100.00%

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
% of property tax collection in the year of assessment	99.35%	99.00%	99.00%

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
Average pooled cash/investment balance (in millions)	\$118.50	\$121.00	\$121.00

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of invoices processed for payment	50,687.00	51,700.00	52,735.00

Finance

Program: Financial Reporting

General Fund \$427,800 / 4.4 FTEs

Purpose Statement:

The Financial Reporting program is responsible for reporting on the City's financial condition, including preparation of the City's Comprehensive Annual Financial Report (CAFR) and periodic revenue and expenditure reports for City Council. This program ensures that revenues and expenditures are properly recorded in accordance with generally accepted accounting principles and governmental accounting standards. In addition, this program administers special revenue and capital project funds, as well as capital asset accounting for the enterprise and capital project funds, provides grant financial compliance oversight, maintains the City's cost allocation plan, and ensures the timely closeout of completed projects. To facilitate the management of these funds, the department establishes and maintains collaborative relationships with City departments and grantor agencies. The program reviews contracts and agreements for departments and provides any necessary feedback prior to execution. The financial reporting department also provides customer service to other departments including assistance with financial monitoring visits by grantor agencies and providing day-to-day guidance and training on proper classification of expenditures. The program completes required financial reports for federal, state and other agencies and project closeouts in a timely and efficient manner.

Highlights:

- Received the Certificate of Achievement for Excellence in Financial Reporting for the FY 2014 Comprehensive Annual Financial Report (CAFR).
- Prepared the FY 2015 CAFR and submitted it for consideration for the Certificate of Achievement for Excellence in Financial Reporting.
- Successfully administered 68 federal, state and local grants.
- Managed several non-grant agreements and service contracts.
- In FY 2015, the financial reporting program accomplished the following: reviewed and pre-audited 307 contracts; prepared, reviewed, approved, and posted 2,390 journal entries; prepared, reviewed, approved, and posted 661 budget revisions in Multi-Year Funds; closed 18 projects; prepared and reviewed 33 ordinances for new projects and 36 ordinances for amended projects.
- For FY 2016, as of March 31, 2016, the financial reporting program accomplished the following: reviewed and pre-audited 219 contracts; prepared, reviewed, approved, and posted 1,893 journal entries; prepared, reviewed, approved, and posted 479 budget revisions in Multi-Year Funds; closed 35 projects; prepared and reviewed 33 ordinances for new projects and 39 ordinances for amended projects.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of completed projects closed	18.00	50.00	50.00
# of financial compliance findings reported in annual audit	0.00	0.00	0.00
# of grants managed by Finance department (federal, state, local and non-governmental)	68.00	75.00	75.00
Did the CAFR achieve GFOA award?	Yes	Yes	Yes
Was the audit opinion unmodified?	Yes	Yes	Yes

Program: Procurement and Asset Disposal

General Fund \$356,384 / 4.1 FTEs

Purpose Statement:

This program, currently administered through the City's Public Works Commission (PWC), provides procurement services for supplies, materials, and equipment; contract bidding and coordination; participates in the administration of the Hire Fayetteville First and Small Disadvantaged Business Enterprise programs; and provides surplus asset disposal services for the City. The City's Finance Department will provide procurement services effective July 1, 2016.

Highlights:

- During FY 2016, the City transitioned the purchasing function to the Finance Department from the Public Works Commission. The hiring process for this department began in January 2016. By March 31, 2016, the City's purchasing division assumed responsibility of more than 50% of the City's purchasing needs, including the City's entire Support Services division. Full responsibility of the purchasing function will occur by June 30, 2016.
- The purchasing division will be staffed by a purchasing manager, purchasing agent, and two buyers.
- The City generated \$330,811 in gross revenue from the online auction system in FY 2015, offset by \$23,080 paid by buyers to the online auction system, resulting in net revenue of \$307,731. In addition, the City paid PWC \$30,815 to administer the City's asset disposal function during the fiscal year.

Finance

City Goal:

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

Objective:

To complete the purchasing cycle (both routine and non-routine) within 3 days 90% of the time.

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of new contracts administered	59.00	75.00	80.00
# of purchase orders issued	1,910.00	2,500.00	2,700.00
Cost per purchase order/contract (based on agreement)	\$189.10	\$145.35	\$145.35

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of items disposed	45.00	45.00	45.00
Average disposal cost as a % of revenue	10.01%	10.00%	10.00%

<i>Program: Risk Management</i>
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<i>Risk Management Fund \$3,711,159 / 1.5 FTEs</i>
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Purpose Statement:

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

Highlights:

- Evaluation of insurance coverage led to the elimination of Parks and Recreation Spectator liability and travel accident policies, resulting in an estimated savings of \$80,000 in FY 2016.
- City received no Third Party Administrator (TPA) administrative fee increase for FY 2017.
- Program was able to settle a number of large Workers' Compensation claims in FY 2016, totaling \$536,000 through March 31st.
- Closed and settled two Property and Liability claims relating to Stormwater flooding in the amount of \$127,602. As a result of settling these claims, the City assumed ownership of these two properties.

- Processed payment for a number of Law Enforcement claims for legal fees. These fees were in excess of \$200,000.
- Enforced the City of Fayetteville light duty program for Workers' Compensation employees in order to reduce the number of loss time claims. These claims are generally more expensive to manage than medical only claims.

City Goal:

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

Objective:

To minimize the number of Property and Liability claims and reduce the cost of these claims by the third party administrator.

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of new claims received (auto liability)	168.00	166.00	160.00
Average cost to administer a Liability Claim	\$347.00	\$369.00	\$370.00
Property and liability closing ratio (# claims closed / # new claims)	106.00%	105.00%	100.00%

Objective:

To minimize the number of Workers' Compensation claims and reduce the cost of these claims by the third party administrator.

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of new claims received (medical only)	163.00	188.00	176.00
Average cost to administer a Medical Only Claim	\$170.00	\$170.00	\$170.00
Workers' compensation closing ratio (# claims closed / # new claims)	103.00%	103.00%	100.00%

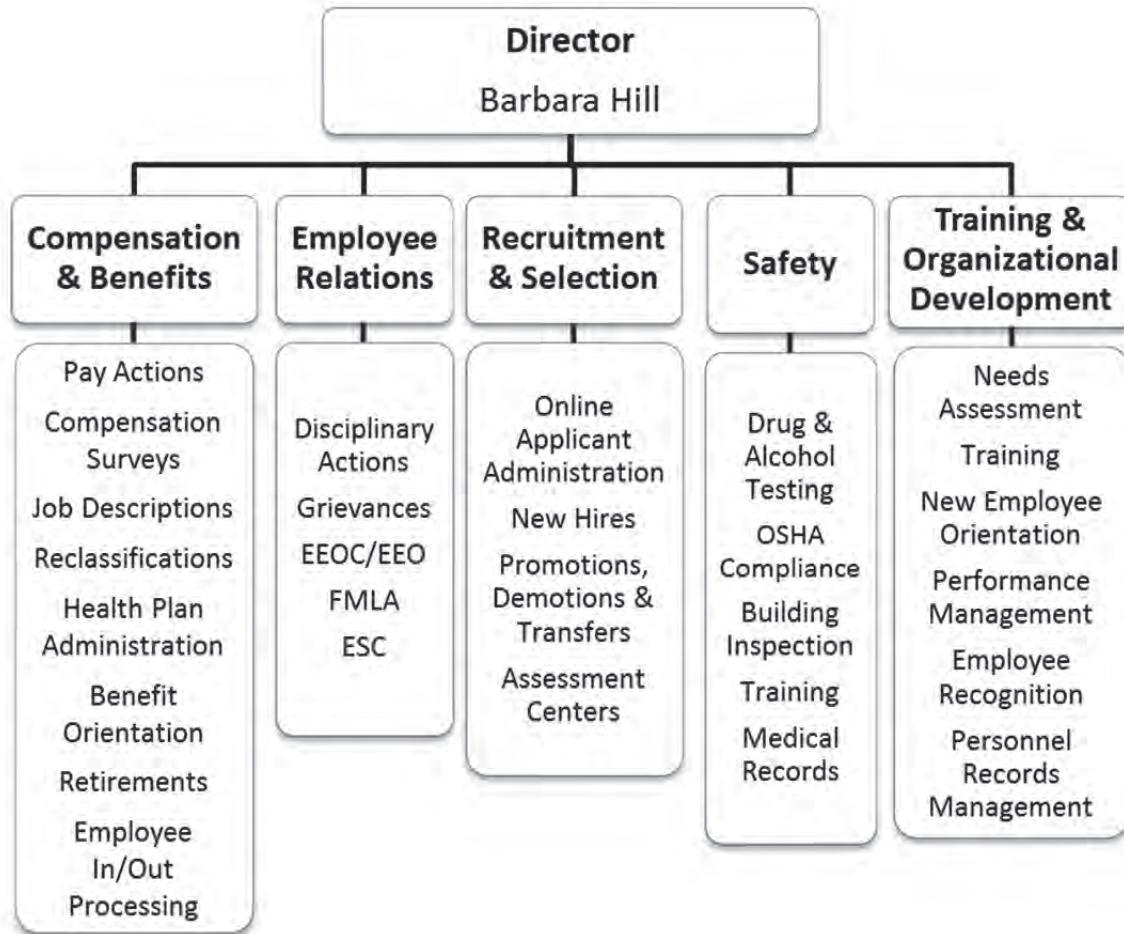
Finance

	2014-15	2015-16	2016-17	2016-17	% Change
Expenditures by Program	<u>Actual</u>	<u>Original</u>	<u>Recommended</u>	<u>Adopted</u>	<u>vs 2015-16</u>
		<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Original</u>
					<u>Budget</u>
Accounting Operations	\$1,392,318	\$1,464,924	\$1,544,749	\$0	5.4%
Financial Reporting	380,822	407,984	427,800	0	4.9%
Non-Program Expenditures	72	72	72	0	0.0%
Procurement and Asset Disposal	396,388	434,200	356,384	0	-17.9%
Risk Management	3,318,473	3,628,119	3,711,159	0	2.3%
Total Expenditures	\$5,488,073	\$5,935,299	\$6,040,164	\$0	1.8%
Expenditures by Type					
Personnel Services	\$1,265,489	\$1,325,824	\$1,725,720	\$0	30.2%
Operating	3,184,482	3,494,115	3,604,419	0	3.2%
Contract Services	1,037,874	1,115,075	709,400	0	-36.4%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	0	0	0	0	0.0%
Debt Service	0	0	0	0	0.0%
Other Charges	228	285	625	0	119.3%
Total Expenditures	\$5,488,073	\$5,935,299	\$6,040,164	\$0	1.8%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	2,169,528	2,307,108	2,328,933	0	0.9%
General Fund Subtotal	2,169,528	2,307,108	2,328,933	0	0.9%
Risk Management Fund	3,318,545	3,628,191	3,711,231	0	2.3%
Total Funding Sources	\$5,488,073	\$5,935,299	\$6,040,164	\$0	1.8%
Full-Time Equivalent Positions by Department					
Total Authorized FTEs	23.0	20.0	25.0	0.0	25.0%

BUDGET HIGHLIGHTS

- Personnel reflects the reclassification of three positions based on revised staffing needs due to restructuring, including the treasurer, an accountant and an administrative assistant
- Personnel also includes \$24,823 for employee pay adjustments, \$18,850 for medical benefit rate adjustments and \$7,588 for retirement rate adjustments
- Operating includes \$1,939,500 for claims administration, payments, and reinsurance costs for workers' compensation, \$1,362,500 for property and liability insurance, claims administration and settlements, \$190,000 for repairs to city vehicles and property to be subrogated against responsible parties, \$36,655 for travel and training, and \$20,105 for equipment and software maintenance agreements
- Contract Services includes \$431,700 for property tax collection services, \$47,000 for asset disposal services, \$74,150 for broker and consulting services for property and liability coverage, \$68,250 for the annual financial audit, and \$25,000 for contracted administration of community development loans
- Non-program expenditures reflect costs for benefits for retirees from the Risk Management fund

Human Resources Development



Human Resources Development

DEPARTMENT MISSION

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

Program: Compensation/Benefits

General Fund \$352,730 / 4.3 FTEs

Risk Management Fund \$16,391,483 / 1.9 FTEs

Purpose Statement:

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

Highlights:

- Competitive pay and benefits are an integral component for recruiting and retaining employees.
- The Benefits and Compensation programs ensure they routinely seek data to monitor competitiveness for their programs and make recommendations as needed based upon trends in the marketplace.
- These programs are responsible for compliance with such things as the Fair Labor Standards Act (FLSA), the Department of Labor’s Wage and Hour provisions, Section 125 of the IRS code, and the Affordable Care Act.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
Mean response of employees that are satisfied with employee benefits provided	3.90	3.90	4.00

Objective:

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

Human Resources Development

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
Mean response of employees that feel they are paid fairly for the work they do	3.10	3.10	3.50
Mean response of employees that are satisfied with their pay	2.97	2.97	3.50

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
Mean response of employees that understand what employee benefits provide	4.54	4.54	4.54

Program: Employee Relations

General Fund \$187,042 / 2.4 FTEs

Purpose Statement:

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

Highlights:

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

City Goal:

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

Human Resources Development

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016</u> <u>Estimated</u>	<u>FY 2017</u> <u>Target</u>
Retention rate	90.00%	90.00%	90.00%

Program: Recruitment

General Fund \$284,257 / 3.8 FTEs

Purpose Statement:

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

Highlights:

- The Recruitment function continues to process a very high volume of applications annually (approximately 13,000 – 15,000).
- The Recruitment function continues to partner with local colleges/universities and other local agencies by attending job fairs and providing other agencies with the City's vacancy announcements.
- HRD staff conducted comprehensive assessment centers for promotional processes and executive level positions.
- The Recruitment function is responsible for ensuring that all hiring practices are consistent with EEO requirements.

City Goal:

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

Objective:

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

Human Resources Development

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of positions filled per year	364.00	382.00	365.00
% of positions filled at or before 60 days (from initial posting date to start date)	35.00%	34.00%	45.00%
Average city-wide fill time in days (from posting date to new hire start date)	95.00	90.00	95.00
Average departmental fill time in days (from applications turned over to dept. to new hire start date)	75.00	89.00	70.00

Program: Safety

Risk Management Fund \$241,819 / 2.3 FTEs

Purpose Statement:

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

Highlights:

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

City Goal:

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

Objective:

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

Human Resources Development

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016</u> <u>Estimated</u>	<u>FY 2017</u> <u>Target</u>
DART Score (Days Away, Restriction or Transfer)	4.45%	3.56%	3.56%

Program: Training and Organizational Development
General Fund \$408,083 / 4.3 FTEs

Purpose Statement:

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

Highlights:

- Promoted effective management of employee’s performance by achieving 100% completion of performance evaluation for every employee and ensure that they receive feedback on their performance.
- Promoted employee appreciation and recognition through expanded semi-annual Service Awards Ceremonies to include the Core Values Award (CVA) which recognizes more than 20 employees annually for “above and beyond” contributions to the City’s mission.
- Ensured employees receive training for career growth and performance improvement by offering more than 100 classes annually to employees at various levels.
- Offered compliance training to over 1500 employees to confirm they are compliant with the City’s policies and procedures as well as federal and state laws.
- Conducted supervisory development training to provide the knowledge, skills and abilities they require to effectively lead others.

City Goal:

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

Objective:

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

Human Resources Development

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
Mean response of employees that believe the organization deals effectively and consistently with employees who have poor job performance	2.93	2.93	3.00
Mean response of employees that feel performance is fairly evaluated and delivered in a timely manner	4.35	4.35	4.50
Mean response of employees that understand how the City's performance evaluation system works	4.21	4.21	4.50

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
% of employees scoring 80% and above on course completion tests	90.00%	100.00%	100.00%

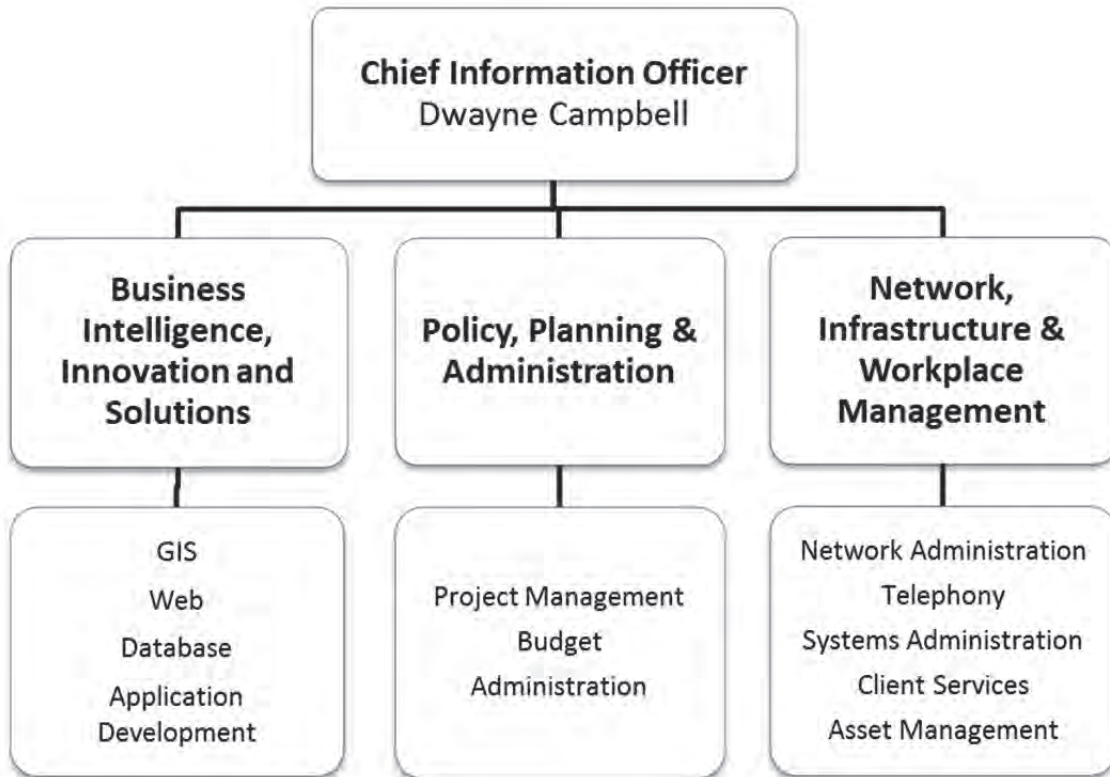
Human Resources Development

Expenditures by Program	2014-15 Actual	2015-16 Original Budget	2016-17 Recommended Budget	2016-17 Adopted Budget	% Change vs 2015-16 Original Budget
Compensation/Benefits	\$13,620,260	\$15,103,442	\$16,744,213	\$0	10.9%
Employee Relations	168,464	178,746	187,042	0	4.6%
Non-Program Expenditures	3,510,977	1,174,715	944,230	0	-19.6%
Recruitment	268,931	263,067	284,257	0	8.1%
Safety	206,625	229,953	241,819	0	5.2%
Training and Organizational Development	391,438	413,005	408,083	0	-1.2%
Total Expenditures	\$18,166,695	\$17,362,928	\$18,809,644	\$0	8.3%
Expenditures by Type					
Personnel Services	\$1,165,859	\$1,336,386	\$1,346,056	\$0	0.7%
Operating	13,081,911	14,361,932	16,075,099	0	11.9%
Contract Services	227,416	324,939	279,441	0	-14.0%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	3,500,000	495,000	0	0	-100.0%
Debt Service	0	0	0	0	0.0%
Other Charges	191,509	844,671	1,109,048	0	31.3%
Total Expenditures	\$18,166,695	\$17,362,928	\$18,809,644	\$0	8.3%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	1,144,825	1,243,050	1,232,112	0	-0.9%
General Fund Subtotal	1,144,825	1,243,050	1,232,112	0	-0.9%
Risk Management Fund	17,021,870	16,119,878	17,577,532	0	9.0%
	\$18,166,695	\$17,362,928	\$18,809,644	\$0	8.3%
Full-Time Equivalent Positions by Department					
Total Authorized FTEs	19.0	19.0	19.0	0.0	0.0%

Human Resources Development

BUDGET HIGHLIGHTS

- Personnel reflects the reclassification of an office assistant position supporting the safety function to human resources specialist
- Personnel also includes \$21,382 for employee pay adjustments, \$13,688 for medical benefit rate adjustments and \$5,923 for retirement rate adjustments
- Operating includes \$15,879,100 for claims administration, payments and reinsurance costs for employee and retiree health, life and dental benefits, \$62,136 for supply items including \$25,000 for wellness program incentives and \$22,700 for safety shoe and boot replacements, and \$78,871 for travel and development including \$57,879 for city-wide internal development and training
- Contract Services includes \$20,137 for the Employee Assistance Program, \$28,635 for flexible spending account administration, \$58,869 for medical services related to employee health and safety, \$86,000 for healthcare plan consulting, and \$85,400 for benefit enrollment administration and Affordable Care Act reporting services
- Other Charges includes \$137,000 for Affordable Care Act fees, \$37,335 for employee relations activities, including the employee picnic, \$725 for community relations expenditures and \$933,988 to balance projected expenditures to revenues for the Risk Management Healthcare Fund



Information Technology

DEPARTMENT MISSION

Provide quality, cost-effective technology products and services that improve citizen service outcomes, as well as foster the creation of dynamic partnerships among City departments. We will accomplish this mission by promoting and facilitating the effective integration of technology into the everyday business of City government through planning, programming, training and consulting, developing and maintaining the enterprise infrastructure necessary to connect people with information resources, and providing leadership for effective strategic and tactical planning in the use of technology resources.

Program: Business Intelligence, Innovation and Solutions

General Fund \$1,019,566 / 9.4 FTEs

Purpose Statement:

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

Highlights:

- Launched the TracStat performance management solution for the Strategic Analytics Office.
- Completed public safety reporting server and application migration.
- Launched the Police Department's (FPD) online volunteer form for residents.
- Upgraded FPD's house/party check online form for residents.
- Launched safety section on Cofweb intranet site for City employees.
- Launched the Fire Department's (FFD) incident records request form on website.
- Implemented Greytruck business intelligence software for FFD.
- Launched Fayetteville Beautiful 3.0 website.
- Launched Economic & Business Development's (FayettevilleNow) website.
- Assisted with the design and development of the FPD Marvlis business intelligence dashboards.
- Developed contract routing application.
- Launched the FFD's closest unit automatic vehicle locator system (AVL) for 911 dispatch.
- Implemented Environmental Services' schedule and FleetMind application integration.
- Developed a quality of life indicator data tool.
- Completed GIS data collection for the homelessness project with 96th Civil Affairs Brigade.
- Completed GIS data layers, maps, and web applications for Engineering, Stormwater and Planning for the City Council onboarding session.
- Completed onsite ESRI ArcGIS online class for city employees and PWC.
- Developed GIS 3D downtown maps.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of City employees served per BISS FTE	347.00	350.00	352.00
# of technology solutions developed, implemented and supported	61.00	65.00	66.00
# of unique visitors to the City's website fayetteville.nc.gov	380,000.00	380,000.00	504,000.00
% of positive responses in IT customer survey	97.00%	98.00%	98.50%
% of time IT Service Level Agreement was met	90.00%	90.00%	93.00%

Program: Information Technology Policy, Planning and Administration

General Fund \$2,099,717 / 7.4 FTEs

Purpose Statement:

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

Highlights:

- Received 4th place in the nationally recognized Digital Cities Survey Award.
- Installed and deployed FayPay electronic workforce timekeeping application.
- Developed and deployed electronic contract routing.
- Continued deployment of FayWorx Asset Management (AMS) module for Engineering and Transit.
- Upgraded the automatic vehicle locator (AVL) servers (Streets, FSS and XGate) and added AVLs to the code enforcement and inspector vehicles.
- Conducted the Technology Improvement Plan (TIP) submission process.
- Assisted with City-wide Six Sigma Yellow Belt Training.

Information Technology

- Implemented strategies to address employee survey results by introducing the FISH Philosophy to the Information Technology team.
- Assisted with the Human Resource Department’s (HRD) new employee orientation, by introducing new employees to technology processes and procedures.
- Created an inventory tracking database and coordinated training for Fire department to track its equipment.
- Collaborated with the Budget Office in an electronic device review project in an effort to reduce the number of devices for City employees.
- Updated IT policy & procedure document.
- In collaboration with area universities, held 4th Annual IT Tech Day for City employees and Cumberland County Schools.
- Conducted Wi-Fi pilot for Transit system.
- Conducted rollout of 304 mobile PCs for FPD patrol units to assist with closest dispatch.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of process improvement initiatives completed through IT	8.00	10.00	15.00
% positive customer survey responses in customer survey for Business Intelligence, Innovation and Solutions	97.00%	97.00%	98.00%
IT Cost per client served	\$114.00	\$114.00	\$110.00

Program: Network, Infrastructure, and Workplace Management
General Fund \$2,372,024 / 10.2 FTEs

Purpose Statement:

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

Highlights:

- Provided technology infrastructure and monitoring solution for FPD's body camera project.
- Assisted Time Warner Cable (TWC) in the implementation of the CoF/TWC public wireless initiative.
- Implemented best practice remediation task suggested by the security penetration test for all City domain users.
- Upgraded multiple digital phones to internet phones at City Hall and FPD administration building.
- Increased resources in the City's virtual server environment to support the public safety projects and initiatives.
- Implemented TracStat performance management solution.
- Implemented an upgrade of City network internet firewall devices to provide increased reliability and performance for all city employees and citizens that access City websites.
- Implemented, trained and deployed the Avaya Taske call center software used to track incoming call quantity for City and public safety call takers, allowing managers to report, audit, and compare metrics.
- Upgraded computer network uninterruptable power supply (UPS) devices at multiple fire stations across the City to provide increased power reliability for fire station computers and other emergency service equipment.
- In collaboration with FPD central records unit, completed the imaging and data retention policy for the State's records management department initiative.
- Provided technology consultation and computing solutions for the FFD's Greytruck compliance application which provides onsite response statistical data analysis.
- Ongoing discussion with NC State Department of Rural Development and area universities on rural broadband development.
- Upgraded the Airport Flight Information Display System (FIDS).
- Provided computer connectivity for Westover community pool project, which provides direct dial to 911.

City Goal:

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

Objective:

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

Information Technology

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016</u> <u>Estimated</u>	<u>FY 2017</u> <u>Target</u>
# of network devices supported	1,491.00	1,313.00	1,350.00
% of compliance with quarterly security level audit	80.00%	85.00%	86.00%
% of Information Technology supported systems availability	98.50%	99.00%	99.20%

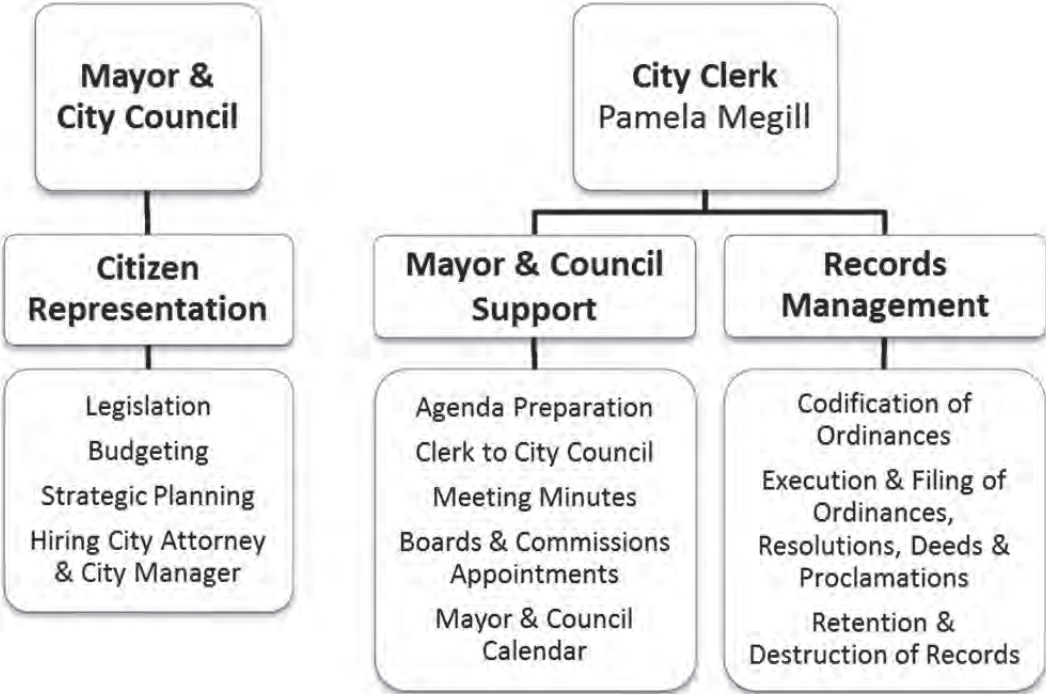
Information Technology

Expenditures by Program	2014-15 Actual	2015-16 Original Budget	2016-17 Recommended Budget	2016-17 Adopted Budget	% Change vs 2015-16 Original Budget
Business Intelligence, Innovation and Solutions	\$789,841	\$877,689	\$1,019,566	\$0	16.2%
Information Technology Policy, Planning and Administration	1,835,857	1,916,669	2,099,717	0	9.6%
Network, Infrastructure, and Workplace Management	1,871,421	2,754,636	2,372,024	0	-13.9%
Total Expenditures	\$4,497,119	\$5,548,994	\$5,491,307	\$0	-1.0%
 Expenditures by Type					
Personnel Services	\$1,847,400	\$2,030,754	\$2,121,508	\$0	4.5%
Operating	1,582,711	1,922,310	2,091,036	0	8.8%
Contract Services	228,859	278,826	388,002	0	39.2%
Capital Outlay	159,645	173,000	133,000	0	-23.1%
Transfers to Other Funds	678,000	1,208,085	819,941	0	-32.1%
Debt Service	0	0	0	0	0.0%
Other Charges	504	(63,981)	(62,180)	0	-2.8%
Total Expenditures	\$4,497,119	\$5,548,994	\$5,491,307	\$0	-1.0%
 Funding Sources					
General Fund					
General Fund Functional Revenues	\$1,400	\$2,000	\$2,000	\$0	0.0%
Other General Fund Funding	4,495,719	5,546,994	5,489,307	0	-1.0%
General Fund Subtotal	4,497,119	5,548,994	5,491,307	0	-1.0%
Total Funding Sources	\$4,497,119	\$5,548,994	\$5,491,307	\$0	-1.0%
 Full-Time Equivalent Positions by Department					
Total Authorized FTEs	26.0	27.0	27.0	0.0	0.0%

Information Technology

BUDGET HIGHLIGHTS

- Personnel includes \$37,618 for employee pay adjustments, \$20,359 for medical benefit rate adjustments and \$9,518 for retirement rate adjustments
- Operating includes \$1,604,910 for hardware and software maintenance and licensing, \$122,626 for a variety of small computer equipment, \$172,210 for telephone services and repairs, \$82,025 for departmental travel and training, and \$30,000 for technology training for user departments
- Contract Services includes technical consulting and programming, telephone maintenance and wiring, and other support services. Significant contracts include \$84,000 for contracted help-desk support services, \$116,220 for network security analysis and remediation, \$49,920 for exchange email maintenance, \$40,000 for forms workflow development, and \$30,000 for contracted support for the JD Edwards system
- Capital includes \$133,000 for continued development of the FayWorx system
- Transfers to Other Funds consists of transfers to capital project funds totaling \$819,941 for various TIP projects including \$358,379 for the computer replacement plan, \$132,000 for virtual server equipment, \$107,507 for enterprise-wide G.I.S. systems, \$81,920 for desktop virtualization infrastructure and a variety of other projects



Mayor, Council & City Clerk

DEPARTMENT MISSION

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

Program: Citizen Representation

General Fund \$548,339 / 1.0 FTEs

Purpose Statement:

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

Highlights:

- Adopted FY 2016 Strategic Plan, FY 2016 Annual Budget and Federal Advocacy Agenda
- Prioritized six top policy strategic initiatives which moved forward:
 - Crime
 - Economic Development
 - Parks and Recreation
 - Customer service
 - Homelessness
 - Comprehensive land use plan
- Crime Summit, Community Watch outreach, citizen engagement and local business promotion.
- Appointed 66 members to the City's 23 Boards and Commissions.

City Goal:

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

Objective:

To increase residents positive perceptions of life in the City of Fayetteville by effective and transparent governance.

Mayor, Council & City Clerk

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
% of residents that are very satisfied or satisfied with the overall quality of life in the City per citizen survey	51.00%	47.00%	47.00%
% of residents that feel the City is moving in the right direction per citizen survey	49.00%	48.00%	48.00%
% of residents very satisfied or satisfied with the overall image and appearance of the City per citizen survey	45.00%	43.00%	43.00%

Program: Mayor & Council Support

General Fund \$143,964 / 1.5 FTEs

Purpose Statement:

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

Highlights:

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

City Goal:

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

Objective:

To ensure an adequate number of qualified applicants for Board and Commission appointment.

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of Boards and Commissions applicants	100.00	100.00	100.00
# of vacant boards and commissions seats filled annually	60.00	60.00	60.00

Mayor, Council & City Clerk

Objective:

To ensure information is distributed in a timely manner.

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
% of agenda packets provided to City Council and available to the public at least five days in advance of the Council meeting	94.00%	95.00%	97.00%

Objective:

To ensure minutes are prepared and approved by Council within three regular Council meetings.

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
% of minutes prepared and presented for Council approval within scheduled time frame	73.00%	80.00%	90.00%

Objective:

To provide public notices in compliance with North Carolina General Statutes.

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of meeting notices prepared	164.00	150.00	150.00

<i>Program: Records Management</i>

<i>General Fund \$47,331 / 0.5 FTEs</i>

Purpose Statement:

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

Highlights:

- Advised staff on record retention issues.
- Maintained City ordinances and resolutions.
- Participated in new contracting routing software to facilitate e-signature and attestation.

City Goal:

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

Objective:

To ensure an adequate number of qualified applicants for Board and Commission appointment.

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of ordinances and resolutions prepared	127.00	125.00	125.00

Objective:

To reduce the City's liability by shredding records we are legally authorized to destroy.

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of boxes of out-of-date records destroyed	140.00	200.00	800.00

Mayor, Council & City Clerk

Expenditures by Program	2014-15	2015-16	2016-17	2016-17	% Change
	<u>Actual</u>	<u>Original Budget</u>	<u>Recommended Budget</u>	<u>Adopted Budget</u>	<u>vs 2015-16 Original Budget</u>
Citizen Representation	\$489,153	\$986,099	\$548,339	\$0	-44.4%
Mayor & Council Support	127,448	130,471	143,964	0	10.3%
Records Management	73,861	38,106	47,331	0	24.2%
Total Expenditures	\$690,462	\$1,154,676	\$739,634	\$0	-35.9%

Expenditures by Type

Personnel Services	\$422,892	\$465,156	\$499,201	\$0	7.3%
Operating	166,717	206,500	192,745	0	-6.7%
Contract Services	97,362	477,407	41,500	0	-91.3%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	0	0	0	0	0.0%
Debt Service	0	0	0	0	0.0%
Other Charges	3,491	5,613	6,188	0	10.2%
Total Expenditures	\$690,462	\$1,154,676	\$739,634	\$0	-35.9%

Funding Sources

General Fund

General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	690,462	1,154,676	739,634	0	-35.9%
General Fund Subtotal	690,462	1,154,676	739,634	0	-35.9%
Total Funding Sources	\$690,462	\$1,154,676	\$739,634	\$0	-35.9%

Full-Time Equivalent Positions by Department

Total Authorized FTEs	3.0	3.0	3.0	0.0	0.0%
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BUDGET HIGHLIGHTS

- Personnel includes \$8,156 for employee pay and council compensation adjustments, \$9,802 for medical benefit rate adjustments and \$913 for retirement rate adjustments
- Operating includes \$15,450 for supplies, including \$11,450 for food and refreshments; \$4,600 for small equipment/furniture items; \$10,825 for software maintenance agreements; \$48,700 for travel and training; and \$104,500 for organizational memberships and dues
- Contract Services includes \$36,000 for the city's share of the federal advocacy contract

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FY 2017

Annual Budget

Recommended



Section H

Other Appropriations

Other Appropriations

Other Appropriations includes expenditure appropriations for items that do not directly relate to department programs and services. Descriptions of the items recommended for funding for fiscal year 2017 are listed below by expenditure category.

Personnel Services

- \$1,317,746 to fund projected costs of health and death benefits for employees who retired from General Fund departments. In fiscal year 2014 and prior, these costs were reported with department budgets.
- \$721,491 to fund separation allowance payments for retired law enforcement officers.
- \$42,000 to fund unemployment insurance expenditures.
- \$155,000 to fund potential required contributions to the retirement system for pension benefits in excess of contribution-based benefit caps due to new legislation effective January 1, 2015.
- \$13,407 to fund 25% of the Warehouse Coordinator position for duties associated with operating the City's fuel site.

Operating Expenditures

- \$1,209,097 for insurance and claim settlement funding for General Fund operations.
- \$21,250 for miscellaneous utility expenditures and stormwater utility fees for General Fund facilities.
- \$17,217 for operating expenditures for the City's fuel site.

Contract Services

- \$102,500 for professional services for arbitrage calculations, bond counsel and sales tax reallocation services.
- \$16,000 for collection services.
- Payments to the County and other municipalities for interlocal agreements for sales taxes and other annexation agreements have been reclassified from contract services to other charges beginning in fiscal year 2017.

Capital

- \$49,500 for replacement of the concrete pad at the fuel site.

Transfers to Other Funds

- \$7,082,078 from the General Fund to the Environmental Services Fund to support operations.
- \$3,418,533 from the General Fund to the Transit Fund to support operations.
- \$114,187 from the General Fund to the Parking Fund to support operations.

Other Appropriations

- \$55,532 from the Lake Valley Drive MSD Fund to the General Fund for an infrastructure improvement loan repayment.
- \$803,071 from the General Fund to the Risk Management fund for interfund loan repayments.
- \$1,487,070 from the General Fund to the Capital Funding Plan for future capital expenditures.
- Consistent with the fiscal year 2016 budget and Council direction, there is no funding for transfers to the City's Public Works Commission for contributions for Phase V Annexation water or sewer extensions or for prior annexation-related debt service.

Debt Service

- \$5,297,955 for Capital Funding Plan debt service in the General Fund.
- City of Fayetteville Finance Corporation debt was retired in fiscal year 2016.

Other Charges

- \$7,283,126 for payments to the County and other municipalities for the sales tax agreement.
- \$148,360 for payments to Spring Lake for the Fort Bragg annexation agreement for sharing of state revenues (\$75,321 for Powell Bill proceeds, \$17,596 for Beer & Wine taxes, and \$55,443 for Video Programming utility taxes).
- \$844,400 for fuel inventory purchase for the City's fuel site, offset by \$901,400 in cost redistributions to City departments for fuel usage.
- \$93,700 service charges for credit and debit card payments to the city.
- \$20,000 for property tax refunds.
- \$384,728 and \$1,823 respectively for the LEOSA and Lake Valley Drive MSD Funds for expected increases to fund balance.
- \$76,508 for estimated partial year General Fund cost impacts of anticipated revisions to the federal Fair Labor Standards Act.

Other Appropriations

	<u>2014-15 Actual</u>	<u>2015-16 Original Budget</u>	<u>2016-17 Recommended Budget</u>	<u>2016-17 Adopted Budget</u>	<u>% Change vs 2015-16 Original Budget</u>
Expenditures by Department					
Other Appropriations	\$33,779,800	\$30,337,613	\$29,874,879	\$0	-1.5%
Total Expenditures	\$33,779,800	\$30,337,613	\$29,874,879	\$0	-1.5%
Expenditures by Type					
Personnel Services	\$1,973,652	\$2,156,741	\$2,249,644	\$0	4.3%
Operating	2,045,900	1,891,571	1,247,564	0	-34.0%
Contract Services	7,030,318	7,401,807	118,500	0	-98.4%
Capital Outlay	0	0	49,500	0	100.0%
Transfers to Other Funds	16,580,347	12,088,349	12,960,471	0	7.2%
Debt Service	5,860,129	6,271,418	5,297,955	0	-15.5%
Other Charges	289,454	527,727	7,951,245	0	1406.7%
Total Expenditures	\$33,779,800	\$30,337,613	\$29,874,879	\$0	-1.5%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	32,354,404	28,432,504	28,711,305	0	1.0%
General Fund Subtotal	32,354,404	28,432,504	28,711,305	0	1.0%
Lake Valley Drive MSD Fund	43,964	59,063	57,355	0	-2.9%
City of Fayetteville Finance Corp	795,825	787,550	0	0	-100%
LEOSSA Fund	585,607	1,058,496	1,106,219	0	4.5%
Total Funding Sources	\$33,779,800	\$30,337,613	\$29,874,879	\$0	-1.5%
Full-Time Equivalent Positions by Department					
Total Authorized FTEs	0.3	0.3	0.3	0.0	0.0%

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FY 2017

Annual Budget

Recommended



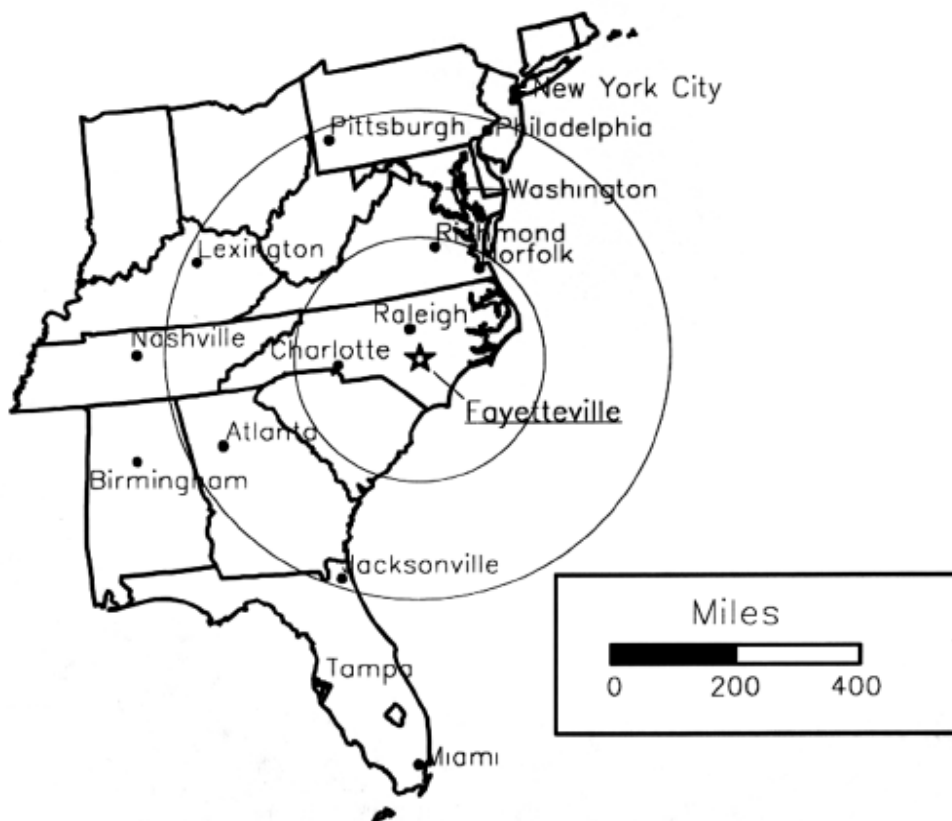
Section I

Fayetteville at a Glance

Geographic Location

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

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



Fayetteville at a Glance

Demographic Characteristics

Estimated Population	208,373
Median Age*	30
Median Education*	25.2% with 4 or more yrs of college
Median Household Income*	\$44,514
Median Value of Owner Occupied Housing Unit*	\$127,700

*Source – U.S. Census Bureau, Bureau of Labor Statistics
2010-2014 American Community Survey Data for Fayetteville

Climate

Average Annual Sunny Days – 219
Average Annual Precipitation – 46.78 inches
Average Relative Humidity
Sunrise - 85%
Afternoon - 54%
Average Daily Temperature
January – 41.7° (F)
July – 80.4° (F)
October – 61.7° (F)
Annual – 61.2° (F)

Economy/Employment

Rates of Unemployment (February 2016)
Fayetteville – 7.1 %
North Carolina – 5.5 %
United States – 4.9 %

Building Construction

<u>Year</u>	<u># of Permits</u>	<u>\$ Value</u>
2006	3,377	358.9M
2007	2,660	211.9M
2008	2,835	233.1M
2009	2,555	175.4M
2010	3,202	264.6M
2011	3,655	351.3M
2012	4,177	305.4M
2013	4,063	253.4M
2014	2,621	249.4M
2015	2,544	262.4M

Major Civilian Employers**

U.S. Dept. of Defense (Civilian)	8,757
Cumberland County Schools	6,453
Cape Fear Valley Health System	5,900
Wal-Mart	2,860
The Goodyear Tire and Rubber Co.	2,500
Cumberland County Government	2,362
City of Fayetteville	2,120
Fayetteville Tech. Community College	1,057
Veterans Administration	1,000
Fayetteville State University	900

Approximately 52,000 uniformed soldiers and airmen are stationed at Fort Bragg.

**Source: City of Fayetteville Comprehensive Annual Financial Report 2015

Fayetteville's Ten Largest Taxpayers**

<u>Name</u>	<u>Type of Enterprise</u>	<u>Assessed Valuation 01/01/14</u>	<u>% of Total Valuation</u>
Cross Creek Mall LLC	Investment Company	\$133,819,700	0.96%
Carolina Telephone	Utility	45,121,868	0.32%
Piedmont Natural Gas Co., Inc.	Utility	44,078,078	0.32%
Wal-Mart	Retail	39,981,345	0.29%
Westlake at Morganton LLC	Property Rental	28,107,800	0.20%
Independence Place West Fay	Property Rental	26,605,101	0.19%
West Park Apartments	Property Rental	25,118,700	0.18%
Hidden Creek Village	Property Rental	24,803,500	0.18%
DDRM Fayetteville Pavilion, LLC	Real Estate	23,862,500	0.17%
Cape Fear Multifamily LLC	Property Rental	23,086,399	0.17%

FY 2017

Annual Budget

Recommended



City of
Fayetteville
North Carolina

Section J

Fiscal Information

What is a Budget?

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

The City provides a wide variety of services for its estimated 208,373 residents. Municipal services are financed through a variety of taxes, fees, intergovernmental assistance and charges for services. The City adopts an annual budget to plan for effective delivery of services, and to efficiently manage the revenues which support those services.

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

A Policy and Planning Tool

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

which legislative and administrative controls are established.

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

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

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

Development of the Budget

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

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

Basics of Budgeting

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

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

Prior to the development of the annual budget, capital improvement and technology improvement project needs are proposed by departments and prioritized by management. The resulting Capital Improvement and Technology Improvement Plans are proposed to the City Council and provide the basis for major capital expenditures to be included in the annual operating budget.

Once all anticipated expenditures have been taken into consideration, the challenge becomes adjusting expenditures to available revenues. This process typically involves cutting some requested new initiatives while expanding others to meet the community's priorities. The City Manager then formulates a recommended budget designed to maintain services and meet Council policy goals during the next fiscal year.

Budget Approval

The North Carolina Local Government Budget and Fiscal Control Act governs the annual budget calendar, preparation, submission and review of the budget. The fiscal year begins on July 1st. The City's budget calendar, which is on the following page, is somewhat more restrictive than the Act requires.

Under the Act, the City Manager, who also serves as budget officer, is required to submit the budget with a budget message to the City Council not later than June 1st. Following budget submission, the City Council receives public testimony and reviews the service and expenditure proposals contained in the proposed budget. During this period, copies of the budget are filed with the City Clerk, public library and news media. The City Council holds an advertised public hearing and may make further changes to the budget.

City Council may adopt the budget and establish appropriations not earlier than 10 days after having received the budget from the City Manager and after it has held the required public hearing. The budget must be adopted before July 1st each year because the appropriations are the legal authority to spend money in the new fiscal year.

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

Budget Implementation and Monitoring

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

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

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

Basics of Budgeting

Basis of Budgeting

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

Expenditures are recognized in the accounting period in which the liability is incurred, except for bond principal and interest, which are reflected as expenditures when due. This basis of budgeting is used for all funds of the City - governmental and proprietary.

Budgetary Amendment and Control

The General Fund is appropriated at the following portfolio grouping levels: Community Investment; Operations; Support Services and Administration; and Other Appropriations. Appropriation authorizations will continue at the fund level for all other annual operating funds.

Departments are aligned in portfolio groups as follows:

Community Investment

- Community Development
- Economic and Business Development
- Engineering and Infrastructure
- Human Relations
- Permitting and Inspections
- Planning and Code Enforcement

Operations

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

Support Services and Administration

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

Other Appropriations

- Other Appropriations

Prior year carryover encumbrances and assigned funds are re-appropriated by City Council. Encumbrances and assigned funds increase the total budget for each portfolio grouping.

Unanticipated revenues require appropriation by City Council prior to their expenditure. Appropriations unspent at the end of the fiscal year lapse. The City Manager, as the City's statutorily designated budget officer, is authorized to transfer funds among line-items within each appropriation authorization; however, amending the overall appropriation level of a portfolio area or fund requires the approval of City Council.

Although the legal appropriation is at the portfolio level or fund level, control of expenditures is exercised at various levels within each portfolio appropriation. The City Manager has authorized the Deputy and Assistant City Managers to reallocate available resources between departments within the portfolio they manage as they determine to be appropriate. Additionally, department directors are authorized to reallocate available resources between expenditures categories within their department, consistent with the City's work plan.

Fund Accounting

The accounts of the City of Fayetteville are organized on the basis of funds, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts comprised of assets, liabilities, fund balance, revenues and expenditures. Government resources are allocated to and accounted for in individual funds based on the purposes for which they are to be spent. The various funds are grouped into three broad fund categories and several sub-fund types. The fund categories are summarized below.

Governmental Funds

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

- **General Fund** - The General Fund is the principal fund of the City of Fayetteville. This fund accounts for all financial transactions except those more appropriately recorded in another fund. This fund includes the majority of city services including police, fire, emergency communications, inspections, streets, parks, recreation and administrative functions. Revenues come from sales and use taxes, property taxes, user fees, permits and licenses, internal transfers and other sources of revenue.
- **Central Business Tax District Fund** - The Central Business Tax District Fund is used to account for taxes levied on properties in the downtown area. These funds are used for the promotion and economic redevelopment of the downtown area.
- **City of Fayetteville Finance Corporation** - The Finance Corporation acquires assets through the issuance of revenue bonds and then leases those assets to the City. This fund accounts for lease payments received from the City, as well as debt service related to the assets.
- **Emergency Telephone System Fund** - The Emergency Telephone System Fund is a special revenue fund used to account for local proceeds from state-collected service charges on voice communication services, which are legally restricted to expenditures associated with providing enhanced 911 services.
- **Lake Valley Drive MSD Fund** - The Lake Valley Drive MSD Fund was established in 2011 to account for taxes levied on properties in the Lake Valley Drive Municipal Service District. Tax proceeds are used to repay an interfund loan from the General Fund, which funded drainage improvements that benefited the properties in the municipal service district.
- **Parking Fund** - The Parking Fund is used to account for revenues and expenditures associated with operating the City's parking lots and parking deck, and monitoring on- and off-street parking areas.

Budget Format

- **Capital Project Funds** - Capital Project Funds provide budgetary accountability for financial resources used for the acquisition or construction of major capital facilities, improvements, and equipment other than those financed and accounted for in proprietary funds. Principal resources for these activities include financing proceeds, transfers from other funds, and grants. The City has capital project funds for the following activities: general government; economic and physical development; public safety; recreation and culture; transportation; and bond improvements.
- **Federal and State Financial Assistance Fund** - The Federal and State Financial Assistance Fund is a special revenue fund used to account for proceeds from various sources that are legally restricted to expenditures associated with specific projects such as community development and public safety. Revenues in the fund include federal and state grants, forfeiture funds, and donations.

Proprietary Funds

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

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

- **Airport Fund** - The Airport Fund is used to account for all revenues and expenses associated with operating the Fayetteville Regional Airport.
- **Electric Fund** – This fund is used to account for all revenues and expenses associated with the sale of electricity. The budget for this fund is shown in the budget document produced by the City’s Public Works Commission.
- **Environmental Services Fund** - The Environmental Services Fund is used to account for all revenues and expenses associated with operating the City’s residential garbage, yard waste and recycling programs.
- **Stormwater Fund** - The Stormwater Fund is used to account for all revenues and expenses associated with the proceeds of the stormwater fee which are restricted to providing stormwater maintenance, operations and infrastructure improvements.
- **Transit Fund** - The Transit Fund is used to account for all revenues and expenses associated with the local intra-city public transportation system operated by the City.
- **Water and Wastewater** – This fund is used to account for revenues and expenses associated with the sale of water and wastewater services. The budget for this fund is shown in the budget document produced by the City’s Public Works Commission.

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

- **Risk Management Fund** - The Risk Management Fund is used to account for revenues and expenses associated with providing health, property, fleet and general liability, and workers' compensation coverage for the City.
- **Public Works Commission Fleet Maintenance Fund** – This fund is used to account for revenues and expenses associated with providing fleet maintenance services for City vehicles and equipment. The budget for this fund is shown in the budget document produced by the City's Public Works Commission.

Fiduciary Funds

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

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

Basis of Accounting

Basis of Accounting

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

The City's Comprehensive Annual Financial Report presents government-wide statements on a full accrual basis. Fund financial statements for governmental and fiduciary funds are presented on a modified accrual basis, while fund financial statements for proprietary funds are presented on a full accrual basis.

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

Expenditures are classified by fund, portfolio, department, program, category and object of expenditure. Expenditures are separated into seven major categories: personnel, operating, contract services, capital outlay, transfers to other funds, debt service and other charges. The categories are defined below:

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

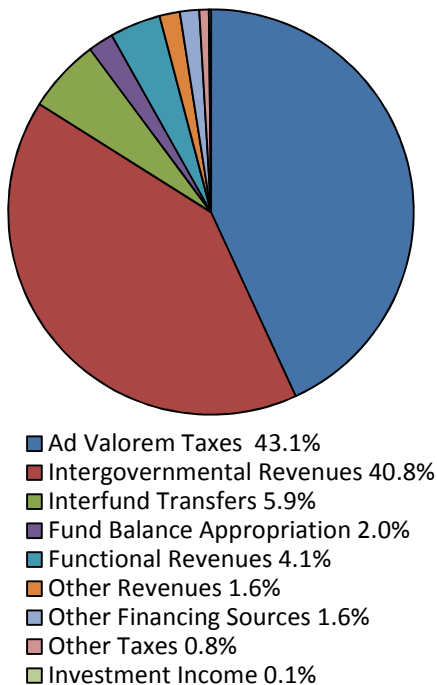
Overview

Different techniques and methods are used to assist the City in estimating future revenue sources. The following information outlines significant revenue assumptions used to project revenues for the 2017 fiscal year.

GENERAL FUND REVENUES

The two largest sources of General Fund revenues and other financing sources are ad valorem taxes, estimated at 43.1 percent, and intergovernmental revenues, estimated at 40.8 percent for fiscal year 2017. Additionally, interfund transfers are projected to account for 5.9 percent, and functional revenues are estimated to provide 4.1 percent. The remaining resources are projected to be provided by a combination of fund balance appropriations, other miscellaneous revenues, and investment income. Each of these funding sources is explained in greater detail later in this section.

FY 2017 General Fund Funding Sources



Ad Valorem Taxes

The tax rate for fiscal year 2017 is recommended to increase by 1.35 cents to 49.95 cents per 100 dollars of property valuation, with total taxable values estimated to be \$14,181,845,063 and collection rates estimated at 99.29 percent for real and personal property and 99.98 percent for motor vehicles. Revenues to be generated from the 1.35 cent increase are recommended to be dedicated to funding project and debt service expenditures for the \$35 million bond referendum authorized by voters on the March, 2016 bond referendum.

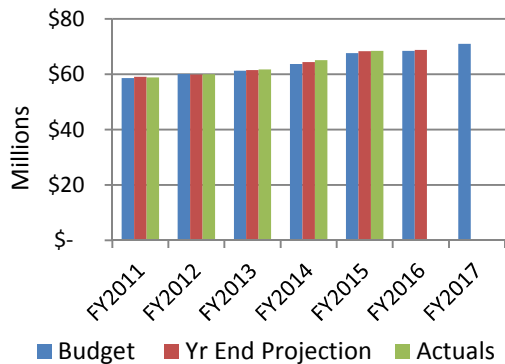
Fiscal year 2017 current year property tax collections are projected to be \$70,333,995, which represents a 3.34 percent increase over the fiscal year 2016 year-end estimate. The recommended 1.35 cent tax rate increase accounts for \$1,856,226, or 2.73 percent, of the revenue increase. Natural growth in values accounts for 0.61 percent of the revenue increase. Prior year taxes and penalties are projected to total \$631,650.

Real and personal property taxable values are projected to be \$12,888,757,974, which represents an increase of \$86,700,771 or 0.68 percent over estimated fiscal year 2016 values. The projected taxable property value is based upon data provided by the Cumberland County Tax Office on March 3, 2016.

Motor vehicle taxable property values for fiscal year 2017 are projected to be \$1,293,087,089, which represents an increase of \$12,604,352 or 1.0 percent over projected fiscal year 2016 values. The projected growth rate assumes marginal improvement over the 0.6 percent growth realized through January of fiscal year 2016 as compared to fiscal year 2015. The recommended 1.35 cent tax rate increase will be effective for nine of twelve billing cycles in fiscal year 2017.

Revenue Assumptions

General Fund Property Tax Revenues



Other Taxes

Other tax revenues include vehicle license taxes, privilege licenses, and gross receipts tax on short-term lease and rental vehicles and heavy equipment.

Revenue projections for vehicle license taxes are projected to total \$624,570 for fiscal year 2017 based upon the current \$5 per vehicle per year license tax rate.

Municipal authority for privilege license taxes was rescinded by action of the State legislature effective July 1, 2015. Authority remains only for collection of beer and wine license fees, peddler and solicitor permit fees, and special event permits. Revenue projections for fiscal year 2017 total \$15,640.

Vehicle gross receipts tax revenues are collected on rental vehicles and heavy equipment and collections are projected to total \$622,820 for fiscal year 2016.

Intergovernmental Revenues

This revenue source represents funds received from other governmental units. Depending on the source and nature of the resource, occasionally restrictions are placed on the use of these proceeds.

Federal Revenues

Federal intergovernmental revenue projections for fiscal year 2017 total \$945,507, including \$743,290 in grant funding for 19 police officer positions. These hiring grants will phase out by fiscal year 2018.

Federal funding also includes \$118,010 from federal law enforcement agencies for other agreements for police expenditures and \$84,207 in interest subsidies from the IRS.

State Shared Revenues

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

Sales Tax Distributions

The City currently receives state distributions from three separate sales taxes. Article 40 tax is a half-cent sales tax from which local governments receive distributions of statewide collections on a per capita basis. Article 39 and 42 taxes are one-cent and half-cent sales taxes from which local governments receive distributions based upon taxes generated by sales that occur in the county, which is also referred to as the point-of-delivery method.

Prior to October 2009, there was an additional half-cent per capita-based sales tax (Article 44) and Article 42 taxes were distributed on a per capita basis. The taxes were eliminated or modified by the State to fund a takeover of some Medicaid expenditures from counties. To offset sales tax revenue losses to municipalities, the State reduces distributions to counties to fund hold harmless payments to municipalities.

Revenue Assumptions

In projecting sales tax revenues for the remainder of fiscal year 2016, year-to-date growth in statewide sales taxes were compared to growth in point-of-delivery sales taxes (i.e. based upon sales in Cumberland County). Locally derived sales taxes have lagged statewide sales taxes in growth as compared to the first six months of the prior year (3.7 percent vs. 4.6 percent growth). Additionally, the per capita share of statewide sales taxes distributed to Cumberland County has declined versus fiscal year 2015 due to a 1.86 percent decline in the ratio of the local population against the statewide population.

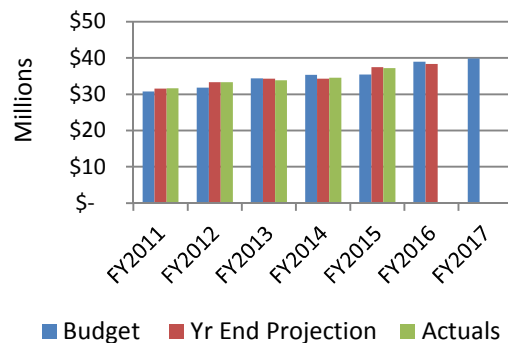
For fiscal year 2016, the NCLM is projecting overall statewide sales tax collections to be up 4.5 percent over fiscal year 2015. For the remaining six months of fiscal year 2016, the City's sales tax revenue projections assume that sales taxes collections based on statewide sales will be 2.75 percent above the last six months of fiscal year 2015. Sales tax collections based on local sales are projected to be 3.6 percent above the last six months of fiscal year 2015. Total City sales tax revenues and hold harmless payments projected for fiscal year 2016 are \$38,372,160, 1.5 percent below the original budget of \$38,958,113. 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 \$7,032,681.

For fiscal year 2017, the NCLM is projecting statewide sales tax collections to be up 3.75 percent. The growth projection applied for local point-of-delivery sales tax revenues is 3.50 percent, reflecting a slight tempering of growth in local sales taxes as well. On that basis, projections of total sales tax distributions to the county as a whole are projected to be up 3.56 percent for fiscal year 2017.

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 2017, the City is projected to receive \$39,808,142 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 annexations are projected to total \$7,238,126.

General Fund Sales Tax Distributions



Utility Tax Distributions

Total utility tax distributions from the State are projected to be \$14,205,100 in fiscal year 2016, up 10.6 percent from the fiscal year 2016 original budget projection of \$12,842,300. The projected budget variance primarily reflects a 17.8 percent positive variance in electric sales taxes, offset by negative variances of 7.0 percent in telecommunication taxes and 3.3 percent in video programming taxes. The unexpected growth in electric sales tax revenues relates to the transition from prior system of local franchise taxes on electric and natural gas sales to the statewide sales tax on these utility sales.

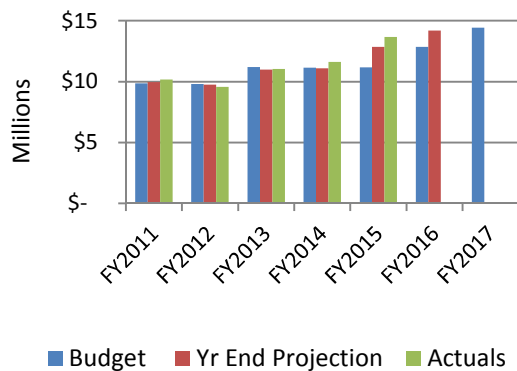
For fiscal year 2017, \$14,424,500 is projected to be received from utility taxes. This projection is influenced by forecast information provided by the NCLM for electric, natural gas, telecommunications and

Revenue Assumptions

video programming sales. Declines of 2.0 percent are projected for utility taxes on natural gas, telecommunications and video programming sales. Growth of 3.5 percent is projected for statewide sales taxes on electricity sales. Local revenue growth, however, is projected to be 2.9 percent based upon the statutory distribution method which allocates growth in revenues beyond the fiscal year 2014 baseline on the basis of ad valorem tax levies.

Based upon projections of video programming tax revenues to be generated from the Fort Bragg annexation during fiscal year 2016, \$53,634 must be shared with Spring Lake in accordance with the Fort Bragg annexation agreement. Due to the declining video programming revenue projections, the projected allocation to Spring Lake reduces to \$50,917 for fiscal year 2017.

General Fund Utility Tax Distributions



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 \$934,200 in beer and wine tax proceeds for fiscal year 2016, and \$980,900 for fiscal year 2017. These projections reflect a 6.0 percent decline in per capita revenues in fiscal year 2016, and a 5.0 percent increase in fiscal year 2017 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 2017, the per capita rate is projected to be \$20.15 with a population estimate of 208,373, and the per mile rate is projected to be \$1,624.41 with a municipal street mileage estimate of 735.69. Powell Bill revenues are expected to total \$5,393,778 in fiscal year 2017, a 1.1 percent decline from fiscal year 2016. This revenue source must be used for street and sidewalk construction, maintenance or related debt service.

Consistent with the Fort Bragg annexation agreement, the City must remit payments to Spring Lake to ensure a 70 percent to 30 percent share of state-shared revenues related to the Fort Bragg annexation. For fiscal year 2017, projected payments related to Powell Bill and beer and wine taxes total \$92,917.

Local Revenues

County, housing authority and school system reimbursements are based on formulas specified in interlocal agreements with the City for the operations of the housing authority police officer program, Fire Hazardous Materials Response Team, the consolidated parks and recreation program and for fire protection for specific parcels in the Lafayette Village, Lake Rim, Bonnie Doone and West Area Fire Districts.

Total local intergovernmental revenues are projected to total \$5,485,032 in fiscal year 2017, an increase of \$2,199,078 from fiscal year 2016 projections. The reimbursement formulas and methodologies for the existing programs are projected to continue in fiscal year 2017 under the same provisions that

Revenue Assumptions

existed in fiscal year 2016. Fiscal year 2017 includes \$941,475 in reimbursements from the Cumberland County School System for operating costs for the red light camera program that began in July, 2015, reflecting a projected increase of \$467,607 as additional cameras become operational. Proceeds from the County and Town of Eastover for the recreation district are projected to be \$1,825,380 higher in fiscal year 2017, primarily reflecting the retention of \$1,500,000 of district tax proceeds by the County in fiscal year 2016 for planned park additions and improvements to real property.

The fiscal year 2017 budget also includes anticipated reimbursements of \$17,088 from the Town of Spring Lake under the county-wide sales tax agreement and \$88,695 from the Public Works Commission for a share of debt service payments for the upgraded 800 MHz system.

Other Functional Revenues

This category is comprised of various revenues for services provided by the City, licenses and permits issued by the City and the rental of City property.

Revenue projections for fiscal year 2017 do not include any additional projected revenues from fee adjustments for the General Fund. The fee schedule in the appendix includes a comprehensive list of the proposed fees for fiscal year 2017.

Permit and fee revenues for fiscal year 2016 are projected to be \$2,722,750, which is 12.6 percent above the current budget and 17.1 percent above actual fiscal year 2015 revenues. The revenue increase primarily reflects increased building and inspection permit revenues. Fiscal year 2017 revenue projections total \$2,726,750, reflecting assumed continuation of activities at current levels.

Property lease revenues for fiscal year 2016 are projected to total \$541,221, down from the original budget projection of \$720,775. The decline in revenues reflects decreased tenant leases in the Festival Plaza building. Property lease revenues for fiscal year 2017 are projected to total \$553,369, including \$413,048 in projected tenant leases in the Festival Plaza building, \$24,000 in lease payments from Amtrak, and a \$28,000 rental charge to the Stormwater Fund for the Alexander Street building.

Engineering and Infrastructure service revenues for fiscal year 2016 are projected to be \$428,400, 0.7 percent below the current year budget. Projections for fiscal year 2017 assume a continuation of current levels of activity and no change in revenues.

Planning revenues for fiscal year 2016 and 2017 are projected to be \$63,000 and \$63,500 respectively, reflecting a projected decline from the fiscal year 2016 original budget of \$75,200, primarily due to fewer projected rezoning and subdivision and site plan reviews.

Public safety revenues for fiscal year 2016 and fiscal year 2017 are projected to be \$1,067,176 and \$1,067,917 respectively, down from the original fiscal year 2016 budget of \$1,091,127. The decline primarily reflects a \$27,586 projected decline in reimbursements from the Airport Fund for police services.

Parks and Recreation revenues for fiscal year 2016 are projected to be \$1,616,222, or 6.2 percent above budget, primarily reflecting increases in revenues from recreation programming. Fiscal year 2017 revenues are projected to increase to \$1,643,621, primarily reflecting revenues from the opening of the Keith Andrew Bates, Sr. pool at College Lakes.

Revenue Assumptions

Other Revenues

Miscellaneous revenue sources are generally estimated based on historical trends. For fiscal year 2016 and 2017, revenue projections include \$94,349 and \$87,960 respectively for custodial services to be provided under contract for the Airborne and Special Operations Museum. Fiscal year 2017 revenues also include \$40,279 for loan repayments from Greyhound for the loan for up-fit expenditures at the new transit multimodal center.

Investment Earnings

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

Other Financing Sources

Other financing sources projected for fiscal year 2017 consist of transfers from other funds and anticipated loan proceeds. Transfers represent an appropriation from one fund to another fund within the same governmental unit.

For fiscal year 2016, the Electric Fund transfer from the Public Works Commission (PWC) to the General Fund is projected at \$9,487,724. For fiscal year 2017, this transfer is projected at \$9,598,100, calculated based upon 5.2% of metered, residential, commercial and industrial electric sales for fiscal year 2015. The transfer formula is consistent with the formula instituted for fiscal year 2016.

Other transfers projected to be received by the General Fund in fiscal year 2017 include: \$55,532 from the Lake Valley Municipal Service District Fund to repay an interfund

loan; and, \$30,791 from the Central Business Tax District Fund to assist in funding debt service for the Franklin Street Parking Deck.

The City anticipates financing \$2,536,477 for the purchase of General Fund vehicles and equipment in fiscal year 2017.

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 2017 fund balance appropriation for the General Fund totals \$3,335,574 and is associated with specific planned expenditures.

The funded expenditures include: a total of \$1,691,069 for capital and information technology improvement plan projects comprised of \$700,000 for gateway improvements, \$494,000 from fund balance previously assigned by Council for senior recreation to be expended for parks and recreation capital improvements, \$175,000 for bridge replacement projects, \$158,000 for continuing implementation of the FayWorx system, \$75,000 for major HVAC replacements, \$60,000 for the local share of a pedestrian study being performed by the NC Department of Transportation, and \$29,069 for the purchase of radios for Environmental Services; \$981,000 for a replacement ladder truck for the Fire Department; \$234,500 for small capital improvement projects including court resurfacing, picnic shelters, fence replacement, lighting and lighting control link upgrades, an equipment shed, and concrete replacement at the City's fuel site; \$50,000 for non-recurring overtime for the Police Department related to Federal election

campaign activities; \$32,000 for a ride-on sprayer for the Parks division; \$136,000 for non-recurring contract and training services across several departments; and, \$211,005 across several departments for a variety of non-recurring small equipment, supply and technology license purchases.

CENTRAL BUSINESS TAX DISTRICT FUND

The tax rate for the Central Business Tax District for fiscal year 2017 is recommended to remain at 10.0 cents per 100 dollars of property valuation, with total taxable values estimated to be \$137,030,921 and collection rates estimated at 99.18 percent for real and personal property and 100.0 percent for motor vehicles. On this basis, fiscal year 2017 current year property tax collections are projected to be \$135,946, an increase of 2.5 percent from fiscal year 2016 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. As all outstanding capital leases are projected to be repaid in fiscal year 2016, there are no revenues or expenditures projected for the COFFC for fiscal year 2017.

EMERGENCY TELEPHONE SYSTEM FUND

Enhanced 911 operations are funded by service charges collected by the State on voice communications services. In fiscal year 2016, the E911 Fund is projected to receive \$856,110 in these dedicated revenues from the State. In fiscal year 2017, the E911 Fund

is projected to receive only \$113,708 due to State requirements to expend accumulated dedicated fund balance. In future fiscal years, increased funding is expected to support eligible operating costs.

LAKE VALLEY DRIVE MSD FUND

The tax rate for the Lake Valley Municipal Service District Fund for fiscal year 2017 is recommended to remain at 33.6 cents per 100 dollars of property valuation. Total taxable values for fiscal year 2017 are projected to be \$17,069,869. With a projected collection rate of 100 percent, property tax collections are estimated to be \$57,355 for fiscal year 2017.

PARKING FUND

Revenues supporting parking operations are primarily generated from leased and short-term parking in lots and in the parking deck, and parking citations. These revenues are projected to total \$200,130 in fiscal year 2016, which is 8.1 percent below the fiscal year 2016 budget. These revenue projections for fiscal year 2017 total \$197,010. For fiscal year 2017, lease rates for all lots are recommended to remain at \$50 per month.

The Public Works Commission is projected to pay \$41,384 in fiscal year 2017 to fund its proportionate share of parking deck operating costs and capital reserves.

As the projected total revenues generated for the Parking Fund are not sufficient to fully support operating costs for downtown parking and fund balance in the Parking Fund has been exhausted, the General Fund is projected to be required to provide transfers of \$110,768 in fiscal year 2016 and \$114,187 in fiscal year 2017 to fund projected operating expenditures and capital reserve contributions.

Revenue Assumptions

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 \$3,907,157 in fiscal year 2017 based upon known leases and agreements and historical trends. These revenues are expected to comprise 80.8 percent of total Airport operating revenues.

The Airport also receives funding from the Federal Aviation Administration and airlines to fund security services at the Airport. These revenues are projected to total \$318,600 for fiscal year 2017 based upon current agreements. These funds are reimbursed to the General Fund for law enforcement services provided to the Airport.

In addition, landing fees paid by various companies are expected to total \$350,283 in fiscal year 2017.

ENVIRONMENTAL SERVICES FUND

The residential solid waste fee is the primary fee supporting environmental services operations. For fiscal year 2017, the recommended annual fee is recommended to remain at \$44 per single-family residential unit. Based upon the current fee, current year fee revenues for fiscal year 2017 are projected to total \$2,648,400.

Intergovernmental revenue projections for fiscal year 2017 include \$306,035 from Cumberland County based upon agreed payments of \$5 per household and \$134,300 in proceeds from the solid waste disposal tax collected by the State.

The City anticipates financing \$1,004,000 for the purchase of Environmental Services Fund vehicles and equipment in fiscal year 2017.

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 2017, the transfer is projected to total \$7,082,078 as compared to the fiscal year 2016 original budget of \$7,776,159. The decrease primarily reflects the financing proceeds anticipated in fiscal year 2017.

STORMWATER FUND

The monthly stormwater fee is recommended to remain at \$3.75 per equivalent residential unit for fiscal year 2017.

Stormwater fee revenue projections for fiscal year 2016 for first-year collections are projected to total \$6,724,590, a 1.1 percent increase over the original budget. For Fiscal year 2017, stormwater fee revenues for first-year collections are projected to total \$6,791,832, a 1.0 percent increase over projected revenues for fiscal year 2016. The State currently contracts with the City to sweep state-maintained roads within the city. Projected contract payments of \$120,500 are included in the Stormwater fund for fiscal year 2017, unchanged from fiscal year 2016 projections.

TRANSIT FUND

The Transit Fund receives grants from the federal government for the operation of the department. The transit capital maintenance, operating assistance, ADA and JARC grants are projected to total \$2,367,027 in fiscal year 2017. The grant proceeds fund ADA services, vehicle and general maintenance, limited operating costs and specific service enhancements.

The Transit Fund also receives funding under the State Maintenance Assistance Program.

Revenue Assumptions

Fiscal year 2017 proceeds from this revenue are projected to be \$760,616, in-line with projected fiscal year 2016 receipts.

In fiscal year 2009, the City implemented a \$5 vehicle license tax dedicated to support transit operations. In fiscal year 2017, \$630,380 is projected to be generated from this tax.

The Transit system is projected to generate a total of \$1,121,567 in fare revenue in fiscal year 2017 based upon ridership data supplied by the Transit Department and current fare schedules.

The Transit Department has recommended discontinuing the current 8-day rolling passes and implementing 5-day rolling passes to better meet customer interests. In addition, discounted youth day passes and summer fun passes are recommended to be offered in fiscal year 2017. The fee schedule included in the appendix provides details of the proposed pass changes.

For fiscal year 2017, \$81,250 is projected to be received from PWC for the operation of the shuttle route, and \$148,000 is projected to be received from Fayetteville State University for the route enhancement agreement.

Property use revenues projected for fiscal year 2017 total \$147,828, and include \$129,108 projected to be received from Greyhound for an allocated share of operating costs for the new multimodal center. Lease revenue payments for will commence beginning in fiscal year 2018.

Advertising revenues for fiscal year 2017 are projected to total \$64,800, up from fiscal year 2016 projected revenues of \$37,760. This increase reflects the impact of a full fiscal year of operations of the new advertising program.

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 2016, the transfer is projected to total \$3,382,403 as compared to the currently budgeted transfer of \$3,628,795. For fiscal year 2017, the General Fund transfer to the Transit Fund is projected to total \$3,418,533.

LEOSSA FUND

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

RISK MANAGEMENT FUND

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

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

In fiscal year 2017, the General Fund is projected to transfer \$803,071 to the Risk Management fund for repayment of interfund loans.

Community Development

Description	FY 2015 Actual	FY 2016 Original Budget	FY 2016 Estimate	FY 2017 Recommend	FY 2017 Adopted
Salaries & Wages	128,900	145,557	119,544	147,264	0
Social Security & Pension	18,016	21,663	17,352	23,308	0
Insurance & Benefits	17,533	19,114	15,309	22,991	0
Temporary Services	0	0	0	0	0
Personnel Services	164,449	186,334	152,205	193,563	0
Utilities	424	460	460	490	0
Supplies	4,165	6,000	4,700	3,500	0
Small Equipment/ Computers	23	990	990	0	0
General Maintenance	0	0	0	0	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	2,421	2,520	3,093	3,170	0
Travel and Development	2,507	5,050	4,200	7,700	0
Memberships and Dues	1,837	1,170	1,170	1,195	0
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
Operating	11,377	16,190	14,613	16,055	0
Accounting, Auditing & Legal	6,545	12,000	11,500	12,000	0
Medical Services	0	0	0	0	0
Other Contract Services	104,372	95,000	95,150	100,500	0
Contract Services	110,917	107,000	106,650	112,500	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	20,000	20,000	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	20,000	20,000	0	0
Transfers to Other Funds	169,189	398,256	398,256	272,958	0
Debt Service	0	0	0	0	0
Other Charges	1,690	500	136	500	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	28,125	35,353	35,353	35,353	0
Inventory	0	0	0	0	0
Cost Redistribution	-22,636	0	0	0	0
Other Charges	7,179	35,853	35,489	35,853	0
Total Expenditures	463,111	763,633	727,213	630,929	0

Economic & Business Development

Description	FY 2015 Actual	FY 2016 Original Budget	FY 2016 Estimate	FY 2017 Recommend	FY 2017 Adopted
Salaries & Wages	72,805	259,930	154,487	301,580	0
Social Security & Pension	10,001	38,467	23,063	47,796	0
Insurance & Benefits	2,832	30,416	7,975	36,300	0
Temporary Services	0	0	13,997	0	0
Personnel Services	85,638	328,813	199,522	385,676	0
Utilities	0	0	0	0	0
Supplies	16,038	11,500	14,700	26,800	0
Small Equipment/ Computers	26,369	6,915	6,915	0	0
General Maintenance	0	0	0	0	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	15,260	17,761	14,658	21,380	0
Travel and Development	6,429	17,500	15,000	22,000	0
Memberships and Dues	0	3,000	3,000	13,300	0
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
Operating	64,096	56,676	54,273	83,480	0
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	234,561	742,789	836,223	314,624	0
Contract Services	234,561	742,789	836,223	314,624	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	25,000	166,795	166,809	170,065	0
Debt Service	0	0	0	0	0
Other Charges	23	4,500	1,030	2,429	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	214,726	665,000	700,274	1,115,000	0
Inventory	0	0	0	0	0
Cost Redistribution	22,636	-315,000	-315,000	-315,000	0
Other Charges	237,385	354,500	386,304	802,429	0
Total Expenditures	646,680	1,649,573	1,643,131	1,756,274	0

Engineering & Infrastructure

Description	FY 2015 Actual	FY 2016 Original Budget	FY 2016 Estimate	FY 2017 Recommend	FY 2017 Adopted
Salaries & Wages	4,709,478	4,880,747	4,906,858	4,998,306	0
Social Security & Pension	676,618	726,406	714,281	797,948	0
Insurance & Benefits	801,045	837,642	861,102	922,396	0
Temporary Services	43,091	32,480	33,758	33,080	0
Personnel Services	6,230,232	6,477,275	6,515,999	6,751,730	0
Utilities	355,235	366,410	367,110	384,300	0
Supplies	538,772	577,628	556,438	611,504	0
Small Equipment/ Computers	11,340	1,500	15,938	0	0
General Maintenance	155,515	175,624	174,934	177,711	0
Vehicle Maintenance	719,624	837,170	918,486	943,850	0
Vehicle Fuel	244,068	258,500	169,230	170,750	0
Communications	88,473	113,677	118,688	118,180	0
Travel and Development	46,486	79,340	83,670	71,390	0
Memberships and Dues	9,496	12,429	12,654	11,899	0
Insurance/Claims	22,365	25,922	170,931	46,157	0
Other Services	120,863	47,700	47,700	45,500	0
Operating	2,312,237	2,495,900	2,635,779	2,581,241	0
Accounting, Auditing & Legal	625	3,500	3,500	3,500	0
Medical Services	1,262	1,288	1,388	1,398	0
Other Contract Services	1,230,432	2,018,477	2,385,704	2,293,549	0
Contract Services	1,232,319	2,023,265	2,390,592	2,298,447	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	12,599	0	23,956	29,864	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	189,441	385,000	384,994	134,000	0
Infrastructure	8,384	0	155	1,000	0
Capital Outlay	210,424	385,000	409,105	164,864	0
Transfers to Other Funds	8,329,606	6,899,538	7,752,178	8,580,974	0
Debt Service	1,326,075	1,388,037	1,353,348	1,398,102	0
Other Charges	8,032	18,727	8,429	4,425	0
Indirect Cost Allocation	199,366	198,697	204,316	204,658	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	75,000	75,000	75,000	75,000	0
Other Charges	282,398	292,424	287,745	284,083	0
Total Expenditures	19,923,291	19,961,439	21,344,746	22,059,441	0

Human Relations

Description	FY 2015 Actual	FY 2016 Original Budget	FY 2016 Estimate	FY 2017 Recommend	FY 2017 Adopted
Salaries & Wages	184,650	198,168	155,869	231,582	0
Social Security & Pension	26,485	29,516	22,627	36,326	0
Insurance & Benefits	23,068	24,314	20,528	27,377	0
Temporary Services	0	0	3,800	0	0
Personnel Services	234,203	251,998	202,824	295,285	0
Utilities	0	0	0	0	0
Supplies	10,149	15,450	8,813	10,400	0
Small Equipment/ Computers	3,241	0	1,628	2,000	0
General Maintenance	34	0	0	0	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	6,957	6,113	5,990	11,340	0
Travel and Development	1,457	4,950	2,732	10,200	0
Memberships and Dues	928	1,070	1,070	2,570	0
Insurance/Claims	0	0	0	0	0
Other Services	1,368	1,500	3,136	3,136	0
Operating	24,134	29,083	23,369	39,646	0
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	11,155	575	36,249	11,974	0
Contract Services	11,155	575	36,249	11,974	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	1,887	2,700	2,700	4,900	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	8,463	9,840	10,500	10,500	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	10,350	12,540	13,200	15,400	0
Total Expenditures	279,842	294,196	275,642	362,305	0

Permitting & Inspections

Description	FY 2015 Actual	FY 2016 Original Budget	FY 2016 Estimate	FY 2017 Recommend	FY 2017 Adopted
Salaries & Wages	1,130,924	1,330,077	1,310,698	1,383,616	0
Social Security & Pension	161,318	197,019	187,494	221,016	0
Insurance & Benefits	171,964	197,086	203,516	227,381	0
Temporary Services	67,893	0	84,403	0	0
Personnel Services	1,532,099	1,724,182	1,786,111	1,832,013	0
Utilities	0	0	0	0	0
Supplies	19,384	27,045	32,793	15,838	0
Small Equipment/ Computers	1,448	44,000	57,272	0	0
General Maintenance	17,489	2,625	6,039	7,574	0
Vehicle Maintenance	20,129	21,000	16,010	16,480	0
Vehicle Fuel	20,692	19,200	16,260	15,290	0
Communications	38,582	41,904	43,445	44,330	0
Travel and Development	25,524	40,300	67,378	41,036	0
Memberships and Dues	3,635	5,751	5,751	5,931	0
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
Operating	146,883	201,825	244,948	146,479	0
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	16,540	45,500	30,920	28,500	0
Contract Services	16,540	45,500	30,920	28,500	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	32,593	0	12,500	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	44,495	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	77,088	0	12,500	0	0
Transfers to Other Funds	0	50,000	50,000	58,500	0
Debt Service	0	0	0	0	0
Other Charges	210	120	120	1,000	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	210	120	120	1,000	0
Total Expenditures	1,772,820	2,021,627	2,124,599	2,066,492	0

Planning & Code Enforcement

Description	FY 2015 Actual	FY 2016 Original Budget	FY 2016 Estimate	FY 2017 Recommend	FY 2017 Adopted
Salaries & Wages	1,323,431	1,394,638	1,444,157	1,488,768	0
Social Security & Pension	190,916	206,607	211,417	237,337	0
Insurance & Benefits	182,087	205,183	190,316	230,239	0
Temporary Services	235	0	5,214	0	0
Personnel Services	1,696,669	1,806,428	1,851,104	1,956,344	0
Utilities	0	0	0	0	0
Supplies	11,133	11,053	14,496	16,501	0
Small Equipment/ Computers	1,758	66,000	80,072	0	0
General Maintenance	675	650	1,802	1,152	0
Vehicle Maintenance	14,501	17,340	15,000	15,450	0
Vehicle Fuel	10,181	10,300	8,110	7,630	0
Communications	62,592	74,174	77,920	78,390	0
Travel and Development	15,741	19,300	17,973	18,050	0
Memberships and Dues	5,528	7,250	7,768	10,009	0
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
Operating	122,109	206,067	223,141	147,182	0
Accounting, Auditing & Legal	1,485	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	585,063	729,072	663,274	371,466	0
Contract Services	586,548	729,072	663,274	371,466	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	0	0	0	0	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	1,703	1,775	13,500	10,000	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	1,703	1,775	13,500	10,000	0
Total Expenditures	2,407,029	2,743,342	2,751,019	2,484,992	0

Airport

Description	FY 2015 Actual	FY 2016 Original Budget	FY 2016 Estimate	FY 2017 Recommend	FY 2017 Adopted
Salaries & Wages	1,049,629	1,103,432	1,092,485	1,199,467	0
Social Security & Pension	150,093	163,734	159,674	191,171	0
Insurance & Benefits	168,144	194,092	194,291	220,303	0
Temporary Services	53,269	51,894	51,700	56,629	0
Personnel Services	1,421,135	1,513,152	1,498,150	1,667,570	0
Utilities	432,584	455,800	454,990	475,950	0
Supplies	125,224	125,070	119,728	146,000	0
Small Equipment/ Computers	9,610	18,100	36,092	6,592	0
General Maintenance	274,995	370,195	366,472	371,195	0
Vehicle Maintenance	73,459	96,360	131,006	134,270	0
Vehicle Fuel	37,656	40,900	36,850	34,650	0
Communications	25,067	109,324	70,290	208,630	0
Travel and Development	22,105	26,750	26,750	32,700	0
Memberships and Dues	2,260	2,000	6,700	4,842	0
Insurance/Claims	49,107	52,488	52,589	55,600	0
Other Services	0	0	0	0	0
Operating	1,052,067	1,296,987	1,301,467	1,470,429	0
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	42	280	122	0
Other Contract Services	93,362	148,025	163,437	122,887	0
Contract Services	93,362	148,067	163,717	123,009	0
Land	0	0	0	0	0
Buildings	9,100	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	186,427	0	118,700	44,000	0
Equipment - Motor Vehicles	0	28,000	27,994	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	195,527	28,000	146,694	44,000	0
Transfers to Other Funds	1,285,994	0	0	5,500,000	0
Debt Service	0	0	0	0	0
Other Charges	447,211	1,362,901	420,907	417,948	0
Indirect Cost Allocation	135,213	177,008	182,013	182,318	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	8,804	15,000	15,000	15,000	0
Cost Redistribution	0	0	0	0	0
Other Charges	591,228	1,554,909	617,920	615,266	0
Total Expenditures	4,639,313	4,541,115	3,727,948	9,420,274	0

Environmental Services

Description	FY 2015 Actual	FY 2016 Original Budget	FY 2016 Estimate	FY 2017 Recommend	FY 2017 Adopted
Salaries & Wages	2,589,421	2,725,229	2,768,504	2,856,142	0
Social Security & Pension	370,439	404,555	403,227	455,461	0
Insurance & Benefits	540,939	576,172	562,723	640,064	0
Temporary Services	237,956	231,744	198,720	181,533	0
Personnel Services	3,738,755	3,937,700	3,933,174	4,133,200	0
Utilities	28,752	31,120	30,020	31,230	0
Supplies	415,670	429,771	407,135	461,613	0
Small Equipment/ Computers	5,480	0	0	32,317	0
General Maintenance	23,581	61,417	42,253	59,556	0
Vehicle Maintenance	1,529,534	1,708,920	1,673,028	1,732,790	0
Vehicle Fuel	534,853	574,200	359,760	366,640	0
Communications	93,657	108,986	112,623	108,560	0
Travel and Development	2,110	5,630	5,630	8,630	0
Memberships and Dues	2,050	4,783	4,783	5,080	0
Insurance/Claims	114,756	157,960	96,267	95,319	0
Other Services	0	0	0	0	0
Operating	2,750,443	3,082,787	2,731,499	2,901,735	0
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	1,501	1,706	1,656	1,494	0
Other Contract Services	2,352,163	2,225,158	2,224,792	2,256,305	0
Contract Services	2,353,664	2,226,864	2,226,448	2,257,799	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	1,526,679	1,260,000	2,000,084	1,255,000	0
Infrastructure	0	0	0	0	0
Capital Outlay	1,526,679	1,260,000	2,000,084	1,255,000	0
Transfers to Other Funds	117,848	0	0	0	0
Debt Service	0	150,002	147,579	279,588	0
Other Charges	3,977	4,910	4,668	16,768	0
Indirect Cost Allocation	610,203	533,073	665,670	666,785	0
Non-Profit/Gov't Agencies	0	0	0	2,835	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	614,180	537,983	670,338	686,388	0
Total Expenditures	11,101,569	11,195,336	11,709,122	11,513,710	0

Fire & Emergency Management

Description	FY 2015 Actual	FY 2016 Original Budget	FY 2016 Estimate	FY 2017 Recommend	FY 2017 Adopted
Salaries & Wages	15,622,145	16,121,956	16,237,097	16,682,934	0
Social Security & Pension	2,231,540	2,396,324	2,337,913	2,666,884	0
Insurance & Benefits	2,597,479	2,591,184	2,698,069	2,846,032	0
Temporary Services	0	0	0	0	0
Personnel Services	20,451,164	21,109,464	21,273,079	22,195,850	0
Utilities	197,639	208,420	211,750	220,220	0
Supplies	594,876	644,155	625,515	692,328	0
Small Equipment/ Computers	142,459	1,473,623	1,473,623	167,530	0
General Maintenance	142,284	354,120	359,179	174,245	0
Vehicle Maintenance	930,296	816,710	943,816	972,330	0
Vehicle Fuel	289,514	289,600	201,300	204,780	0
Communications	72,387	82,956	74,960	76,840	0
Travel and Development	42,768	79,531	74,322	106,429	0
Memberships and Dues	16,873	23,176	23,267	24,075	0
Insurance/Claims	0	42,900	42,900	45,000	0
Other Services	0	5,000	4,000	2,000	0
Operating	2,429,096	4,020,191	4,034,632	2,685,777	0
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	108,287	127,713	127,713	136,307	0
Other Contract Services	607,200	614,642	615,079	630,968	0
Contract Services	715,487	742,355	742,792	767,275	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	39,960	0	0	0	0
Equipment - Office	0	10,000	1,650	0	0
Equipment - Other	25,744	72,032	72,032	58,074	0
Equipment - Motor Vehicles	505,265	678,000	799,493	1,878,500	0
Infrastructure	0	0	0	0	0
Capital Outlay	570,969	760,032	873,175	1,936,574	0
Transfers to Other Funds	124,111	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	1,292	6,170	1,170	18,750	0
Indirect Cost Allocation	73,770	78,492	80,711	80,846	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	-75,000	-75,000	-75,000	-75,000	0
Other Charges	62	9,662	6,881	24,596	0
Total Expenditures	24,290,889	26,641,704	26,930,559	27,610,072	0

Parks, Recreation & Maintenance

Description	FY 2015 Actual	FY 2016 Original Budget	FY 2016 Estimate	FY 2017 Recommend	FY 2017 Adopted
Salaries & Wages	6,724,317	7,119,098	7,096,291	7,184,961	0
Social Security & Pension	934,626	1,027,418	993,263	1,110,886	0
Insurance & Benefits	1,153,847	1,247,677	1,256,924	1,365,345	0
Temporary Services	542,864	566,147	692,819	566,147	0
Personnel Services	9,355,654	9,960,340	10,039,297	10,227,339	0
Utilities	1,244,942	1,266,530	1,318,470	1,359,422	0
Supplies	897,378	977,764	969,898	1,007,952	0
Small Equipment/ Computers	63,127	15,000	20,927	29,000	0
General Maintenance	593,073	742,394	705,336	649,668	0
Vehicle Maintenance	851,038	1,025,050	1,037,618	1,066,980	0
Vehicle Fuel	263,284	259,400	206,300	205,170	0
Communications	195,068	213,705	225,501	225,154	0
Travel and Development	46,801	47,404	45,455	54,489	0
Memberships and Dues	3,629	7,195	7,970	7,765	0
Insurance/Claims	125,496	138,764	43,301	44,268	0
Other Services	50,118	91,968	90,003	91,103	0
Operating	4,333,954	4,785,174	4,670,779	4,740,971	0
Accounting, Auditing & Legal	0	0	17,500	0	0
Medical Services	485	910	749	749	0
Other Contract Services	856,550	1,090,741	1,210,071	1,133,607	0
Contract Services	857,035	1,091,651	1,228,320	1,134,356	0
Land	0	0	0	0	0
Buildings	0	80,000	80,000	120,000	0
Improvements	46,404	360,000	572,721	1,005,000	0
Equipment - Office	0	0	4,933	0	0
Equipment - Other	243,309	167,500	341,540	137,500	0
Equipment - Motor Vehicles	137,114	673,000	671,734	108,000	0
Infrastructure	0	0	0	0	0
Capital Outlay	426,827	1,280,500	1,670,928	1,370,500	0
Transfers to Other Funds	3,399,594	2,262,218	2,371,392	2,680,225	0
Debt Service	0	0	0	0	0
Other Charges	2,167	87,059	72,978	455,006	0
Indirect Cost Allocation	60,000	60,000	60,000	60,000	0
Non-Profit/Gov't Agencies	179,250	179,250	179,250	179,250	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	241,417	326,309	312,228	694,256	0
Total Expenditures	18,614,481	19,706,192	20,292,944	20,847,647	0

Police

Description	FY 2015 Actual	FY 2016 Original Budget	FY 2016 Estimate	FY 2017 Recommend	FY 2017 Adopted
Salaries & Wages	28,350,846	29,803,550	29,853,286	30,133,493	0
Social Security & Pension	6,250,983	6,600,733	6,521,364	6,952,677	0
Insurance & Benefits	4,161,373	4,749,220	4,504,392	5,201,083	0
Temporary Services	210,223	219,771	122,150	86,826	0
Personnel Services	38,973,425	41,373,274	41,001,192	42,374,079	0
Utilities	222,328	232,570	242,170	252,850	0
Supplies	1,245,764	1,134,131	1,163,057	1,139,123	0
Small Equipment/ Computers	360,572	74,057	166,476	105,143	0
General Maintenance	628,623	1,237,923	985,110	1,526,016	0
Vehicle Maintenance	1,737,453	2,061,060	2,144,032	1,817,010	0
Vehicle Fuel	1,142,139	1,160,500	926,420	870,870	0
Communications	886,020	682,952	988,930	824,347	0
Travel and Development	249,605	253,795	253,871	270,420	0
Memberships and Dues	10,687	10,035	10,305	10,165	0
Insurance/Claims	0	0	0	0	0
Other Services	560,192	590,542	584,245	686,490	0
Operating	7,043,383	7,437,565	7,464,616	7,502,434	0
Accounting, Auditing & Legal	550	4,000	550	550	0
Medical Services	34,229	53,263	52,800	57,613	0
Other Contract Services	616,649	793,734	994,648	799,022	0
Contract Services	651,428	850,997	1,047,998	857,185	0
Land	0	0	0	0	0
Buildings	0	0	300,000	0	0
Improvements	0	0	0	0	0
Equipment - Office	1,758	0	8,995	20,223	0
Equipment - Other	669,033	43,223	497,178	0	0
Equipment - Motor Vehicles	1,346,131	1,256,000	3,101,576	1,470,000	0
Infrastructure	0	0	0	0	0
Capital Outlay	2,016,922	1,299,223	3,907,749	1,490,223	0
Transfers to Other Funds	306,457	70,475	71,932	61,569	0
Debt Service	97,371	97,371	97,371	97,371	0
Other Charges	118,738	134,196	136,196	161,101	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	3,000	3,000	3,000	3,000	0
Inventory	0	0	0	0	0
Cost Redistribution	-42,843	-51,066	-49,278	-61,398	0
Other Charges	78,895	86,130	89,918	102,703	0
Total Expenditures	49,167,881	51,215,035	53,680,776	52,485,564	0

Transit

Description	FY 2015 Actual	FY 2016 Original Budget	FY 2016 Estimate	FY 2017 Recommend	FY 2017 Adopted
Salaries & Wages	3,871,756	4,188,599	4,137,843	4,338,882	0
Social Security & Pension	557,199	619,673	589,335	692,272	0
Insurance & Benefits	706,620	926,671	807,015	1,040,691	0
Temporary Services	25,854	0	10,156	0	0
Personnel Services	5,161,429	5,734,943	5,544,349	6,071,845	0
Utilities	38,492	49,960	41,250	97,731	0
Supplies	119,372	109,752	103,356	128,511	0
Small Equipment/ Computers	4,956	32,235	35,811	7,441	0
General Maintenance	82,346	69,100	84,130	88,076	0
Vehicle Maintenance	396,544	414,200	566,908	487,965	0
Vehicle Fuel	734,458	772,500	549,180	565,329	0
Communications	91,231	84,691	85,858	108,158	0
Travel and Development	7,017	7,765	7,765	24,036	0
Memberships and Dues	3,840	4,099	4,099	4,760	0
Insurance/Claims	45,987	79,464	47,556	52,158	0
Other Services	0	0	0	0	0
Operating	1,524,243	1,623,766	1,525,913	1,564,165	0
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	3,584	4,586	4,736	5,004	0
Other Contract Services	165,442	133,540	196,132	299,949	0
Contract Services	169,026	138,126	200,868	304,953	0
Land	25,218	0	12,481	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	16,000	0
Equipment - Motor Vehicles	3,037	8,350	33,047	18,800	0
Infrastructure	0	0	0	0	0
Capital Outlay	28,255	8,350	45,528	34,800	0
Transfers to Other Funds	456,399	233,733	519,501	253,350	0
Debt Service	19,260	0	0	0	0
Other Charges	13,703	108,310	64,249	113,397	0
Indirect Cost Allocation	666,017	621,068	638,630	639,700	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	24,797	0	0	0	0
Cost Redistribution	-120,776	-232,689	-200,000	-232,689	0
Other Charges	583,741	496,689	502,879	520,408	0
Total Expenditures	7,942,353	8,235,607	8,339,038	8,749,521	0

Budget & Evaluation

Description	FY 2015 Actual	FY 2016 Original Budget	FY 2016 Estimate	FY 2017 Recommend	FY 2017 Adopted
Salaries & Wages	236,714	328,382	342,730	343,108	0
Social Security & Pension	33,703	48,940	49,744	54,828	0
Insurance & Benefits	21,281	41,106	25,622	45,171	0
Temporary Services	0	0	0	0	0
Personnel Services	291,698	418,428	418,096	443,107	0
Utilities	0	0	0	0	0
Supplies	1,440	2,230	1,900	2,000	0
Small Equipment/ Computers	17,179	0	12,250	0	0
General Maintenance	588	3,330	3,326	3,490	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	3,078	3,690	3,870	3,920	0
Travel and Development	2,781	9,035	13,502	9,095	0
Memberships and Dues	100	250	250	250	0
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
Operating	25,166	18,535	35,098	18,755	0
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	187	75	18,430	650	0
Contract Services	187	75	18,430	650	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	0	125	155	155	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	0	125	155	155	0
Total Expenditures	317,051	437,163	471,779	462,667	0

City Attorney's Office

Description	FY 2015 Actual	FY 2016 Original Budget	FY 2016 Estimate	FY 2017 Recommend	FY 2017 Adopted
Salaries & Wages	659,293	728,126	713,652	724,857	0
Social Security & Pension	100,073	113,524	110,552	122,658	0
Insurance & Benefits	73,247	76,561	81,913	82,934	0
Temporary Services	0	0	0	0	0
Personnel Services	832,613	918,211	906,117	930,449	0
Utilities	0	0	0	0	0
Supplies	34,756	28,100	34,497	37,200	0
Small Equipment/ Computers	0	0	1,424	500	0
General Maintenance	0	0	0	0	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	3,087	4,981	4,210	4,220	0
Travel and Development	7,257	11,209	11,209	11,209	0
Memberships and Dues	4,223	4,707	4,707	4,825	0
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
Operating	49,323	48,997	56,047	57,954	0
Accounting, Auditing & Legal	826,873	600,000	589,792	600,000	0
Medical Services	0	0	0	0	0
Other Contract Services	0	100	137	100	0
Contract Services	826,873	600,100	589,929	600,100	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	658	423	573	578	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	-27,000	-27,000	-27,000	-27,000	0
Other Charges	-26,342	-26,577	-26,427	-26,422	0
Total Expenditures	1,682,467	1,540,731	1,525,666	1,562,081	0

City Manager's Office

Description	FY 2015 Actual	FY 2016 Original Budget	FY 2016 Estimate	FY 2017 Recommend	FY 2017 Adopted
Salaries & Wages	1,187,381	1,383,957	1,619,978	1,452,695	0
Social Security & Pension	170,847	201,974	214,323	228,270	0
Insurance & Benefits	119,960	150,482	160,323	165,234	0
Temporary Services	56,038	0	12,188	0	0
Personnel Services	1,534,226	1,736,413	2,006,812	1,846,199	0
Utilities	0	0	0	0	0
Supplies	16,288	15,589	15,707	19,600	0
Small Equipment/ Computers	28,479	63,935	71,235	0	0
General Maintenance	1,052	17,692	11,242	11,314	0
Vehicle Maintenance	0	0	706	730	0
Vehicle Fuel	0	0	1	0	0
Communications	20,480	28,230	26,290	25,747	0
Travel and Development	52,295	52,026	67,101	52,669	0
Memberships and Dues	21,806	16,789	16,864	18,102	0
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
Operating	140,400	194,261	209,146	128,162	0
Accounting, Auditing & Legal	0	10,000	168,000	10,000	0
Medical Services	0	0	0	0	0
Other Contract Services	231,140	99,443	120,928	76,079	0
Contract Services	231,140	109,443	288,928	86,079	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	31,746	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	31,746	0	0
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	2,685	3,980	3,980	3,225	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	2,685	3,980	3,980	3,225	0
Total Expenditures	1,908,451	2,044,097	2,540,612	2,063,665	0

Corporate Communications

Description	FY 2015 Actual	FY 2016 Original Budget	FY 2016 Estimate	FY 2017 Recommend	FY 2017 Adopted
Salaries & Wages	441,298	518,832	525,416	531,639	0
Social Security & Pension	62,332	75,279	75,709	83,466	0
Insurance & Benefits	52,786	70,914	64,449	77,700	0
Temporary Services	8,124	0	0	0	0
Personnel Services	564,540	665,025	665,574	692,805	0
Utilities	0	0	0	0	0
Supplies	13,376	13,600	20,832	18,622	0
Small Equipment/ Computers	16,229	3,240	7,175	7,310	0
General Maintenance	1,539	5,500	5,500	7,500	0
Vehicle Maintenance	410	1,190	1,500	1,550	0
Vehicle Fuel	246	400	190	180	0
Communications	70,414	81,598	143,213	90,655	0
Travel and Development	4,469	11,300	12,877	17,400	0
Memberships and Dues	2,339	3,888	3,888	5,223	0
Insurance/Claims	0	0	0	0	0
Other Services	22,260	22,260	22,260	22,629	0
Operating	131,282	142,976	217,435	171,069	0
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	9,660	67,900	17,975	14,300	0
Contract Services	9,660	67,900	17,975	14,300	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	57,415	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	57,415	0
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	286	300	320	350	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	98,853	124,500	95,100	95,900	0
Cost Redistribution	-222,586	-254,000	-218,600	-219,400	0
Other Charges	-123,447	-129,200	-123,180	-123,150	0
Total Expenditures	582,035	746,701	777,804	812,439	0

Finance

Description	FY 2015 Actual	FY 2016 Original Budget	FY 2016 Estimate	FY 2017 Recommend	FY 2017 Adopted
Salaries & Wages	951,161	1,021,522	1,184,121	1,306,090	0
Social Security & Pension	133,987	149,727	170,638	207,828	0
Insurance & Benefits	125,971	154,575	156,692	211,802	0
Temporary Services	54,370	0	20,823	0	0
Personnel Services	1,265,489	1,325,824	1,532,274	1,725,720	0
Utilities	0	0	0	0	0
Supplies	13,344	16,005	16,118	19,775	0
Small Equipment/ Computers	15,365	900	46,645	0	0
General Maintenance	16,387	16,600	16,315	20,105	0
Vehicle Maintenance	95,721	107,000	226,453	130,000	0
Vehicle Fuel	0	0	0	0	0
Communications	25,138	33,900	29,100	32,230	0
Travel and Development	10,291	19,675	21,927	36,655	0
Memberships and Dues	1,419	3,785	3,785	3,654	0
Insurance/Claims	3,006,817	3,296,250	4,069,712	3,362,000	0
Other Services	0	0	0	0	0
Operating	3,184,482	3,494,115	4,430,055	3,604,419	0
Accounting, Auditing & Legal	86,198	69,500	108,091	69,750	0
Medical Services	22,296	24,000	23,040	24,200	0
Other Contract Services	929,380	1,021,575	942,600	615,450	0
Contract Services	1,037,874	1,115,075	1,073,731	709,400	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	228	285	285	625	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	228	285	285	625	0
Total Expenditures	5,488,073	5,935,299	7,036,345	6,040,164	0

Human Resource Development

Description	FY 2015 Actual	FY 2016 Original Budget	FY 2016 Estimate	FY 2017 Recommend	FY 2017 Adopted
Salaries & Wages	902,740	1,024,122	932,529	1,011,697	0
Social Security & Pension	129,116	152,248	136,152	161,650	0
Insurance & Benefits	134,003	160,016	136,413	172,709	0
Temporary Services	0	0	2,587	0	0
Personnel Services	1,165,859	1,336,386	1,207,681	1,346,056	0
Utilities	0	0	0	0	0
Supplies	39,556	54,601	44,188	62,136	0
Small Equipment/ Computers	15,199	0	3,361	1,400	0
General Maintenance	47,054	16,569	16,303	16,057	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	20,785	29,112	27,080	30,014	0
Travel and Development	63,686	105,741	95,120	78,871	0
Memberships and Dues	4,889	5,865	5,865	6,989	0
Insurance/Claims	12,890,402	14,149,664	14,534,647	15,879,252	0
Other Services	340	380	380	380	0
Operating	13,081,911	14,361,932	14,726,944	16,075,099	0
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	26,840	52,166	36,175	58,869	0
Other Contract Services	200,576	272,773	221,304	220,572	0
Contract Services	227,416	324,939	257,479	279,441	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	4,933	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	4,933	0	0
Transfers to Other Funds	3,500,000	495,000	495,000	0	0
Debt Service	0	0	0	0	0
Other Charges	191,509	844,671	166,067	1,109,048	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	191,509	844,671	166,067	1,109,048	0
Total Expenditures	18,166,695	17,362,928	16,858,104	18,809,644	0

Information Technology

Description	FY 2015 Actual	FY 2016 Original Budget	FY 2016 Estimate	FY 2017 Recommend	FY 2017 Adopted
Salaries & Wages	1,436,679	1,586,534	1,592,004	1,630,337	0
Social Security & Pension	205,313	232,625	229,698	257,111	0
Insurance & Benefits	187,267	211,595	209,260	234,060	0
Temporary Services	18,141	0	0	0	0
Personnel Services	1,847,400	2,030,754	2,030,962	2,121,508	0
Utilities	0	0	0	0	0
Supplies	21,189	26,440	27,665	25,890	0
Small Equipment/ Computers	77,424	84,522	108,939	122,626	0
General Maintenance	1,179,963	1,416,631	1,564,668	1,604,910	0
Vehicle Maintenance	3,459	4,970	3,056	3,140	0
Vehicle Fuel	552	600	430	410	0
Communications	179,339	194,700	175,897	178,640	0
Travel and Development	76,016	150,500	157,840	112,025	0
Memberships and Dues	38,649	42,417	42,417	43,395	0
Insurance/Claims	0	0	0	0	0
Other Services	6,120	1,530	1,530	0	0
Operating	1,582,711	1,922,310	2,082,442	2,091,036	0
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	228,859	278,826	770,669	388,002	0
Contract Services	228,859	278,826	770,669	388,002	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	159,645	173,000	176,776	133,000	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	159,645	173,000	176,776	133,000	0
Transfers to Other Funds	678,000	1,208,085	1,208,085	819,941	0
Debt Service	0	0	0	0	0
Other Charges	504	6,019	6,742	7,820	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	-70,000	-70,000	-70,000	0
Other Charges	504	-63,981	-63,258	-62,180	0
Total Expenditures	4,497,119	5,548,994	6,205,676	5,491,307	0

Mayor, Council & City Clerk

Description	FY 2015 Actual	FY 2016 Original Budget	FY 2016 Estimate	FY 2017 Recommend	FY 2017 Adopted
Salaries & Wages	316,306	334,507	338,016	353,529	0
Social Security & Pension	32,900	36,129	36,272	40,429	0
Insurance & Benefits	57,067	94,520	55,900	105,243	0
Temporary Services	16,619	0	1,776	0	0
Personnel Services	422,892	465,156	431,964	499,201	0
Utilities	0	0	0	0	0
Supplies	17,386	21,200	24,485	15,450	0
Small Equipment/ Computers	4,412	5,700	1,482	4,600	0
General Maintenance	7,000	7,000	7,399	10,825	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	8,658	8,755	9,030	8,670	0
Travel and Development	32,722	48,750	74,229	48,700	0
Memberships and Dues	96,539	115,095	114,008	104,500	0
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
Operating	166,717	206,500	230,633	192,745	0
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	97,362	477,407	311,041	41,500	0
Contract Services	97,362	477,407	311,041	41,500	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	3,491	5,613	6,700	6,188	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	3,491	5,613	6,700	6,188	0
Total Expenditures	690,462	1,154,676	980,338	739,634	0

Other Appropriations

Description	FY 2015 Actual	FY 2016 Original Budget	FY 2016 Estimate	FY 2017 Recommend	FY 2017 Adopted
Salaries & Wages	556,092	568,307	596,772	679,961	0
Social Security & Pension	40,086	194,109	44,547	207,830	0
Insurance & Benefits	1,377,474	1,394,325	1,390,977	1,361,853	0
Temporary Services	0	0	0	0	0
Personnel Services	1,973,652	2,156,741	2,032,296	2,249,644	0
Utilities	52,347	24,340	25,170	26,540	0
Supplies	2,210	1,500	1,157	1,297	0
Small Equipment/ Computers	0	0	0	0	0
General Maintenance	3,814	9,000	18,000	9,000	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	1,624	1,750	1,580	1,630	0
Travel and Development	0	0	0	0	0
Memberships and Dues	0	0	0	0	0
Insurance/Claims	1,190,082	1,067,431	1,216,647	1,209,097	0
Other Services	795,823	787,550	2,410,193	0	0
Operating	2,045,900	1,891,571	3,672,747	1,247,564	0
Accounting, Auditing & Legal	8,211	52,500	51,550	102,500	0
Medical Services	0	0	0	0	0
Other Contract Services	7,022,107	7,349,307	7,198,226	16,000	0
Contract Services	7,030,318	7,401,807	7,249,776	118,500	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	49,500	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	49,500	0
Transfers to Other Funds	16,580,347	12,088,349	12,101,719	12,960,471	0
Debt Service	5,860,129	6,271,418	7,406,828	5,297,955	0
Other Charges	322,682	582,727	239,475	576,759	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	7,431,486	0
Inventory	1,350,337	1,279,850	885,134	844,400	0
Cost Redistribution	-1,383,565	-1,334,850	-921,700	-901,400	0
Other Charges	289,454	527,727	202,909	7,951,245	0
Total Expenditures	33,779,800	30,337,613	32,666,275	29,874,879	0

Capital Outlay By Fund

Fund	Type of Capital	Department	Description	Price	Qty	Recommended Total	Adopted Qty	Adopted Total	Replacement
General Fund									
Buildings									
	PRM		Fire Station 7 Apparatus Floor Replacement	\$120,000	1	\$120,000		\$0	Yes
Total Building						\$120,000		\$0	
Improvements									
	OAP		Fuel Site Concrete Slab	\$49,500	1	\$49,500		\$0	Yes
	PRM		Gateway Improvements	\$700,000	1	\$700,000		\$0	No
	PRM		Amtrak Canopy Repairs	\$150,000	1	\$150,000		\$0	Yes
	PRM		Tokay Tennis Court Resurfacing	\$45,000	1	\$45,000		\$0	Yes
	PRM		Lighting Control Links- Reid Ross Football Field and Track	\$30,000	1	\$30,000		\$0	No
	PRM		Picnic Shelter at Brayboy Park	\$30,000	1	\$30,000		\$0	No
	PRM		LED Light Replacement for Parking Lots	\$6,000	5	\$30,000		\$0	Yes
	PRM		Fence Replacement at Glen Reilly Park	\$20,000	1	\$20,000		\$0	Yes
Total Improvements						\$1,054,500		\$0	
Equipment - Office									
	CC		Mobile Integrated Video Production Switcher	\$57,415	1	\$57,415		\$0	Yes
	E&I		Survey Equipment	\$20,000	1	\$20,000		\$0	No
	E&I		Timeclock	\$4,932	2	\$9,864		\$0	No
	IT		FayWorx Implementation	\$133,000	1	\$133,000		\$0	No
	POL		CRU Workstations	\$7,269	2	\$14,538		\$0	Yes
	POL		Spanish Language-learning Software	\$5,685	1	\$5,685		\$0	No
Total Equipment - Office						\$240,502		\$0	
Equipment - Other Replacements									
	FIR		Thermal Imaging Camera	\$10,650	1	\$10,650		\$0	Yes
	FIR		Rescue Rigging Kit	\$6,817	1	\$6,817		\$0	Yes
	PRM		Zero-turn Mower	\$13,500	5	\$67,500		\$0	Yes
	PRM-District		Pressure Washer	\$8,000	1	\$8,000		\$0	Yes
Total Replacements						\$92,967		\$0	
Additions									
	FIR		Rescue Jack	\$19,170	1	\$19,170		\$0	No
	FIR		Strong Arm Forcible Entry Rescue Tool	\$5,400	3	\$16,200		\$0	No
	FIR		Carboxyhemoglobin Detector	\$5,237	1	\$5,237		\$0	No
	PRM		Equipment Shed for 280 Lamon Street	\$30,000	1	\$30,000		\$0	No
	PRM-District		Ride-on Sprayer	\$32,000	1	\$32,000		\$0	No
Total Additions						\$102,607		\$0	
Total Equipment - Other						\$195,574		\$0	
Vehicles Replacements									
	E&I		Pickup Truck	\$26,500	4	\$106,000		\$0	Yes
	E&I		Pickup Truck	\$28,000	1	\$28,000		\$0	Yes
	FIR		Ladder Truck	\$981,000	1	\$981,000		\$0	Yes
	FIR		Fire Engine	\$624,000	1	\$624,000		\$0	Yes
	FIR		Squad Truck	\$193,500	1	\$193,500		\$0	Yes
	FIR		Mid-Sized SUV	\$46,000	1	\$46,000		\$0	Yes
	FIR		Small SUV	\$34,000	1	\$34,000		\$0	Yes
	POL		Marked Sedan	\$40,000	29	\$1,160,000		\$0	Yes
	POL		Unmarked Sedan	\$31,000	9	\$279,000		\$0	Yes
	POL		Marked SUV	\$31,000	1	\$31,000		\$0	Yes
	PRM		Flatbed Dump Truck, Crew Cab	\$46,000	1	\$46,000		\$0	Yes
	PRM		Flatbed Truck, Crew Cab	\$39,000	1	\$39,000		\$0	Yes
	PRM		Cargo Van	\$23,000	1	\$23,000		\$0	Yes
Total Replacements						\$3,590,500		\$0	
Rights-of-Way									
	E&I		Rights of Way	\$1,000	1	\$1,000		\$0	No
Total Rights-of-Way						\$1,000		\$0	

Capital Outlay By Fund

Fund	Type of Capital	Department	Description	Price	Recommended		Adopted		Replacement	
					Qty	Total	Qty	Total		
Transfers										
	CD		Transfer to Econ/Phys Development - Affordable Housing Project Fund	\$200,000	1	\$200,000		\$0	No	
	EBD		Transfer to Econ/Phys Development - Redevelopment Project Fund	\$100,000	1	\$100,000		\$0	No	
	E&I		Transfer to Transportation Fund - Street Resurfacing	\$4,000,000	1	\$4,000,000		\$0	Yes	
	E&I		Transfer to Transportation Fund - McGilvary Road Repair	\$442,000	1	\$442,000		\$0	Yes	
	E&I		Transfer to Transportation Fund - Sidewalks	\$425,000	1	\$425,000		\$0	No	
	E&I		Transfer to Transportation Fund - Municipal Agreements	\$380,000	1	\$380,000		\$0	No	
	E&I		Transfer to Transportation Fund - Bridge Replacements	\$175,000	1	\$175,000		\$0	Yes	
	E&I		Transfer to Transportation Fund - Intersection Improvements	\$125,000	1	\$125,000		\$0	Yes	
	E&I		Transfer to Transportation Fund - Thoroughfare Streetlights	\$125,000	1	\$125,000		\$0	No	
	E&I		Transfer to Transportation Fund - Downtown Streetscape	\$75,000	1	\$75,000		\$0	No	
	E&I		Transfer to Transportation Fund - Multiuse Lane Markings	\$25,000	1	\$25,000		\$0	No	
	E&I		Transfer to General Gov't Fund - Parking Lot Maintenance	\$5,200	1	\$5,200		\$0	Yes	
	INS		Transfer to General Gov't Fund - Plan Review Software	\$58,500	1	\$58,500		\$0	No	
	IT		Transfer to General Gov't Fund - Computer Replacements	\$358,379	1	\$358,379		\$0	Yes	
	IT		Transfer to General Gov't Fund - Virtual Server Expansion	\$132,000	1	\$132,000		\$0	No	
	IT		Transfer to General Gov't Fund - Enterprise Wide GIS	\$107,507	1	\$107,507		\$0	No	
	IT		Transfer to General Gov't Fund - Desktop Virtualization Infrastructure	\$81,920	1	\$81,920		\$0	Yes	
	IT		Transfer to Public Safety Fund - Public Safety Security Compliance	\$39,851	1	\$39,851		\$0	No	
	IT		Transfer to General Gov't Fund - Microsoft Email Exchange Upgrade	\$39,252	1	\$39,252		\$0	Yes	
	IT		Transfer to General Gov't Fund - Wireless Network Expansion	\$35,622	1	\$35,622		\$0	No	
	IT		Transfer to General Gov't Fund - Laserfiche Quickfields	\$16,410	1	\$16,410		\$0	No	
	IT		Transfer to General Gov't Fund - Kronos Licenses	\$9,000	1	\$9,000		\$0	No	
	PRM		Transfer to Recreation/Culture Fund - Parks and Recreation Bond Projects	\$2,350,225	1	\$2,350,225		\$0	No	
	PRM		Transfer to Recreation/Culture Fund - Mazarick Park Play Area and Rails	\$55,000	1	\$55,000		\$0	Yes	
	PRM		Transfer to General Gov't Fund - Roof Replacements	\$200,000	1	\$200,000		\$0	Yes	
	PRM		Transfer to General Gov't Fund - HVAC & Boiler Replacements	\$75,000	1	\$75,000		\$0	Yes	
	Total Transfers						\$9,635,866		\$0	
	Total General Fund						\$14,837,942		\$0	
Airport										
	Equipment - Other Replacements									
			Batwing Mower Deck	\$44,000	1	\$44,000		\$0	Yes	
	Total Replacements					\$44,000		\$0		
	Transfers									
			Transfer to Airport Capital Project Fund - Terminal Renovations	\$5,500,000	1	\$5,500,000		\$0	No	
	Total Transfers					\$5,500,000		\$0		
	Total Airport						\$5,544,000		\$0	

Capital Outlay by Fund

Fund	Type of		Description	Price	Recommended		Adopted		Replacement
	Capital	Department			Qty	Total	Qty	Total	
Environmental Services Fund									
	Vehicles								
	Replacements								
			Rear Loader Waste Truck	\$251,000	4	\$1,004,000		\$0	Yes
			Limb Truck	\$188,500	1	\$188,500		\$0	Yes
			Flatbed Dump Truck	\$38,000	1	\$38,000		\$0	Yes
			Pickup Truck	\$24,500	1	\$24,500		\$0	Yes
		Total Vehicles				\$1,255,000		\$0	
	Total Environmental Services Fund						\$1,255,000		\$0
Stormwater Fund									
	Transfers								
			Transfer to Water, Sewer & Stormwater - Drainage Improvements	\$2,423,274	1	\$2,423,274		\$0	No
			Transfer to Water, Sewer & Stormwater - Sweeper Truck	\$250,000	1	\$250,000		\$0	Yes
			Transfer to Water, Sewer & Stormwater - Extended Cab Flatbed Truck	\$75,000	1	\$75,000		\$0	Yes
			Transfer to Water, Sewer & Stormwater - Crew Cab Flatbed Truck	\$55,500	1	\$55,500		\$0	Yes
		Total Transfers				\$2,803,774		\$0	
	Total Stormwater Fund						\$2,803,774		\$0
Transit Fund									
	Equipment - Other Additions								
			Rolling Jack	\$8,000	2	\$16,000		\$0	No
		Total Equipment - Other				\$16,000		\$0	
	Vehicles Replacements								
			Vehicle Taxes & Tags	\$2,100	8	\$16,800		\$0	Yes
			Vehicle Taxes & Tags	\$1,000	2	\$2,000		\$0	Yes
		Total Vehicles				\$18,800		\$0	
	Total Transit Fund						\$34,800		\$0

Capital Outlay By Portfolio By Department

Department	Type of Capital	Description	Price	Qty	Recommended Total	Adopted Qty	Adopted Total	Replacement
Community Investment								
Community Development								
	Transfers							
		Transfer to Econ/Phys Development - Affordable Housing Project Fund	\$200,000	1	\$200,000		\$0	No
	Total Transfers				<u>\$200,000</u>		<u>\$0</u>	
Total Community Development					<u>\$200,000</u>		<u>\$0</u>	
Economic & Business Development								
	Transfers							
		Transfer to Econ/Phys Development - Redevelopment Project Fund	\$100,000	1	\$100,000		\$0	No
	Total Transfers				<u>\$100,000</u>		<u>\$0</u>	
Total Economic & Business Development					<u>\$100,000</u>		<u>\$0</u>	
Engineering & Infrastructure								
	Equipment - Office							
		Survey Equipment	\$20,000	1	\$20,000		\$0	No
		Timeclock	\$4,932	2	\$9,864		\$0	No
	Total Equipment - Office				<u>\$29,864</u>		<u>\$0</u>	
	Vehicles							
		Pickup Truck	\$26,500	4	\$106,000		\$0	Yes
		Pickup Truck	\$28,000	1	\$28,000		\$0	Yes
	Total Vehicles				<u>\$134,000</u>		<u>\$0</u>	
	Rights of Way							
		Rights of Way	\$1,000	1	\$1,000		\$0	No
	Total Rights of Way				<u>\$1,000</u>		<u>\$0</u>	
	Transfer							
		Transfer to Transportation Fund - Street Resurfacing	\$4,000,000	1	\$4,000,000		\$0	Yes
		Transfer to Water, Sewer & Stormwater - Drainage Improvements	\$2,423,274	1	\$2,423,274		\$0	No
		Transfer to Transportation Fund - McGilvary Road Repair	\$442,000	1	\$442,000		\$0	Yes
		Transfer to Transportation Fund - Sidewalks	\$425,000	1	\$425,000		\$0	No
		Transfer to Transportation Fund - Municipal Agreements	\$380,000	1	\$380,000		\$0	No
		Transfer to Water, Sewer & Stormwater - Sweeper Truck	\$250,000	1	\$250,000		\$0	Yes
		Transfer to Transportation Fund - Bridge Replacements	\$175,000	1	\$175,000		\$0	Yes
		Transfer to Transportation Fund - Intersection Improvements	\$125,000	1	\$125,000		\$0	Yes
		Transfer to Transportation Fund - Thoroughfare Streetlights	\$125,000	1	\$125,000		\$0	No
		Transfer to Transportation Fund - Downtown Streetscape	\$75,000	1	\$75,000		\$0	No
		Transfer to Water, Sewer & Stormwater - Extended Cab Flatbed Truck	\$75,000	1	\$75,000		\$0	Yes
		Transfer to Water, Sewer & Stormwater - Crew Cab Flatbed Truck	\$55,500	1	\$55,500		\$0	Yes
		Transfer to Transportation Fund - Multiuse Lane Markings	\$25,000	1	\$25,000		\$0	No
		Transfer to General Gov't Fund - Parking Lot Maintenance	\$5,200	1	\$5,200		\$0	Yes
	Total Transfers				<u>\$8,580,974</u>		<u>\$0</u>	
Total Engineering & Infrastructure					<u>\$8,745,838</u>		<u>\$0</u>	

Capital Outlay By Portfolio By Department

Department	Type of Capital	Description	Price	Qty	Recommended Total	Adopted Qty	Adopted Total	Replacement
Permitting & Inspections								
	Transfer							
		Transfer to General Gov't Fund - Plan Review Software	\$58,500	1	<u>\$58,500</u>		<u>\$0</u>	No
	Total Transfers				\$58,500		\$0	
Total Permitting & Inspections					<u>\$58,500</u>		<u>\$0</u>	
Total Community Investment					<u>\$9,104,338</u>		<u>\$0</u>	
Operations								
Airport								
	Equipment - Other							
		Batwing Mower Deck	\$44,000	1	<u>\$44,000</u>		<u>\$0</u>	Yes
	Total Equipment - Other				\$44,000		\$0	
	Transfer							
		Transfer to Airport Capital Project Fund - Terminal Renovations	\$5,500,000	1	\$5,500,000		\$0	No
	Total Transfers				\$5,500,000		\$0	
Total Airport					<u>\$5,544,000</u>		<u>\$0</u>	
Environmental Services								
	Vehicles							
		Rear Loader Waste Truck	\$251,000	4	\$1,004,000		\$0	Yes
		Limb Truck	\$188,500	1	\$188,500		\$0	Yes
		Flatbed Dump Truck	\$38,000	1	\$38,000		\$0	Yes
		Pickup Truck	\$24,500	1	<u>\$24,500</u>		<u>\$0</u>	Yes
	Total Vehicles				\$1,255,000		\$0	
Total Environmental Services					<u>\$1,255,000</u>		<u>\$0</u>	
Fire								
	Equipment - Other							
		Rescue Jack	\$19,170	1	\$19,170		\$0	No
		Strong Arm Forcible Entry Rescue Tool	\$5,400	3	\$16,200		\$0	No
		Thermal Imaging Camera	\$10,650	1	\$10,650		\$0	Yes
		Rescue Rigging Kit	\$6,817	1	\$6,817		\$0	Yes
		Carboxyhemoglobin Detector	\$5,237	1	<u>\$5,237</u>		<u>\$0</u>	No
	Total Equipment - Other				\$58,074		\$0	
	Vehicles							
		Ladder Truck	\$981,000	1	\$981,000		\$0	Yes
		Fire Engine	\$624,000	1	\$624,000		\$0	Yes
		Squad Truck	\$193,500	1	\$193,500		\$0	Yes
		Mid-Sized SUV	\$46,000	1	\$46,000		\$0	Yes
		Small SUV	\$34,000	1	<u>\$34,000</u>		<u>\$0</u>	Yes
	Total Vehicles				\$1,878,500		\$0	
Total Fire					<u>\$1,936,574</u>		<u>\$0</u>	
Police								
	Equipment - Office							
		CRU Workstations	\$7,269	2	\$14,538		\$0	Yes
		Spanish Language-learning Software	\$5,685	1	<u>\$5,685</u>		<u>\$0</u>	No
	Total Equipment - Office				\$20,223		\$0	

Capital Outlay By Portfolio By Department

Department	Type of Capital	Description	Price	Qty	Recommended Total	Adopted Qty	Adopted Total	Replacement
	Vehicles							
		Marked Sedan	\$40,000	29	\$1,160,000		\$0	Yes
		Unmarked Sedan	\$31,000	9	\$279,000		\$0	Yes
		Marked SUV	\$31,000	1	<u>\$31,000</u>		<u>\$0</u>	Yes
	Total Vehicles				<u>\$1,470,000</u>		<u>\$0</u>	
Total Police					<u>\$1,490,223</u>		<u>\$0</u>	
Parks, Recreation & Maintenance								
	Buildings							
		Fire Station 7 Apparatus Floor Replacement	\$120,000	1	<u>\$120,000</u>		<u>\$0</u>	Yes
	Total Buildings				<u>\$120,000</u>		<u>\$0</u>	
	Improvements							
		Gateway Improvements	\$700,000	1	\$700,000		\$0	No
		Amtrak Canopy Repairs	\$150,000	1	\$150,000		\$0	Yes
		Tokay Tennis Court Resurfacing	\$45,000	1	\$45,000		\$0	Yes
		LED Light Replacement for Parking Lots	\$6,000	5	\$30,000		\$0	Yes
		Lighting Control Links- Reid Ross Football Field and Track	\$30,000	1	\$30,000		\$0	No
		Picnic Shelter at Brayboy Park	\$30,000	1	\$30,000		\$0	No
		Fence Replacement at Glen Reilly Park	\$20,000	1	<u>\$20,000</u>		<u>\$0</u>	Yes
	Total Improvements				<u>\$1,005,000</u>		<u>\$0</u>	
	Equipment - Other							
		Zero-turn Mower	\$13,500	5	\$67,500		\$0	Yes
		Equipment Shed for 280 Lamon Street	\$30,000	1	<u>\$30,000</u>		<u>\$0</u>	No
	Total Equipment - Other				<u>\$97,500</u>		<u>\$0</u>	
	Vehicles							
		Flatbed Dump Truck, Crew Cab	\$46,000	1	\$46,000		\$0	Yes
		Flatbed Truck, Crew Cab	\$39,000	1	\$39,000		\$0	Yes
		Cargo Van	\$23,000	1	<u>\$23,000</u>		<u>\$0</u>	Yes
	Total Vehicles				<u>\$108,000</u>		<u>\$0</u>	
	Transfers							
		Transfer to Recreation/Culture Fund - Parks and Recreation Bond Projects	\$2,350,225	1	\$2,350,225		\$0	No
		Transfer to General Gov't Fund - Roof Replacements	\$200,000	1	\$200,000		\$0	Yes
		Transfer to General Gov't Fund - HVAC & Boiler Replacements	\$75,000	1	\$75,000		\$0	Yes
		Transfer to Recreation/Culture Fund - Mazarick Park Play Area and Rails	\$55,000	1	\$55,000		\$0	Yes
	Total Transfers				<u>\$2,680,225</u>		<u>\$0</u>	
Total Parks, Recreation & Maintenance					<u>\$4,010,725</u>		<u>\$0</u>	
Parks, Recreation & Maintenance - District								
	Equipment - Other							
		Ride-on Sprayer	\$32,000	1	\$32,000		\$0	No
		Pressure Washer	\$8,000	1	<u>\$8,000</u>		<u>\$0</u>	Yes
	Total Equipment - Other				<u>\$40,000</u>		<u>\$0</u>	
Total Parks, Recreation & Maintenance - District					<u>\$40,000</u>		<u>\$0</u>	
Transit								
	Equipment - Other							
		Rolling Jack	\$8,000	2	<u>\$16,000</u>		<u>\$0</u>	No
	Total Equipment - Other				<u>\$16,000</u>		<u>\$0</u>	

Capital Outlay By Portfolio By Department

Department	Type of Capital	Description	Price	Qty	Recommended Total	Qty	Adopted Total	Replacement
	Vehicles							
		Vehicle Taxes & Tags	\$2,100	8	\$16,800		\$0	Yes
		Vehicle Taxes & Tags	\$1,000	2	<u>\$2,000</u>		<u>\$0</u>	Yes
	Total Vehicles				\$18,800		\$0	
Total Transit					<u>\$34,800</u>		<u>\$0</u>	
Total Operations					<u>\$14,311,322</u>		<u>\$0</u>	
Support Services and Administration								
Corporate Communications								
	Equipment - Office							
		Mobile Integrated Video Production Switcher	\$57,415	1	<u>\$57,415</u>		<u>\$0</u>	Yes
	Total Equipment - Office				\$57,415		\$0	
Total Corporate Communications					<u>\$57,415</u>		<u>\$0</u>	
Information Technology								
	Equipment - Office							
		FayWorx Implementation	\$133,000	1	<u>\$133,000</u>		<u>\$0</u>	No
	Total Equipment - Office				\$133,000		\$0	
	Transfers							
		Transfer to General Gov't Fund - Computer Replacements	\$358,379	1	\$358,379		\$0	Yes
		Transfer to General Gov't Fund - Virtual Server Expansion	\$132,000	1	\$132,000		\$0	No
		Transfer to General Gov't Fund - Enterprise Wide GIS	\$107,507	1	\$107,507		\$0	No
		Transfer to General Gov't Fund - Desktop Virtualization Infrastructure	\$81,920	1	\$81,920		\$0	Yes
		Transfer to Public Safety Fund - Public Safety Security Compliance	\$39,851	1	\$39,851		\$0	No
		Transfer to General Gov't Fund - Microsoft Email Exchange Upgrade	\$39,252	1	\$39,252		\$0	Yes
		Transfer to General Gov't Fund - Wireless Network Expansion	\$35,622	1	\$35,622		\$0	No
		Transfer to General Gov't Fund - Laserfiche Quickfields	\$16,410	1	\$16,410		\$0	No
		Transfer to General Gov't Fund - Kronos Licenses	\$9,000	1	<u>\$9,000</u>		<u>\$0</u>	No
	Total Transfers				\$819,941		\$0	
Total Information Technology					<u>\$952,941</u>		<u>\$0</u>	
Total Support Services and Administration					<u>\$1,010,356</u>		<u>\$0</u>	
Other Appropriations								
Other Appropriations								
	Improvements							
		Fuel Site Concrete Slab	\$49,500	1	<u>\$49,500</u>		<u>\$0</u>	Yes
	Total Improvements				\$49,500		\$0	
Total Other Appropriations					<u>\$49,500</u>		<u>\$0</u>	
Total Capital Outlay					<u>\$24,475,516</u>		<u>\$0</u>	

Capital Funding Plan

Overview

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

This plan does not encompass all long-term debt obligations of the City. The City's Public Works Commission (PWC) manages debt obligations and planning for the Electric Fund and Water and Sewer Fund. The City also separately manages debt service for: capital leases for the acquisition of operating equipment as expenditures in benefiting department budgets; a loan from the Housing and Urban Development Department as an expenditure of the multi-year Federal and State Assistance Fund; and two loans and revenue bonds as expenditures of the Stormwater Fund.

In 2011, the City entered a capital lease to purchase the Festival Plaza Building for which the City had previously entered into a master lease to foster economic development. Debt service for this capital lease is budgeted in the Real Estate Division of the Engineering & Infrastructure department in the General Fund since tenant lease payments help to fund the debt service, and the City intends to sell the building in the future.

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

Resources

- This budget dedicates an amount equivalent to 5.15 cents of the recommended 49.95 cent tax rate for the capital funding plan, unchanged from fiscal year 2016. In addition, 1.35 cents is dedicated to fund parks and recreation projects and debt service on \$35 million of general obligation bonds authorized by voters on the March, 2016 referendum.
- This plan also dedicates general ad valorem taxes projected generated in the Hope VI project area to fund plan expenses for the City's contributions to the Hope VI project.
- Additionally, a \$25,000 transfer from the Central Business Tax District (CBTD) Fund and ad valorem taxes generated by property value increases in the CBTD from the City's general tax rate, the CBTD tax rate and Cumberland County's general tax rate are dedicated to this plan to help fund Franklin Street Parking Deck debt service.
- Funding sources to the plan also include an annual transfer of \$88,695 from the City's PWC through fiscal year 2019 to help fund debt service for the 800 MHz Radio System.
- Plan resources through fiscal year 2026 also include Federal interest rebates for the Franklin Street Parking Deck capital lease under the Recovery Zone Economic Development Bond program. The fiscal year 2017 rebate is projected at \$84,207.
- Monthly Greyhound loan payments of \$4,475 for up-fitting of tenant space in the multimodal center are scheduled to be received from October, 2016 to September, 2021 and are also dedicated to the CFP.

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 \$4,336,988 of GO bonds outstanding over two series of bonds as of June 30, 2016. They bear interest at rates between 3.8% and 4.25%. The City's underlying GO bond ratings are currently set at Aa1 by Moody's and AA+ by Standard and Poor's.
- The City will have no revenue bonds outstanding through its City of Fayetteville Finance Corporation at the end of fiscal year 2016 as the last issuance is being retired early in May, 2016.
- Capital lease agreements are installment purchases collateralized by the property that is financed. The City currently manages five capital leases through the capital funding plan for a recreation center, fire stations, public safety equipment and a parking deck. By June 30, 2016, the City plans to finance \$3,094,000 to fund a major renovation of City Hall and \$1,878,677 for vehicle and equipment purchases as a part of its strategy to fund capital improvement projects. Outstanding obligations on June 30, 2016 are projected to total \$20,729,651, at fixed rates of 1.21%, 1.77%, 4.19%, 5.10% 3.50 (planned) and 2.25% (planned), and at a variable rate of 65.1% of the LIBOR rate plus .62%.
- Four interfund loans have been made from the Risk Management Fund to the General Fund to finance costs for infrastructure improvements for the HOPE VI project, construction of the Cape Fear River Trail, redevelopment improvements on Murchison Road, and to provide partial funding for the Westover Aquatic Center. As of June 30, 2016, interfund loans totaling \$2,506,352 are expected to be outstanding at interest rates ranging from 2.75% to 3.0%.
- Planned capital lease financings during fiscal year 2017 include \$2,874,795 to relocate Fire Station 12, and \$3,540,477 to finance vehicles and equipment as part of a strategy to fund capital improvement projects. The fire station financing is planned for September, 2016 and the vehicle and equipment financing is planned for December, 2016.

Other Expenditures

- There are no capital projects planned to be cash funded from general capital funding plan resources in fiscal year 2017.
- The City Council is currently deliberating the prioritization and scheduling of parks and recreation projects to be funded with the \$35 million of authorized general obligation bonds.

Capital Funding Plan

SUMMARY OF OUTSTANDING DEBT ISSUES

Description	Purpose	Amount Outstanding @ 06/30/16 *	FY2017 Principal & Interest
<i>General Obligation Bonds</i>			
2005 Public Improvement Bonds	Street, Sidewalk and Drainage Improvements, Fire Station and Park Land Acquisition	3,775,000	579,063
2009 Refunding Bonds	Refunded Series 1996 Public Improvement Bonds, Series 1999 and 2000 Street Improvement Bonds, and City's Share of Series 2000 Public Improvement Bonds	561,988	437,335
		\$ 4,336,988	\$ 1,016,398
<i>Other Financings</i>			
Capital Lease - Construction	E. E. Miller Recreation Center and Buhmann Drive Fire Station	1,966,033	381,389
Capital Lease - Construction	Franklin Street Parking Deck	3,768,333	583,794
Capital Lease - Construction	Fire Station 19 **	1,784,628	208,913
Capital Lease - Equipment	800 MHz System	2,121,928	732,516
Capital Lease - Equipment	June 2015 Vehicle & Equipment Financing	3,647,141	1,238,568
Interfund Loan	Hope VI Infrastructure	429,342	435,782
Interfund Loan	Murchison Road Redevelopment	1,194,821	201,973
Interfund Loan	Westover Pool	207,189	35,027
Interfund Loan	Cape Fear River Trail	675,000	130,289
<i>Planned for May 2016 Issuance:</i>			
Capital Lease - Construction	City Hall Renovations	3,094,000	312,752
Capital Lease - Equipment	<i>Planned for May 2016 Issuance:</i> Vehicles financed as a part of the City's strategy to fund Capital and Technology Improvement Items	1,841,236	491,561
		\$ 20,729,651	\$ 4,752,564
		\$ 25,066,639	\$ 5,768,962

* Only includes outstanding debt funded through the Capital Funding Plan

** Estimated at 1.75% variable rate for fiscal year 2017

Five-Year Capital and Technology Improvement Plans

The Capital Improvement and Technology Improvement Plans, or CIP and TIP, are financing and construction/acquisition/implementation plans for projects that require significant investments of capital or technology resources. These plans, which are updated annually and submitted for adoption by City Council, specify and describe the City's capital and major technology project schedules and priorities for the five years immediately following Council adoption.

The goals of the CIP and TIP planning processes are to apply a systemic approach to identify significant capital and technology needs, to prioritize needed investments, to plan for the financial and organizational capacity required to provide for these needs, and to ensure coordination of projects across the organization.

Planning Process

Each fiscal year, the CIP and TIP are updated to reflect the status of projects currently underway, to update project requests included in the prior adopted CIP and TIP, to gather newly identified project needs from departments for consideration, and to reprioritize project requests across the five-year planning period.

In the fall of 2015, the City Manager's Office assembled a new Capital Improvement Review Committee made up of staff members from multiple City departments. The Committee was tasked with reviewing submitted projects against established criteria to provide a priority rating for consideration by the City Manager's Office. Factors upon which the projects were rated included: alignment with the strategic plan; state/federal mandates; other funding availability; safety hazard mitigation; maintenance of existing assets; efficiency or cost avoidance; and service improvement impacts.

For several years, TIP projects have been reviewed and ranked by a Technology Improvement Review Committee, which similarly consists of staff members from

multiple City departments. This committee provides priority rankings for technology projects based upon the following factors: alignment with the strategic plan; state/federal mandates; other funding availability; department rankings; new versus continuation project; maintenance of existing capabilities; E-Government impact; and return on investment.

The results of the committee ranking processes and completed CIP and TIP project summaries are submitted to the City Manager's Office for consideration for funding during the five-year planning period. The staff of the Budget and Evaluation Office works with the City Manager's Office to identify funding available for the projects. Project requests are weighed against available resources to develop a recommended CIP and TIP to be presented for consideration by the City Council.

City Council deliberation of the recommended CIP and TIP begins before the annual budget development process. The final CIP and TIP are adopted by City Council concurrently with the annual operating budget.

Five-Year Capital and Technology Improvement Plans

The City's **Capital Improvement Plan** incorporates projects which meet the following criteria:

- Specific facility or infrastructure improvement projects with a total cost of \$50,000 or greater
- Significant maintenance projects (e.g. roof replacements, HVAC systems, etc.) meeting the \$50,000 threshold

The City's **Technology Improvement Plan** incorporates projects which meet the following:

- Replacement, upgrade or new technology purchases with a combined implementation cost of \$25,000 or greater (e.g. hardware, software, communication devices, etc.)
 - Expansion, renovation, or replacement of existing systems with a combined implementation cost of \$10,000 or greater
 - Technology projects which cross multiple fiscal years
 - Technology projects with enterprise-wide impacts
-

CIP Project Groupings

Economic Development	Projects supporting job growth and expanded economic opportunities in the community.
Environmental Services	Projects supporting the City's trash, recycling, yard waste and bulky item collection activities and related services.
General Government	Projects relating to the provision, maintenance or expansion of City buildings, and facilities; except for new facilities which specifically support other categories.
Parks, Recreation & Culture	Projects enhancing the quality of life through recreational opportunities, including parks and open space.
Public Safety	Projects supporting the City's ability to protect lives and property through Police and Fire services.
Stormwater Management	Projects supporting the expansion, maintenance or improvement of the City's stormwater management infrastructure.
Transportation	Projects improving the City's surface transportation infrastructure, including sidewalks, streets and bridges.
Transit	Projects supporting mass transit services.
Airport	Projects enhancing facilities at the City's regional airport.

Five-Year Capital and Technology Improvement Plans

TIP Project Groupings

Infrastructure/Security	Projects that upgrade technology infrastructure to better accommodate the growing needs of the departments and secure data on our networks.
Business Intelligence/ Analysis	Projects that provide enterprise solutions that use database analytics and GIS data to make data driven decisions.
Integrated City Management Applications / Services	Projects that provide business support services to the City.
Mobility/Government Without Walls	Projects that promote resident engagement and make it easier for residents to remotely conduct business with the City.

The CIP and TIP are only funding plans. Actual budget appropriations must be implemented through the annual operating budget and/or capital project ordinance appropriations.

Some smaller, single fiscal-year projects are budgeted for expenditure within the annual operating budget, while other larger or multi-year projects are budgeted for expenditure within specific capital project ordinances.

Project ordinances are typically funded by transfers from annual operating funds or by financing proceeds.

In addition, some projects will result in on-going operating expenditures and revenues. Those budget impacts are estimated by departments and are provided for consideration as well. When a project is approved and completed, those impacts must be considered in the annual operating budget beginning with the fiscal year of project completion.

In March, 2016, Fayetteville voters passed a bond referendum authorizing \$35 million in

general obligation bonds for parks and recreation facilities. The specific projects to be undertaken and the timing of those projects is currently being deliberated by the City Council and as such, are not reflected in the CIP summary that follows.

Funding sources under consideration for the five-year recommended CIP and TIP include a proposal to undertake a \$38.6 million bond referendum for public safety facilities in November, 2018. Debt service on those bonds is proposed to be funded by contributions from Cumberland County and PWC for a portion of the debt service on a shared 911 communications facility, current funding capacity in the Capital Funding Plan and an ad valorem tax rate increase estimated at 1.1 cents.

The tables that follow provide summaries of the City's Proposed FY 2017 to 2021 Capital and Technology Improvement Plans, both by planned fiscal year of expenditure and by proposed funding sources.

Five-Year Capital Improvement Plan Summary

Project	Project Expenditures By Fiscal Year							Total Project Expenditures	Annual Operating Budget Impact
	Prior Fiscal Yrs	FY2016	FY2017	FY2018	FY 2019	FY 2020	FY 2021		
Economic Development									
Affordable Housing Project Fund	-	100,000	200,000	-	-	-	-	300,000	-
Dr. E. E. Smith House Restoration	-	255,000	-	-	-	-	-	255,000	-
Farmers Markets Contributions/CEED Incubator Project	114,726	185,274	300,000	-	-	-	-	600,000	-
Hay Street Parking Deck & Redevelopment Infrastructure	-	-	-	-	10,350,000	-	-	10,350,000	-
Hope VI - City Contributions	5,961,068	882	-	-	-	-	-	5,961,950	-
Hope VI Business Park Signage	-	20,000	-	-	-	-	-	20,000	-
Murchison Road Redevelopment	714,187	198,360	212,453	250,000	250,000	250,000	250,000	2,125,000	-
NC Civil War Center and Museum Contributions	-	100,000	400,000	500,000	-	-	-	1,000,000	-
Redevelopment Project Fund	-	100,000	100,000	100,000	100,000	50,000	50,000	500,000	-
Texfi Site	684,514	29,105	180,000	-	-	-	-	893,619	-
Total - Economic Development	7,474,495	988,621	1,392,453	850,000	10,700,000	300,000	300,000	22,005,569	
General Government									
Americans with Disabilities Act (ADA) Compliance	-	50,000	50,000	50,000	50,000	50,000	50,000	300,000	-
Amtrak Station Canopy Roof Repairs	-	-	150,000	-	-	-	-	150,000	-
Automated Truck Wash	-	-	-	-	437,128	-	-	437,128	20,000
Building Maintenance - City Hall and Other Facility Renovations	1,110,052	1,602,635	1,620,000	1,225,381	-	-	-	5,558,068	-
Building Maintenance - HVAC/Boiler Replacements	185,323	408,677	75,000	200,000	120,000	-	-	989,000	-
Building Maintenance - Other Projects	38,991	382,186	100,000	-	-	-	-	521,177	-
Building Maintenance - Roof Replacements	375,346	384,631	300,000	120,000	-	-	-	1,179,977	-
City Hall First Floor Furnishings and Fixtures	-	-	110,000	-	-	-	-	110,000	-
Major Commercial Demolitions	286,079	375,000	-	-	-	-	-	661,079	-
Parking Lot Resurfacing	338,558	47,400	42,500	40,650	100,000	100,000	90,000	759,108	-
Total - General Government	2,334,349	3,250,529	2,447,500	1,636,031	707,128	150,000	140,000	10,665,537	20,000

Five-Year Capital Improvement Plan Summary

Project	Proposed Project Funding By Source of Funds						Other Funding Source Comments
	Project Funding To Date	General Fund Taxes / Revenues	Debt Financing Proceeds	Proposed Public Safety Bonds	Non General Fund	Total Project Funding	
Economic Development							
Affordable Housing Project Fund	100,000	200,000	-	-	-	300,000	
Dr. E.E. Smith House Restoration	25,000	230,000	-	-	-	255,000	
Farmers Markets Contributions/CEED Incubator Project	300,000	300,000	-	-	-	600,000	
Hay Street Parking Deck & Redevelopment Infrastructure	-	2,850,000	7,500,000	-	-	10,350,000	
Hope VI - City Contributions	5,961,950	-	-	-	-	5,961,950	\$564,050 from current appropriation available to be repurposed
Hope VI Business Park Signage	20,000	-	-	-	-	20,000	
Murchison Road Redevelopment	1,625,000	500,000	-	-	-	2,125,000	
NC Civil War Center and Museum Contributions	100,000	900,000	-	-	-	1,000,000	
Redevelopment Project Fund	100,000	400,000	-	-	-	500,000	
Texfi Site	803,619	-	-	-	90,000	893,619	PWC contribution for pilot study
Total - Economic Development	9,035,569	5,380,000	7,500,000	-	90,000	22,005,569	
General Government							
Americans with Disabilities Act (ADA) Compliance	100,000	200,000	-	-	-	300,000	
Amtrak Station Canopy Roof Repairs	-	150,000	-	-	-	150,000	
Automated Truck Wash	-	291,418	-	-	145,710	437,128	Stormwater Fund
Building Maintenance - City Hall and Other Facility Renovations	1,980,068	-	3,578,000	-	-	5,558,068	
Building Maintenance - HVAC/Boiler Replacements	594,000	395,000	-	-	-	989,000	
Building Maintenance - Other Projects	521,177	-	-	-	-	521,177	
Building Maintenance - Roof Replacements	859,977	320,000	-	-	-	1,179,977	
City Hall First Floor Furnishings and Fixtures	110,000	-	-	-	-	110,000	
Major Commercial Demolitions	661,079	-	-	-	-	661,079	
Parking Lot Resurfacing	423,258	335,850	-	-	-	759,108	
Total - General Government	5,249,559	1,692,268	3,578,000	-	145,710	10,665,537	

Five-Year Capital Improvement Plan Summary

Project	Project Expenditures By Fiscal Year							Total Project Expenditures	Annual Operating Budget Impact
	Prior Fiscal Yrs	FY2016	FY2017	FY2018	FY 2019	FY 2020	FY 2021		
Parks & Recreation									
Big Cross Creek Multiuse Trail	61,221	738,779	-	52,000	52,000	52,000	101,313	1,057,313	-
Cape Fear River Trail - Phase 2	1,532,135	3,473,160	-	-	-	-	-	5,005,295	-
Festival Park Additional Pedestrian Bridge	-	106,195	-	-	-	-	-	106,195	-
Gateway/Roadway Enhancement	-	100,000	200,000	-	-	-	-	300,000	-
Keith Andrew Bates Sr. Aquatic Center at College Lakes	-	2,778,000	-	-	-	-	-	2,778,000	49,500
Murchison Road / I-295 Gateway Improvements	-	-	500,000	-	-	-	-	500,000	-
Market House Clock Repair	-	50,000	-	-	-	-	-	50,000	-
Martin Luther King Jr. Park	-	-	-	-	500,000	-	-	500,000	-
Mazarick Park Play Area Step and Rail Refurbishment	-	-	55,000	-	-	-	-	55,000	-
NC State Veterans Park	16,110,435	-	-	-	265,660	1,466,546	700,000	18,542,641	-
NC Veterans Parks Fountain Vault Repair	-	125,000	-	-	-	-	-	125,000	-
Playground Repairs/Refurbishing	812,402	150,000	100,000	150,000	150,000	150,000	100,000	1,612,402	-
Public Art Maintenance (Maiden Lane)	-	43,805	-	-	-	-	-	43,805	-
Tennis and Basketball Court Resurfacing	-	86,000	-	-	-	-	-	86,000	-
Total - Parks & Recreation	18,516,193	7,650,939	855,000	202,000	967,660	1,668,546	901,313	30,761,651	49,500
Public Safety									
Consolidated City/County 911 Communications Center, including County Emergency Operations and PWC Data Recovery Facilities	-	89,683	-	1,548,147	20,663,038	-	-	22,300,868	20,000
Fire SCBA Replacements	-	1,342,231	-	-	-	-	-	1,342,231	-
Fire Station 4 Relocation	-	-	-	-	400,000	374,000	3,063,000	3,837,000	-
Fire Station 6 and 7 Apparatus Floor Replacements	-	80,000	120,000	-	-	-	-	200,000	-
Fire Station 9 Renovations	-	-	-	-	-	-	1,600,000	1,600,000	-
Fire Station 12 Relocation	-	287,820	3,086,975	-	-	-	-	3,374,795	-
Fire Station 16 Permanent Station	-	-	-	374,000	3,063,000	-	-	3,437,000	275,518
Fire Station 16 Temporary Facility Renovations	21,083	200,000	-	-	-	-	-	221,083	-
Police Building Renovations - Lobby, Forensics and Evidence	-	300,000	-	-	-	-	-	300,000	-
Police Central District Office (Leased Facility)	-	-	215,000	-	-	-	-	215,000	100,000
Police Training Center	-	-	-	-	-	774,180	7,841,800	8,615,980	20,000
Total - Public Safety	21,083	2,299,734	3,421,975	1,922,147	24,126,038	1,148,180	12,504,800	45,443,957	415,518

Five-Year Capital Improvement Plan Summary

Project	Proposed Project Funding By Source of Funds						Other Funding Source Comments
	Project Funding To Date	General Fund Taxes / Revenues	Debt Financing Proceeds	Proposed Public Safety Bonds	Non General Fund Funding	Total Project Funding	
Parks & Recreation							
Big Cross Creek Multiuse Trail	800,000	257,313	-	-	-	1,057,313	
Cape Fear River Trail - Phase 2	4,870,500	109,174	-	-	25,621	5,005,295	Investment Income on Project Funds
Festival Park Additional Pedestrian Bridge	106,195	-	-	-	-	106,195	
Gateway/Roadway Enhancement	100,000	200,000	-	-	-	300,000	
Keith Andrew Bates Sr. Aquatic Center at College Lakes	2,778,000	-	-	-	-	2,778,000	
Murchison Road / I-295 Gateway Improvements	-	500,000	-	-	-	500,000	
Market House Clock Repair	50,000	-	-	-	-	50,000	
Martin Luther King Jr. Park	-	-	-	-	500,000	500,000	Anticipated Private Park Donations
Mazarick Park Play Area Step and Rail Refurbishment	-	55,000	-	-	-	55,000	
NC State Veterans Park	17,142,641	-	-	-	1,400,000	18,542,641	\$1.33 M from projected grants, plus investment income and other project revenues
NC Veterans Parks Fountain Vault Repair	125,000	-	-	-	-	125,000	
Playground Repairs/Refurbishing	1,069,535	542,867	-	-	-	1,612,402	
Public Art Maintenance (Maiden Lane)	43,805	-	-	-	-	43,805	
Tennis and Basketball Court Resurfacing	86,000	-	-	-	-	86,000	
Total - Parks & Recreation	27,171,676	1,664,354	-	-	1,925,621	30,761,651	
Public Safety							
Consolidated City/County 911 Communications Center, including County Emergency Operations and PWC Data Recovery Facilities	89,683	465,370	-	20,663,038	1,082,777	22,300,868	Assumes City, County and PWC share in costs for design (cash funded) and bond debt service based on square footage based allocation (30.1%, 65.4%, 5.5% respectively).
Fire SCBA Replacements	1,342,231	-	-	-	-	1,342,231	
Fire Station 4 Relocation	-	-	-	3,837,000	-	3,837,000	
Fire Station 6 and 7 Apparatus Floor Replacements	80,000	120,000	-	-	-	200,000	
Fire Station 9 Renovations	-	-	-	1,600,000	-	1,600,000	
Fire Station 12 Relocation	500,000	-	2,874,795	-	-	3,374,795	
Fire Station 16 Permanent Station	-	374,000	-	3,063,000	-	3,437,000	
Fire Station 16 Temporary Facility Renovations	221,083	-	-	-	-	221,083	
Police Building Renovations - Lobby, Forensics and Evidence	300,000	-	-	-	-	300,000	
Police Central District Office (Leased Facility)	-	215,000	-	-	-	215,000	
Police Training Center	-	-	-	8,615,980	-	8,615,980	
Total - Public Safety	2,532,997	1,174,370	2,874,795	37,779,018	1,082,777	45,443,957	

Five-Year Capital Improvement Plan Summary

Project	Project Expenditures By Fiscal Year							Total Project Expenditures	Annual Operating Budget Impact
	Prior Fiscal Yrs	FY2016	FY2017	FY2018	FY 2019	FY 2020	FY 2021		
Stormwater									
Stormwater Drainage Improvements	13,122,958	6,518,404	9,529,968	1,998,250	2,000,700	2,401,930	2,478,844	38,051,054	-
Total - Stormwater	13,122,958	6,518,404	9,529,968	1,998,250	2,000,700	2,401,930	2,478,844	38,051,054	-
Transportation									
Bridge Replacements - Louise and Ann Streets	-	250,000	1,050,000	-	800,000	-	-	2,100,000	-
Downtown Streetscape	26,740	1,017,329	75,000	75,000	75,000	75,000	75,000	1,419,069	-
Fort Bragg Railway Connector	2,082,687	217,781	-	-	-	-	-	2,300,468	-
Intersection Improvements	-	25,000	125,000	-	-	350,000	2,885,000	3,385,000	-
Langdon Street Widening	28,009	59,044	-	-	-	-	-	87,053	-
Legend Avenue Relocation	130,762	487,860	-	1,600,000	-	-	-	2,218,622	-
McGilvary Road Repair	-	-	442,000	-	-	-	-	442,000	-
Multi-Use Lane Markings	-	25,000	25,000	25,000	25,000	25,000	25,000	150,000	-
Public Street Development (incl. Soil Streets)	236,074	266,056	-	-	-	-	-	502,130	-
Ray Avenue Extension	-	320,000	-	-	-	-	-	320,000	-
Rayconda Connector Road (Pinewood Terrace Ext)	-	900,000	-	-	-	-	-	900,000	-
Sidewalk Improvements	110,593	1,271,065	425,000	100,000	210,000	600,000	450,000	3,166,658	-
Street Resurfacing	5,413,487	5,897,297	4,000,000	4,150,000	4,300,000	4,450,000	4,600,000	32,810,784	-
Thoroughfare Street Lighting	-	375,000	125,000	-	-	-	-	500,000	1,000
Transportation Improvement Projects (NCDOT Municipal Agreements)	601,891	3,043,697	423,905	525,000	75,000	200,000	-	4,869,493	-
Winslow Street Railroad Cabinet Relocation	15,000	131,744	-	-	-	-	-	146,744	-
Total - Transportation	8,645,243	14,286,873	6,690,905	6,475,000	5,485,000	5,700,000	8,035,000	55,318,021	1,000
Transit									
Fareboxes	-	-	75,000	-	-	-	-	75,000	-
Multi-Modal Transportation Center (Phase I)	5,797,421	10,672,929	250,000	-	-	-	-	16,720,350	80,000
Propane Fueling Station	-	-	60,000	-	-	-	-	60,000	(40,000)
Shelters and Benches	459,795	90,045	114,109	80,000	80,000	60,000	60,000	943,949	-
Sidewalk and ADA Accessibility Improvements	432,437	334,212	173,165	90,000	90,000	120,000	120,000	1,359,814	-
Total - Transit	6,689,653	11,097,186	672,274	170,000	170,000	180,000	180,000	19,159,113	40,000

Five-Year Capital Improvement Plan Summary

Project	Proposed Project Funding By Source of Funds						Other Funding Source Comments
	Project Funding To Date	General Fund Taxes / Revenues	Debt Financing Proceeds	Proposed Public Safety Bonds	Non General Fund	Total Project Funding	
Stormwater							
Stormwater Drainage Improvements	26,748,056	-	-	-	11,302,998	38,051,054	Funding based upon annual \$0.25 fee increases FY18, FY19 and FY20
Total - Stormwater	26,748,056	-	-	-	11,302,998	38,051,054	
Transportation							
Bridge Replacements - Louise and Ann Streets	750,000	1,350,000	-	-	-	2,100,000	
Downtown Streetscape	1,044,069	375,000	-	-	-	1,419,069	
Fort Bragg Railway Connector	460,094	-	-	-	1,840,374	2,300,468	\$1,431,906 from current appropriation projected to be available if project closed.
Intersection Improvements	25,000	3,360,000	-	-	-	3,385,000	
Langdon Street Widening	87,053	-	-	-	-	87,053	Project termination and reappropriation of remaining \$712,947 recommended.
Legend Avenue Relocation	618,622	1,600,000	-	-	-	2,218,622	
McGilvary Road Repair	-	442,000	-	-	-	442,000	
Multi-Use Lane Markings	25,000	125,000	-	-	-	150,000	
Public Street Development (incl. Soil Streets)	502,130	-	-	-	-	502,130	
Ray Avenue Extension	320,000	-	-	-	-	320,000	
Rayconda Connector Road (Pinewood Terrace Ext)	900,000	-	-	-	-	900,000	
Sidewalk Improvements	843,658	1,886,500	-	-	436,500	3,166,658	NCDOT Funding for Owen Drive
Street Resurfacing	11,310,784	21,500,000	-	-	-	32,810,784	
Thoroughfare Street Lighting	375,000	125,000	-	-	-	500,000	
Transportation Improvement Projects (NCDOT Municipal Agreements)	3,327,183	1,542,310	-	-	-	4,869,493	
Winslow Street Railroad Cabinet Relocation	146,744	-	-	-	-	146,744	
Total - Transportation	20,735,337	32,305,810	-	-	2,276,874	55,318,021	
Transit							
Fareboxes	-	15,000	-	-	60,000	75,000	Federal Grants
Multi-Modal Transportation Center (Phase I)	16,720,350	-	-	-	-	16,720,350	
Propane Fueling Station	-	12,000	-	-	48,000	60,000	Federal Grants
Shelters and Benches	613,949	66,000	-	-	264,000	943,949	Federal Grants
Sidewalk and ADA Accessibility Improvements	939,814	84,000	-	-	336,000	1,359,814	Federal Grants
Total - Transit	18,274,113	177,000	-	-	708,000	19,159,113	

Five-Year Capital Improvement Plan Summary

Project	Project Expenditures By Fiscal Year							Total Project Expenditures	Annual Operating Budget Impact
	Prior Fiscal Yrs	FY2016	FY2017	FY2018	FY 2019	FY 2020	FY 2021		
Airport									
Air Carrier Apron Reconstruction (Phase II)	-	2,779,291	-	-	-	-	-	2,779,291	-
Airline Terminal Improvement Part A & B	-	1,850,000	16,094,749	16,094,749	-	-	-	34,039,498	-
Avigation Easement Runway 4 Protection Zone	-	-	-	-	1,250,000	-	-	1,250,000	-
Fence Replacement from FBO to Fire Station 10	-	175,000	-	-	-	-	-	175,000	-
General Aviation Auto Parking	74,125	485,875	-	-	-	-	-	560,000	-
Paid Parking Lot Rehabilitation	1,531,261	70,224	-	-	-	-	-	1,601,485	-
Perimeter Road Paving and Fencing Replacement	-	-	-	300,000	4,200,000	-	-	4,500,000	-
Runway 10/28 Pavement Rehabilitation	24,577	2,455,530	-	-	-	-	-	2,480,107	-
Runway 4-22 Paved Shoulders	3,706,548	524,927	-	-	-	-	-	4,231,475	-
Runway and Taxiway Repainting	-	-	-	-	333,333	-	-	333,333	-
Storm Drain Pipe (North of Paid Parking Lot)	2,600	112,400	-	-	-	-	-	115,000	-
Taxiway F Pavement and Lighting Rehabilitation	-	-	-	-	2,100,000	-	-	2,100,000	-
Taxiways J & K Pavement and Lighting Rehab.	-	3,596,267	-	-	-	-	-	3,596,267	-
Total - Airport	5,339,111	12,049,514	16,094,749	16,394,749	7,883,333	-	-	57,761,456	-
Grand Total - Capital Improvement Plan	62,143,085	58,141,800	41,104,824	29,648,177	52,039,859	11,548,656	24,539,957	279,166,358	526,018

Five-Year Capital Improvement Plan Summary

Project	Proposed Project Funding By Source of Funds						Other Funding Source Comments
	Project Funding To Date	General Fund Taxes / Revenues	Debt Financing Proceeds	Proposed Public Safety Bonds	Non General Fund	Total Project Funding	
Airport							
Air Carrier Apron Reconstruction (Phase II)	2,779,291	-	-	-	-	2,779,291	
Airline Terminal Improvement Part A & B	3,330,603	-	-	-	30,708,895	34,039,498	Airport and Federal Funds
Avigation Easement Runway 4 Protection Zone	-	-	-	-	1,250,000	1,250,000	Airport and Federal Funds
Fence Replacement from FBO to Fire Station 10	175,000	-	-	-	-	175,000	
General Aviation Auto Parking	447,426	-	-	-	112,574	560,000	Customer Facility Charges
Paid Parking Lot Rehabilitation	1,542,969	-	-	-	58,516	1,601,485	Airport Funds
Perimeter Road Paving and Fencing Replacement	-	-	-	-	4,500,000	4,500,000	Airport and Federal Funds
Runway 10/28 Pavement Rehabilitation	249,740	-	-	-	2,230,367	2,480,107	Airport and State Funds
Runway 4-22 Paved Shoulders	4,231,475	-	-	-	-	4,231,475	
Runway and Taxiway Repainting	-	-	-	-	333,333	333,333	Airport and Federal Funds
Storm Drain Pipe (North of Paid Parking Lot)	115,000	-	-	-	-	115,000	
Taxiway F Pavement and Lighting Rehabilitation	-	-	-	-	2,100,000	2,100,000	Airport and Federal Funds
Taxiways J & K Pavement and Lighting Rehab.	3,596,267	-	-	-	-	3,596,267	
Total - Airport	16,467,771	-	-	-	41,293,685	57,761,456	
Grand Total - Capital Improvement Plan	126,215,078	42,393,802	13,952,795	37,779,018	58,825,665	279,166,358	

Five-Year Technology Improvement Plan Summary

Project	Project Expenditures by Fiscal Year							Total Project Expenditures	Annual Operating Budget Impact
	Prior Fiscal Years	FY2016	FY2017	FY2018	FY2019	FY2020	FY 2021		
Information Technology Security/Infrastructure									
Airport Terminal Renovations - Data Infrastructure	-	-	80,000	-	-	-	-	80,000	-
Computer Replacement Plan	2,046,668	413,996	461,159	363,769	366,889	369,346	370,989	4,392,816	-
Consolidated City/County 911 Communications Center Technology	-	-	-	-	6,704,674	-	-	6,704,674	99,150
Desktop Virtualization Infrastructure	381,776	21,350	81,920	60,000	60,000	160,000	21,350	786,396	-
Enterprise Wide Radio Replacements	-	-	29,069	3,349,165	250,906	2,061,664	-	5,690,804	-
Information Technology Disaster Recovery Initiative	523,683	113,635	65,000	65,000	250,000	65,000	65,000	1,147,318	-
Internet Phone (City Wide VOIP)	214,874	183,000	-	30,000	-	74,000	-	501,874	13,000
MS E-Mail Exchange (Active Directory Upgrade)	142,052	65,000	48,000	135,000	10,000	150,000	10,000	560,052	35,000
Police Interview Room Cameras & Recording Equipment	-	-	85,160	-	-	-	-	85,160	1,500
Public Safety Security Compliance (CJIS)	69,851	142,000	40,000	40,000	150,000	-	-	441,851	4,500
Uninterruptible Power Supply (UPS) Replacement for Server Room	37,878	-	20,772	-	-	-	-	58,650	-
Virtual Server Expansion Equipment	53,669	6,365	132,000	-	-	-	160,000	352,034	-
Wireless Network Expansion	133,068	61,049	72,505	-	150,000	-	-	416,622	-
Transit Security and Safety Systems	32,580	96,734	105,350	105,350	-	-	-	340,014	-
Total - Information Technology Security/Infrastructure	3,636,099	1,103,129	1,220,935	4,148,284	7,942,469	2,880,010	627,339	21,558,265	153,150
Business Information/Data Analysis									
Enterprise GIS Environment	92,162	200,000	185,000	185,000	-	-	-	662,162	165,622
Enterprise Resource Planning System (ERP) Replacement	-	100,000	250,000	2,000,000	2,000,000	150,000	-	4,500,000	387,248
Enterprise eDocument Retrieval (Laserfiche Upgrade)	148,184	15,038	-	-	-	-	-	163,222	-
FayWorx System Implementation	822,608	183,000	158,000	58,000	58,000	-	-	1,279,608	-
JDE/Laserfiche Integration	-	15,000	-	-	-	-	-	15,000	1,000
Organizational Performance Management Software	-	81,980	-	-	-	-	-	81,980	16,090
Paystubs/W2s Online Portal	5,845	3,114	-	-	-	-	-	8,959	6,650
Time & Attendance/Payroll (Kronos)	408,949	171,051	9,000	-	-	-	-	589,000	62,400
Total - Business Intelligence/Data Analysis	1,477,748	769,183	602,000	2,243,000	2,058,000	150,000	-	7,299,931	639,010

Five-Year Technology Improvement Plan Summary

Project	Project Funding By Source of Funds						Total Project Funding	Other Funding Source Comments
	Project Funding To Date	General Fund Taxes / Revenues	Debt Financing Proceeds	Proposed Public Safety Bonds	Non General Fund Funding			
	Information Technology Security/Infrastructure							
Airport Terminal Renovations - Data Infrastructure	-	-	-	-	80,000		80,000	
Computer Replacement Plan	2,514,775	1,760,822	-	-	117,219		4,392,816	Enterprise Funds, Grants
Consolidated City/County 911 Communications Center Technology	-	-	-	708,289	5,996,385		6,704,674	E-911 Funds
Desktop Virtualization Infrastructure	403,126	383,270	-	-	-		786,396	
Enterprise Wide Radio Replacements	-	2,128,484	3,349,165	-	213,155		5,690,804	
Information Technology Disaster Recovery Initiative	927,318	220,000	-	-	-		1,147,318	
Internet Phone (City Wide VOIP)	405,000	96,874	-	-	-		501,874	
MS E-Mail Exchange (Active Directory Upgrade)	215,800	344,252	-	-	-		560,052	
Police Interview Room Cameras & Recording Equipment	-	-	-	-	85,160		85,160	Forfeiture Funds
Public Safety Security Compliance (CJIS)	212,000	229,851	-	-	-		441,851	
Uninterruptible Power Supply (UPS) Replacement for Server Room	58,650	-	-	-	-		58,650	
Virtual Server Expansion Equipment	60,034	292,000	-	-	-		352,034	
Wireless Network Expansion	231,000	185,622	-	-	-		416,622	
Transit Security and Safety Systems	76,639	52,675	-	-	210,700		340,014	Federal Grant
Total - Information Technology Security/Infrastructure	5,104,342	5,693,850	3,349,165	708,289	6,702,619		21,558,265	
Business Information/Data Analysis								
Enterprise GIS Environment	369,655	292,507	-	-	-		662,162	
Enterprise Resource Planning System (ERP) Replacement	350,000	350,000	3,800,000	-	-		4,500,000	
Enterprise eDocument Retrieval (Laserfiche Upgrade)	163,222	-	-	-	-		163,222	
FayWorx System Implementation	1,005,608	274,000	-	-	-		1,279,608	
JDE/Laserfiche Integration	15,000	-	-	-	-		15,000	
Organizational Performance Management Software	81,980	-	-	-	-		81,980	
Paystubs/W2s Online Portal	8,959	-	-	-	-		8,959	
Time & Attendance/Payroll (Kronos)	580,000	9,000	-	-	-		589,000	
Total - Business Intelligence/Data Analysis	2,574,424	925,507	3,800,000	-	-		7,299,931	

Five-Year Technology Improvement Plan Summary

Project	Project Expenditures by Fiscal Year							Total Project Expenditures	Annual Operating Budget Impact
	Prior Fiscal Years	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021		
Integrated City Management System - Application/Services									
City External Website	51,452	118,548	30,000	-	-	-	-	200,000	3,000
E911 Viper ACD Phone Upgrade	-	20,892	-	-	-	-	-	20,892	-
Fire Notification System (Zetron)	68,358	26,170	-	-	-	-	-	94,528	-
FleetMind (On-Board Communications System)	456,389	21,459	-	-	-	-	-	477,848	-
Forensic Video Examination System Upgrade	-	27,900	-	-	-	-	-	27,900	1,500
Laserfiche Quick Fields	-	-	16,410	-	-	-	-	16,410	2,160
Local Small Disadvantage Business Enterprise Program Tracking Software	-	64,500	-	-	-	-	-	64,500	24,750
Marvis Servers	-	22,328	-	-	-	-	-	22,328	1,830
Plan Review Software	-	-	108,500	-	-	-	-	108,500	20,050
Public Safety Body Cameras	-	904,800	-	-	-	-	-	904,800	-
Public Safety Radio System Upgrade (800MHz)	3,943,876	53,837	-	-	-	-	-	3,997,713	12,038
Public Safety Video Surveillance (Digital IP Cameras)	325,982	161,583	182,500	-	-	-	-	670,065	-
Rec-Trac Pass Management and Web-Trac	31,841	-	29,312	-	-	-	-	61,153	19,360
Transit Closed Loop Radio System	-	-	-	-	436,775	-	-	436,775	-
Transit FastTrac Scheduling Software	-	65,000	-	-	-	-	-	65,000	7,000
Total - Integrated City Management - Application/Services	4,877,898	1,487,017	366,722	-	436,775	-	-	7,168,412	91,688
Mobility/Government without Walls (Citizen Engagement)									
Broadcast Pix Update	-	-	57,415	-	-	-	-	57,415	3,285
Transit Call Center and Website for Military and Veterans (VAST)	15,473	38,987	-	-	-	-	-	54,460	-
Transit Fixed Route Bus WiFi Systems	-	-	34,816	-	-	-	-	34,816	27,537
Transit Real Time Passenger Information System	-	49,100	-	-	-	-	-	49,100	24,300
Total - Mobility/Government without Walls	15,473	88,087	92,231	-	-	-	-	195,791	55,122
Grand Total - Technology Improvement Plan	10,007,218	3,447,416	2,281,888	6,391,284	10,437,244	3,030,010	627,339	36,222,399	938,970

Five-Year Technology Improvement Plan Summary

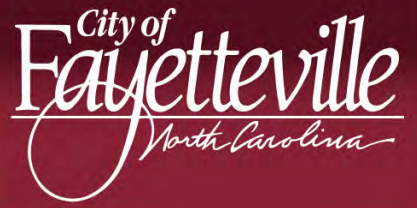
Project	Project Funding By Source of Funds						Other Funding Source Comments
	Project Funding To Date	General Fund Taxes / Revenues	Debt Financing Proceeds	Proposed Public Safety Bonds	Non General Fund Funding	Total Project Funding	
	Integrated City Management System - Application/Services						
City External Website	200,000	-	-	-	-	200,000	
E911 Viper ACD Phone Upgrade	20,892	-	-	-	-	20,892	E-911 Funds
Fire Notification System (Zetron)	94,528	-	-	-	-	94,528	\$29,583 from current project appropriation available to be repurposed.
FleetMind (On-Board Communications System)	477,848	-	-	-	-	477,848	
Forensic Video Examination System Upgrade	27,900	-	-	-	-	27,900	
Laserfiche Quick Fields	-	16,410	-	-	-	16,410	
Local Small Disadvantage Business Enterprise Program Tracking Software	-	64,500	-	-	-	64,500	
Marvis Servers	22,328	-	-	-	-	22,328	
Plan Review Software	50,000	58,500	-	-	-	108,500	
Public Safety Body Cameras	904,800	-	-	-	-	904,800	
Public Safety Radio System Upgrade (800MHz)	3,997,713	-	-	-	-	3,997,713	
Public Safety Video Surveillance (Digital IP Cameras)	487,565	32,500	-	-	150,000	670,065	
Rec-Trac Pass Management and Web-Trac	61,153	-	-	-	-	61,153	
Transit Closed Loop Radio System	-	87,355	-	-	349,420	436,775	Federal Grant
Transit FastTrac Scheduling Software	-	13,000	-	-	52,000	65,000	Federal Grant
Total - Integrated City Management - Application/Services	6,344,727	272,265	-	-	551,420	7,168,412	
Mobility/Government without Walls (Citizen Engagement)							
Broadcast Pix Update	-	57,415	-	-	-	57,415	
Transit Call Center and Website for Military and Veterans (VAST)	54,460	-	-	-	-	54,460	
Transit Fixed Route Bus WiFi Systems	-	6,963	-	-	27,853	34,816	Federal Grant
Transit Real Time Passenger Information System	49,100	-	-	-	-	49,100	
Total - Mobility/Government without Walls	103,560	64,378	-	-	27,853	195,791	
Grand Total - Technology Improvement Plan	14,127,053	6,956,000	7,149,165	708,289	7,281,892	36,222,399	

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FY 2017

Annual Budget

Recommended



Section K

Appendices

Authorized Staffing FTEs by Department

ANNUAL OPERATING FUND AND INTERNAL SERVICE FUND POSITIONS

Airport

Full-Time

Administrative Assistant	1
Airport Director	1
Airport Maintenance Supervisor	1
Custodial Supervisor	1
Custodian	5
Deputy Airport Director	1
Equipment Operator I	1
Equipment Operator II	2
Fire Captain (Supervised by Fire Department)	3
Firefighter (Supervised by Fire Department)	3
Marketing Specialist	1
Office Assistant I	1
Senior Administrative Assistant	1
Senior Skilled Trades Technician	2
Total	24

Budget and Evaluation Office

Full-Time

Assistant Budget and Evaluation Director	1
Budget and Evaluation Analyst	3
Budget and Evaluation Director	1
Senior Administrative Assistant1
(.9 funded in the City Manager's Office)	
Total	5.1

City Attorney

Full-Time

Assistant City Attorney	4
City Attorney	1
Executive Legal Assistant	1
Office Assistant II	1
Paralegal II	1
Police Attorney	1
Total	9

City Manager

Full-Time

Assistant City Manager	1
Assistant to the City Manager	1
City Manager	1
Customer Service Representative	4
Customer Service Representative Supervisor	1
Deputy City Manager	2
Executive Assistant	1
Internal Auditor	1
Internal Audit Director	1

Authorized Staffing FTEs by Department

City Manager – (cont’d)

Senior Administrative Assistant	1.9
(.1 funded in the Budget and Evaluation Office)	
Senior Corporate Performance Analyst	1
Senior Internal Auditor	1
Strategic and Performance Analytics Director	1
Total	17.9

Community Development

Full-Time

Community Development Director (0.5 funded in Special Revenue Fund)	0.5
Community Relations Specialist	1
Economic Development Administrator (0.8 funded in Special Revenue Fund)	0.2
Senior Administrative Assistant	1
Total	2.7

Corporate Communications

Full-Time

Chief Branding Officer	1
Corporate Communications Director	1
Office Assistant II	1
Printer	1
Printing Supervisor	1
Public Information Specialist	3
Television Production Specialist	1

Part-Time

Office Assistant I (1 position at 0.5)	0.5
Total	9.5

Economic & Business Development

Full-Time

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

Engineering & Infrastructure

Full-Time

Administrative Assistant	1
Assistant City Traffic Engineer	1
City Engineer	1
City Traffic Engineer	1
Construction Contracts Coordinator	1
Construction Manager	1
Crew Supervisor	3
Engineer I	2
Engineer II	3
Engineering & Infrastructure Director	1

Authorized Staffing FTEs by Department

Engineering & Infrastructure – (cont'd)

Engineering Inspector	7
Engineering Technician	1
Engineering Technician Supervisor	1
Equipment Operator II	25
Equipment Operator III	6
Fleet Services Coordinator	1
Maintenance Worker	11
Office Assistant II	4
Office Supervisor	1
Paralegal I	1
Public Information Specialist	1
Real Estate Manager	1
Senior Administrative Assistant	1
Senior Paralegal	2
Senior Signs and Markings Technician	1
Senior Survey Technician	2
Signs and Markings Supervisor	1
Signs and Markings Technician	5
Skilled Trades Technician	2
Stormwater Inspections Supervisor	1
Stormwater Inspector	4
Stormwater Manager	1
Street Maintenance Superintendent	1
Street Maintenance Supervisor	3
Survey Crew Leader	1
Survey Supervisor	1
Traffic Signal Maintenance Supervisor	1
Traffic Signal Management Engineer	1
Traffic Signal System Analyst	1
Traffic Signal Technician	4
Traffic Technician	1
Transportation Planner	1
Total	110

Environmental Services

Full-Time

Environmental Services Analyst	1
Environmental Services Collector	13
Environmental Services Director	1
Environmental Services Superintendent.....	1
Environmental Services Supervisor	4
Equipment Operator II	19
Equipment Operator III	29
Maintenance Worker	2
Office Assistant II	2
Personnel Technician	1
Public Information Specialist	1
Routing Administrator	1

Authorized Staffing FTEs by Department

Environmental Services – (cont'd)

Warehouse Coordinator	0.25
(0.25 funded in Other Appropriations and 0.50 funded in Transit)	
Total	75.25

Finance

Full-Time

Accountant	2
Accounting Manager	1
Accounting Technician	4
Accounts Payable Supervisor	1
Administrative Assistant	1
Buyer	2
Chief Financial Officer.....	1
Collections Division Supervisor	1
Financial Analyst	2
Financial Reporting Manager	1
Office Assistant II	1
Payroll & Liabilities Manager	1
Payroll Technician	2
Purchasing Agent	1
Purchasing Manager	1
Risk Coordinator	1
Senior Financial Analyst	1
Treasurer	1
Total	25

Fire & Emergency Management

Full-Time

Assistant Fire Chief	3
Deputy Fire Chief	2
Emergency Management Coordinator	1
Fire Battalion Chief	10
Fire Captain	51
Fire Chief	1
Fire Inspector	3
Fire Lieutenant	70
Firefighter	180
Office Assistant II	2
Office Supervisor	1
Personnel Technician	1
Total	325

Human Relations

Full-Time

Human Relations Director	1
Human Relations Administrative Specialist	1
Human Relations Supervisor	1
Total	3

Authorized Staffing FTEs by Department

Human Resource Development

Full-Time

Deputy Human Resource Development Director	1
Human Resources Consultant	4
Human Resource Development Director	1
Human Resource Specialist	4
Office Assistant II	2
Office Supervisor	1
Organizational Development & Training Consultant	1
Organizational Development & Training Manager	1
Organizational Development & Training Specialist	1
Personnel Technician	1
Safety Officer	1
Wellness Coordinator	1
Total	19

Information Technology

Full-Time

Application Support Specialist	3
Chief Information Officer	1
Desktop Support Specialist	3
G.I.S. Database Administrator	1
G.I.S. Analyst	1
G.I.S. Manager	1
Information Technology Administrative Specialist	1
Information Technology Asset Specialist	1
Information Technology Business Intelligence Manager	1
Information Technology Chief Operating Officer	1
Information Technology Chief Technology Officer	1
Information Technology Relationship Manager	2
Information Technology Project Manager	3
Information Technology Solutions Architect	1
Network Administrator	1
Network Engineer	1
Senior Desktop Support Specialist	1
Systems Administrator	1
Telecommunications Analyst	1
Web Developer	1
Total	27

Mayor, Council and City Clerk

Full-Time

City Clerk	1
Deputy City Clerk	1
Senior Administrative Assistant	1
Total	3

Authorized Staffing FTEs by Department

Other Appropriations

Full-Time

Warehouse Coordinator	0.25
(.25 funded in Environmental Services and .50 funded in Transit)	
Total	0.25

Parks, Recreation & Maintenance

Full-Time

Parks & Recreation Division – City Funded

Assistant Recreation Center Supervisor	12.5
Athletic Program Coordinator	4
Business Manager.....	1
Crew Leader	1
Crew Supervisor	6
Custodian	1
Equipment Operator I	9
Fleet Services Coordinator	1
Historic Properties Coordinator.....	1
Historic Properties Manager.....	1
Historic Properties Specialist.....	1
Landscape Architect	1
Landscape Technician	2
Landscape Worker	2
Maintenance Worker	20
Management Analyst	1
Office Assistant II	1.5
Park Ranger	3
Park Ranger Manager	1
Park Ranger Supervisor	2
Parks Division Manager	1
Parks, Recreation & Maintenance Director	1
Recreation Center Supervisor	12
Recreation Division Supervisor	1
Senior Skilled Trades Technician	2
Site Security Coordinator.....	1
Skilled Trades Technician	2
Tree Care Supervisor	1
Tree Care Technician	2
Turf Technician	3

Parks & Recreation Division – County Funded

Administrative Manager.....	1
Assistant Recreation Center Supervisor	4.5
Athletic Program Coordinator	1
Crew Leader	1
Crew Supervisor	1
Equipment Operator I	1
Maintenance Worker	9
Management Analyst	1
Office Assistant II	1.5

Authorized Staffing FTEs by Department

Parks & Recreation Division – County Funded - (cont'd)

Parks Superintendent.....	1
Personnel Technician	1
Recreation Center Supervisor	4
Recreation Division Manager	1
Recreation Division Supervisor	3
Recreation Program Coordinator.....	1
Skilled Trades Technician	1
Special Events Coordinator	1

Maintenance Division

Crew Supervisor	1
Custodial Supervisor	1
Electrician	1
Equipment Operator I	4
Equipment Operator II	7
Facilities Maintenance Supervisor	1
Facilities Manager	1
Maintenance Worker	4
Office Assistant II	1
Senior Skilled Trades Technician	7
Skilled Trades Technician	2
Total	162

Permitting and Inspections

Full-Time

Administrative Assistant	1
Building Inspections Supervisor	1
Building Inspector	5
Building Official	1
Electrical Inspections Supervisor	1
Electrical Inspector	3
Mechanical Inspections Supervisor	1
Mechanical Inspector	3
Permitting & Inspections Director	1
Permit Technician	4
Plans Examiner	2
Plumbing Inspections Supervisor	1
Plumbing Inspector	2
Senior Administrative Assistant	1
Total	27

Planning and Code Enforcement

Full-Time

Chief Zoning Administrator	1
Code Enforcement Administrator (Housing)	9
Code Enforcement Administrator (Zoning)	2
Code Enforcement Supervisor	2
Housing & Code Enforcement Division Manager	1
Office Assistant II	2

Authorized Staffing FTEs by Department

Planning and Code Enforcement – (cont'd)

Planner II	2
Planning & Code Enforcement Services Director	1
Planning & Zoning Division Manager	1
Senior Administrative Assistant	1
Senior Planner	5
Total	27

Police

Full-Time

911 Communications Manager	1
911 Communications Supervisor.....	4
911 Quality Assurance & Compliance Specialist	1
911 Systems Technician.....	1
911 Training Officer	1
911 Training Specialist.....	1
Administrative Assistant	3
Alarm Ordinance Coordinator	1
Assistant Police Chief	3
Budget Analyst	1
Civilian Crash Investigator	6
Crime Analyst	6
Crime Prevention Specialist	6
Custodian	3
Enhanced 911 Coordinator.....	1
Forensic Firearms Examiner	1
Forensic Manager	1
Forensic Supervisor	2
Forensic Technician	12
Forensic Video Technician	2
Installation Technician.....	2
Investigative Assistant.....	2
Latent Print Examiner	2
Lead Custodian	1
Office Assistant II	12
Operation Ceasefire Coordinator	1
PD Accreditation & Grants Manager	1
Personnel Technician	1
Police Captain	9
Police Chief.....	1
Police Lieutenant	21
Police Officer	332
Police Officer (Grant Funded).....	19
Police Records Clerk	25
Police Records Supervisor	4
Police Records Manager	1
Police Sergeant	48
Police Training Coordinator	1
Property and Evidence Technician	4

Authorized Staffing FTEs by Department

Police – (cont'd)

Public Safety Call Taker	1
Telecommunicator I	18
Telecommunicator II	36
RMS Database Manager.....	1
Senior Administrative Assistant	1
Supply Technician.....	2
Technical Equipment Specialist.....	1
Victim Advocate	1
Part-Time	
Background Investigator (1 position at 0.5)	0.5
Civilian Crash Investigator (2 positions at 0.5)	1
Court Liaison Coordinator (1 position at 0.5).....	0.5
RMS Database Manager (1 position at 0.5)	0.5
Total	607.5

Transit

Full-Time

Assistant Transit Director.....	1
Automotive Service Aide	5
Automotive Technician	4
Automotive Technician Supervisor	1
Civil Rights Program Analyst	1
Custodian	1
Maintenance Worker	4
Office Assistant I.....	1
Para-Transit Operations Manager	1
Safety/Training Coordinator	1
Senior Administrative Assistant	1
Senior Automotive Service Aide	1
Senior Automotive Technician	3
Senior Transit Dispatcher	1
Transit Analyst	1
Transit Bus Operator	73
Transit Director	1
Transit Dispatcher	8
Transit Operations Superintendent	1
Transit Planner	1
Transit Supervisor	8
Warehouse Coordinator	0.5
(0.25 funded in Environmental Services and 0.25 funded in Other Appropriations)	
Total	119.5

TOTAL **1,602.7**

Authorized Staffing FTEs by Department

SPECIAL REVENUE FUND POSITIONS

Community Development

Full-Time

Community Development Administrator	1
Community Development Director	0.5
Community Relations Specialist	1
Economic Development Administrator	0.8
Housing Program Specialist	1
Neighborhood Resource Coordinator	1
Office Assistant II	1
Senior Housing Program Specialist	1

Part-Time

Neighborhood Resource Liaison (4 positions at 0.5)	2
Total	9.3

Economic and Business Development

Full-Time

Senior Project Manager	1
Total	1

Police

Full-Time

Drug Treatment Court Coordinator	1
Juvenile Program Coordinator	1
Juvenile Program Assistant	1
Total	3

GRAND TOTAL 1,616

FROZEN, UNFUNDED POSITIONS

Engineering & Infrastructure (Stormwater)

Engineer II	1
Total	1

TOTAL FROZEN POSITIONS 1

Positions and Salary Grade Assignments

Grade 105 Custodian	\$21,112 - \$31,246
Grade 106 Lead Custodian	\$21,427 - \$32,924
Grade 107 Automotive Service Aide Environmental Service Collector Neighborhood Resource Liaison Supply Technician	\$22,771 - \$34,989
Grade 108 Landscape Worker Maintenance Worker Office Assistant I Senior Automotive Service Aide	\$24,321- \$37,372
Grade 109 Bus Operator Equipment Operator I Installation Technician Senior Survey Technician Signs and Markings Technician Turf Technician	\$26,079 - \$40,072
Grade 110 Equipment Operator II Juvenile Restitution Program Assistant Landscape Technician Office Assistant II Police Records Clerk Printer Technical Equipment Specialist Transit Dispatcher Tree Care Technician	\$28,043 - \$43,090
Grade 111 Accounting Technician Administrative Assistant Alarm Ordinance Coordinator Automotive Technician Background Investigator Court Liaison Coordinator Customer Service Representative Crew Leader	\$30,420 - \$46,743

Positions and Salary Grade Assignments

Grade 111 (cont'd)

\$30,420 - \$46,743

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

Grade 112

\$33,108 - \$50,873

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

Grade 113

\$36,209 - \$55,639

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

Positions and Salary Grade Assignments

Grade 113 (cont'd)

\$36,209 - \$55,639

Fire Inspector (Regular)
Fleet Services Coordinator
Forensic Video Technician
Historic Properties Specialist
Human Relations Specialist
Human Resource Specialist
Investigative Assistant
Juvenile Restitution Program Coordinator
Latent Print Examiner
Marketing Specialist
Mechanical Inspector
Organizational Development & Training Specialist
Paralegal II
Park Ranger
Plumbing Inspector
Risk Coordinator
Signs & Markings Supervisor
Stormwater Inspector
Traffic Technician
Tree Care Supervisor
Warehouse Coordinator
Wellness Coordinator

Grade 114

\$40,659 - \$62,476

Airport Maintenance Supervisor
Code Enforcement Supervisor (Housing)
Customer Service Representative Supervisor
Facilities Maintenance Supervisor
Forensic Firearms Examiner
Information Technology Asset Specialist
RMS Database Manager
Routing Administrator
Senior Paralegal
Traffic Signal Systems Analyst
Victim Advocate
Web Developer

Grade 115

\$43,673 - \$67,107

Application Support Specialist
Building Inspections Supervisor
Construction Contracts Coordinator
Electrical Inspections Supervisor
Engineering Technician Supervisor
Mechanical Inspections Supervisor
Plumbing Inspections Supervisor

Positions and Salary Grade Assignments

Grade 115 (cont'd) Senior Desktop Support Specialist Stormwater Inspections Supervisor Street Maintenance Supervisor	\$43,673 - \$67,107
Grade 116 G.I.S. Analyst Plans Examiner Purchasing Agent	\$47,063 - \$72,316
Grade 212 Transit Supervisor	\$33,916 - \$53,296
Grade 213 Safety/Training Coordinator	\$37,092 - \$58,288
Grade 214 Accounts Payable Supervisor Athletic Program Coordinator Automotive Technician Supervisor Civil Rights Program Analyst Collections Division Supervisor Crime Analyst Executive Assistant Historic Properties Coordinator Office Supervisor Para-Transit Operations Manager Park Ranger Supervisor Recreation Center Supervisor Recreation Program Coordinator Special Events Coordinator	\$41,651 - \$65,451
Grade 215 Administrative Manager Forensic Supervisor Operations Ceasefire Program Coordinator Park Ranger Manager Planner II Police Records Manager Public Information Specialist Recreation Division Supervisor Site Security Coordinator Surveying Supervisor Traffic Signal Maintenance Supervisor Transit Planner Transportation Planner TV Production Specialist	\$44,738 - \$70,302

Positions and Salary Grade Assignments

Grade 216

\$48,211 - \$75,760

Accountant
Budget & Evaluation Analyst
Budget Analyst
Chief Zoning Administrator
Community Development Administrator
Drug Treatment Court Coordinator
Economic Development Administrator
Engineer I
Environmental Services Analyst
Financial Analyst
G.I.S. Database Administrator
Human Relations Supervisor
Human Resource Consultant
Information Technology Customer Relationship Manager
Internal Auditor
Landscape Architect
Management Analyst
Network Administrator
Organizational Development & Training Consultant
PD Accreditation & Grants Manager
Safety Officer
Senior Planner
Systems Administrator
Transit Analyst

Grade 217

\$52,301 - \$82,187

Assistant to the City Manager
Business Manager
Chief Branding Officer
Housing & Code Enforcement Division Manager
Emergency Management Coordinator
Environmental Services Superintendent
Facilities Manager
Forensic Manager
G. I. S. Manager
Historic Properties Manager
Information Technology Solutions Architect
Network Engineer
Parks Superintendent
Payroll & Liabilities Manager
Real Estate Manager
Senior Corporate Performance Analyst
Senior Financial Analyst
Senior Internal Auditor
Street Maintenance Superintendent
Telecommunications Analyst

Positions and Salary Grade Assignments

Grade 217 (cont'd) **\$52,301 - \$82,187**
Traffic Signal Management Engineer
Transit Operations Superintendent

Grade 218 **\$56,931 - \$89,464**
911 Communications Manager
Assistant City Traffic Engineer
Assistant Transit Director
Building Official
Engineer II
Financial Reporting Manager
Information Technology Business Intelligence Manager
Information Technology Project Manager
Local/Small Business Disadvantaged Enterprise Manager
Marketing & Business Development Manager
Organizational Development & Training Manager
Parks Division Manager
Purchasing Manager
Recreation Division Manager
Treasurer

Grade 219 **\$62,256 - \$97,831**
Accounting Manager
Assistant Budget & Evaluation Director
City Clerk
Construction Manager
Planning & Zoning Division Manager

Grade 220 **\$68,353 - \$107,412**
Assistant City Attorney
Deputy Airport Director
Deputy Human Resources Director
Information Technology Chief Operating Officer
Information Technology Chief Technology Officer
Senior Project Manager
Stormwater Manager

Grade 221 **\$75,453 - \$118,569**
City Engineer
City Traffic Engineer
Police Attorney

Grade 301 **\$30,243 - \$52,428**
Firefighter

Grade 303 **\$37,281 - \$61,806**
Fire Lieutenant

Positions and Salary Grade Assignments

Grade 305 Police Officer	\$34,489 - \$59,099
Grade 307 Police Sergeant	\$44,341 - \$75,478
Grade 321 Telecommunicator I	\$28,000 - \$36,910
Grade 322 Telecommunicator II	\$31,793 - \$46,712
Grade 323 911 Systems Technician 911 Training Specialist Enhanced 911 Coordinator	\$37,675 - \$54,629
Grade 324 911 Quality Assurance & Compliance Specialist	\$40,689 - \$58,999
Grade 325 911 Communications Supervisor 911 Training Officer	\$43,944 - \$63,719
Grade 401 Fire Captain	\$51,000 - \$78,540
Grade 402 Fire Battalion Chief	\$61,200 - \$94,860
Grade 403 Assistant Fire Chief	\$73,440 - \$110,894
Grade 404 Deputy Fire Chief	\$80,784 - \$125,215
Grade 405 Police Lieutenant	\$54,514 - \$89,984
Grade 406 Police Captain	\$65,974 - \$107,936
Grade 407 Assistant Police Chief	\$79,790 - \$129,479

Positions and Salary Grade Assignments

Executive Pay Band	\$90,000 - \$157,500
Assistant City Manager	
Airport Director	
Budget & Evaluation Director	
Chief Financial Officer	
Chief Information Officer	
Community Development Director	
Corporate Communications Director	
Economic & Business Development Director	
Engineering & Infrastructure Director	
Environmental Services Director	
Fire Chief	
Human Relations Director	
Human Resource Development Director	
Internal Audit Director	
Parks, Recreation & Maintenance Director	
Permitting & Inspections Director	
Planning & Code Enforcement Director	
Police Chief	
Strategic & Performance Analytics Director	
Transit Director	
Senior Executive Pay Band	\$110,000 - \$185,000
Deputy City Manager	

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<i>Convenience Fee for Internet Payments</i>	
<i>Public Record Copies</i>	
Airport.....	K-23
<i>Landing Fee (Signatory Airline)</i>	
<i>Landing Fee (Non-signatory Airline)</i>	
<i>Jet Bridge Use Fee (Signatory Airline)</i>	
<i>Jet Bridge Use Fee (Non-Signatory Airline)</i>	
<i>Commercial Ramp Use Fees</i>	
<i>Terminal Leases and Fees</i>	
<i>Fuel Flowage Fee</i>	
<i>Airline Uplift Charge</i>	
<i>Fuel Pricing</i>	
<i>Property Leases</i>	
<i>Rental Cars</i>	
<i>Terminal Leases and Fees</i>	
<i>Public Safety Airline Charge</i>	
<i>Advertising Space</i>	
<i>Exhibition Flight Permit</i>	
<i>Security Fees per Application</i>	
<i>Passenger Facility Charge</i>	
Corporate Communications.....	K-24
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Engineering & Infrastructure.....	K-24
<i>Map Sales</i>	
<i>Copy Sales</i>	
<i>Development Plan Reviews/Infrastructure Permits</i>	
<i>Infrastructure Inspection Fees</i>	
<i>Driveway Permits</i>	
<i>Resurfacing Permit</i>	
<i>Sidewalk Permit</i>	
<i>Right of Way Excavations</i>	
<i>Sidewalk Assessment (Petitioned)</i>	
<i>Street Paving Assessments</i>	
<i>Traffic Control Photographic Systems Citations</i>	
<i>Traffic Control Services and Device Rental Fees</i>	
<i>House Moving Fee</i>	
<i>Right of Way Registration Fee</i>	
<i>Street Closing Fee</i>	
<i>Street Right of Way Withdrawal</i>	
<i>Temporary Right of Way Encroachment Fee</i>	
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<i>Backdoor Pickup Fee</i>	
<i>Bulky Item or Limb Debris Pickup</i>	
<i>Household Construction Debris Pickup</i>	
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<i>Set-Out Pickup</i>	
<i>Rollout Carts</i>	
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<i>Regulatory License</i>	
<i>Duplicate Copy (Lost or Stolen License)</i>	
<i>Replacement License due to Change of Location</i>	
<i>Solicitor Permit</i>	
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<i>Hourly Paid Parking</i>	
<i>Contractor Parking Permit</i>	
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<i>Recreation Center Rentals</i>	
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<i>Athletic Programs</i>	
<i>Swimming Pool Fees</i>	
<i>Tennis Fees</i>	
<i>Senior Programs / Leisure Activities</i>	
<i>After-School Program</i>	
<i>Summer Camp/Playground</i>	
<i>Athletic Protest Fee</i>	
<i>Community Garden</i>	
<i>Concessions</i>	
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Permitting and Inspections..... K-32

- Plan Review, Permit and Inspection Fees:
 - Building Plan Review*
 - Building Permits*
 - Electrical Permits*
 - Mechanical Permits*
 - Plumbing Permits*
 - Miscellaneous Inspections and Fees*
 - Homeowner Recovery Fee*
 - Daycare Inspections*
 - Yard Sale Permits*
 - Watershed Protection Inspection Fee and Permit*

Planning and Code Enforcement..... K-35

- Code Enforcement Fees:
 - Administrative Fee (Abatement Actions)*
 - Citations*
 - Graffiti Removal Fee*
 - Lot Cleaning*
 - Rental Action Management Program (RAMP)*
 - Taxicab Permits*
- Planning & Zoning Permits and Fees:
 - Administrative Adjustment Fee*
 - Alternative Signage Plan Review*
 - Appeal Fee*
 - Board of Adjustment Hearing Fee*
 - Clear Cutting Permit*
 - Development Agreement (UDO)*
 - Payment in Lieu of Park Land*
 - Payment in lieu of Sidewalk Construction*
 - Payment in lieu of Specimen Tree Preservation*
 - Rezoning Fees*
 - Site Plan Review*
 - Special Event Signs Compliance Deposit*
 - Special Use Permit*
 - Specimen Tree Inspection*
 - Subdivision Fee*
 - Subdivision Waiver*
 - Tax Grantback Application Fee*
 - Temporary Use Permit*
 - Vested Rights Certificate*
 - Zoning Code Text Amendment*
 - Zoning Permits*
 - Zoning and Subdivision Ordinance Book Fee*
 - Zoning Verification Letter*

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Police	K-36
<i>Code Violations</i>	
<i>Police False Alarm Fee</i>	
<i>IDB Photo Reports</i>	
<i>Photographic CD</i>	
<i>Wrecker Fees</i>	
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<i>Bus Fares and Passes</i>	
<i>Advertising Space</i>	
<i>Identification Cards</i>	
<i>No Show/Late Cancellation Penalty for Demand Response Service</i>	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY17 Changes
All Functions			
Assessment Interest			
Special assessments established by City Council resolution	Prime rate plus 2% per year, set as of July 1 of the fiscal year the assessment role is confirmed, not to exceed maximum allowed by law	2014	
All other assessments, including lot cleanings and demolitions	1st month 2%, all subsequent months 3/4%	1993 or prior	
Default Civil Penalty for Code Violation			
Applies to any violation for which a penalty is not elsewhere specified	\$100 per violation per day	2007	
Convenience Fee for Internet Payments			
	\$3.50 per payment	2012	
Public Record Copies			
Reproduction on CD or DVD	\$1.00 per CD or DVD	2010	
Paper Copies (up to 8.5 by 14 inches)			
Single-sided black and white	\$0.05 per page	2010	
Single-sided color	\$0.19 per page	2010	
Double-sided black and white	\$0.09 per page	2010	
Double-sided color	\$0.37 per page	2010	
Airport			
Landing Fee (Signatory Airline)			
	\$1.23 per 1,000 pounds	2004	
Landing Fee (Non-signatory Airline)			
	\$1.39 per 1,000 pounds	2004	
Jet Bridge Use Fee (Signatory Airline)			
	\$5.00	2012	
Jet Bridge Use Fee (Non-signatory Airline)			
	\$25.00	2005	
Commercial Ramp Use Fees			
Air Stair Use	\$25.00	2012	
Remain Overnight Fee (Non-signatory airlines only)	\$150.00	2005	
Terminal Fee (Non-signatory airline only)	\$75.00	2005	
Terminal Leases and Fees			
Airline Counter Space (exclusive)	\$33.79 per sq. ft. per year	1986	
Airline Bag Makeup Space (exclusive)	\$3.79 per sq. ft. per year	1986	
Airline Administrative Space (exclusive)	\$12.90 per sq. ft. per year	1986	
Operation and Maintenance Charge	\$10.00 per sq. ft. of exclusive airline space	1995	
Airline Space (nonexclusive)	\$10.00 per sq. ft. per year	1986	
Fuel Flowage Fee			
	\$0.05 per gallon of non-airline fuel	1997	
Airline Uplift Charge			
	\$0.18 per gallon, \$18.00 minimum or \$18.00 no-fuel fee	1997	
Fuel Pricing			
	Will not exceed 106% of retail price at comparable airports with based tenants afforded a \$0.20 discount	1997	
Property Leases			
Tie-Down Fee	\$45.00 per month	2003	
Old T-Hangar Rental	\$180.00 per month	2003	
New T-Hangar Rental	\$210.00 per month	2003	
Ground Lease	\$0.20 per sq. ft. per year	2003	
Corporate Office Space	\$5.00 per sq. ft. per year plus utilities	2004	
Corporate Hangar Space	\$2.00 per sq. ft. per year plus utilities	2004	
FBO Office Space	\$4.50 per sq. ft. per year plus utilities	2003	
FBO Hangar Space	\$1.75 per sq. ft. per year plus utilities	2004	
Rental Cars			
Rental Car Agency Fee	\$20.00 per parking space per month plus 10% of gross revenues	2011	
Rental Car Booth Space	\$253.52 per month	2009	
Customer Facility Charge	\$4 per day, up to 10 days. These funds are used to support Rental Car Facilities Upgrades.	2014	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY17 Changes
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)	\$12.00	2015	
Long Term Parking (0-1 hour)	\$1.00	2002	
Long Term Parking (each additional hour)	\$1.00	2002	
Long Term Parking (maximum 24 hours)	\$9.00	2015	
Public Safety Airline Charge	Cost charged to airlines based on prorata share of enplanements 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	
Passenger Facility Charge	\$4.00	2015	
Corporate Communications			
City Song and Music Video DVDs	\$10.00 each	2007	
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	\$300.00	2015	
Commercial Developments, between one and ten acres	\$525.00	2015	
Commercial Developments, in excess of ten acres	\$975.00	2015	
Residential Subdivisions, 50 lots or less	\$525.00	2015	
Residential Subdivisions, 51 to 100 lots	\$750.00	2015	
Residential Subdivisions, in excess of 100 lots	\$975.00	2015	
Resubmittal Fee, commercial or residential, per submittal	\$225.00	2015	
Infrastructure Inspection Fees			
Roadway Inspection Fee	\$0.50 per linear ft.	2010	
Storm Drainage Pipe Inspection	\$0.30 per linear ft.	2010	
Driveway Permits			
Driveway Permit (Commercial) ≤ 75,000 sq. ft.	\$200.00 plus \$50.00 per hour for traffic impact analysis and traffic signal modifications as applicable	2010	
Driveway Permit (Commercial) > 75,000 sq. ft.	\$400.00 plus \$50.00 per hour for traffic impact analysis and traffic signal modifications as applicable	2010	
Driveway Permit (Residential)	\$50.00	2004	
Resurfacing Permit	\$30.00		

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY17 Changes
Sidewalk Permit	\$30.00		
Right of Way Excavations			
Drainage Excavation Permit	\$125.00	2015	
Excavation Permit	\$125.00	2015	
Reinspection fee for excavation	\$100.00	2015	
Roadway Degradation Fee	\$20 per sq. yd. of encroachment	2015	
Payment in lieu of resurfacing	Estimated square yards of asphalt required times cost per square yard from the most recent resurfacing contract for labor and materials, plus applicable roadway inspection fees.	2015	
Sidewalk Assessment (Petitioned)	\$10.00 per front foot		
Street Paving Assessments			
To improve a soil street to a strip paved street	\$15.00 per front foot	2015	
To install concrete curb and gutter on a strip paved street	\$20.00 per front foot	2015	
To pave and install concrete curb and gutter on a soil street	\$35.00 per front foot	2015	
Traffic Control Photographic System Citations			
Civil penalty for violation	\$100.00	2015	
Penalty for failure to pay or appeal a citation within 30 days after notification	\$100.00	2015	
Traffic Control Services and Device Rental Fees			
Labor Fee	\$25.00 per man hour	2006 or prior	
Equipment Fee	\$25.00 per hour per piece of equipment	2006 or prior	
Barricade	\$2.00 per barricade per day	2006 or prior	
Beacon	\$1.75 per beacon per day	2006 or prior	
Tripod	\$0.75 per tripod per day	2006 or prior	
Sign Stand	\$1.25 per stand per day	2006 or prior	
Traffic Control Sign	\$2.00 per sign per day	2006 or prior	
Flag	\$0.50 per flag per day	2006 or prior	
Sandbag	\$0.75 per sandbag per day	2006 or prior	
36" Cone	\$1.00 per cone per day	2006 or prior	
28" Cone	\$0.50 per cone per day	2006 or prior	
Water Jersey	\$2.00 per jersey per day	2006 or prior	
Solar Power Arrow Board	\$110.00 per board per day	2006 or prior	
Drum			\$2.00 per day per drum
House Moving Fee	\$1,500 Bond, \$25 administrative fee, \$25 per hour police escort fee and \$37 per hour signal technician fee	1987	
Right of Way Registration Fee	\$200.00	2002 or prior	
Street Closing Fee	\$1,500.00	2011	
Street Right of Way Withdrawal	\$500.00	2011	
Temporary Right of Way Encroachment Fee			
30 day permit for items (construction dumpsters, etc.) placed on sidewalks	\$50.00 per 30 days	2008	
Temporary Truck Route Permit	\$75.00	2011	
Environmental Services			
Residential Solid Waste Fee			
Single-family homes and residential units in multi-family properties of 7 units or less	\$44.00 Per year	2015	
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	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY17 Changes
Household Construction Debris Pickup			
Generated by Contractor	Not offered		
Resulting from homeowner renovations	\$50.00	2011	
Loose Leaf Pickup			
Collection during scheduled neighborhood loose leaf collection	No Charge		
Collection outside of scheduled neighborhood loose leaf collection			
Collection of 25 cubic yards or less	\$75.00	2012	
Collection of more than 25 cubic yards	\$250.00	2012	
Set-Out Pickup			
For curbside pick up of mixed refuse or furniture, usually resulting from vacating a residence	\$100.00	2011	
Rollout Carts			
Cart Purchase	Variable based upon actual City purchase price	2007	
Optional Recycling Cart Exchange- Small for Large	\$20.00	2013	
Delivery Fee	\$11.50	2013	
Solid Waste Fines			
Failure to remove container from curb	1st violation, written warning; 2nd and subsequent violations, \$100.00		
Finance			
Beer and Wine Licenses			
Beer Dealers (Wholesale)	\$37.50	Set by State	
Wine Dealers (Wholesale)	\$37.50	Set by State	
Beer and Wine Dealers (Wholesale)	\$62.50	Set by State	
Beer Dealers (Retail, on premises)	\$15.00	Set by State	
Beer Dealers (Retail, off premises)	\$5.00	Set by State	
Wine Dealers (Retail, on premises)	\$15.00	Set by State	
Wine Dealers (Retail, off premises)	\$10.00	Set by State	
Regulatory License			
Adult Bookstore, Adult Motion Picture Theater, Adult Motel or Hotel	\$250.00 initial application, \$100.00 annual renewal	N/A	
Duplicate Copy (Lost or Stolen License)	\$5.00	N/A	
Replacement License due to Change of Location	\$5.00	N/A	
Solicitor Permit			
Application Fee	\$25.00	2004	
Three-Month Renewal	\$5.00	2004	
One-Year Renewal for Federal and State Licensed Solicitors	\$20.00	2014	
Peddler Permits			
Application Fee	\$25.00	2015	
Three-Month Renewal	\$5.00	2015	
Motor Vehicle License Tax			
(See additional motor vehicle license tax with Transit fees)	\$5.00 per year		
Penalty for Failure to Pay Motor Vehicle License Tax	\$15.00		
Fire & Emergency Management			
False Alarms			
	No charge for the 1st and 2nd false alarm, \$500.00 for each subsequent false alarm per calendar year	2010	
Fines			
Exit Violation	\$500.00 for the 1st offense, \$1,000 for each subsequent offense in the period of a year	1995	
Code Violation	\$100.00 for the 1st offense, \$250.00 for the second offense, \$500.00 for each subsequent offense in the period of a year	1995	
Over-occupancy Violation	\$100.00 per person over the posted number allowed	2010	
Occupying a building without a Certificate of Occupancy	\$500.00 per offense	2010	
Installation of life safety equipment or underground tank piping without proper plan review and/or testing	\$500.00 per offense	2010	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY17 Changes
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	
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	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY17 Changes
<u>3-Year Inspection Fee:</u>			
Business, Mercantile, Storage, Church/Synagogue,	Up to 2,500 sq. ft. \$75	2008	
Miscellaneous (Group U)	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	
<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	
<u>Training Facility Fees</u>			
ARFF - One-Day Training	\$250.00 per person	2010	
ARFF - Three-Day Training	\$425.00 per person	2010	
ARFF - Five-Day Training	\$550.00 per person	2011	
Refueling Course	\$65.00 per person	1993	
Industry	\$175.00 per burn	2010	
Drill Tower Usage	\$ 200.00 per day	2011	
with live burn	\$ 200.00 per burn	2011	
Classroom use	\$ 50.00 per 4 hours	2011	
Confined Space Training Area	\$ 100.00 per day	2011	
Service Test Pit Area	\$ 100.00 per unit	2011	
Engine	\$ 200.00 per day	2011	
Miscellaneous Equipment use	\$50.00 per day	2011	
<u>Hazardous Material Protection Fee</u>			
Haz-Mat Unit Response	\$555.00 per hour	2010	
Haz-Mat Battalion Commander Response	\$60.00 per hour	2010	
Engine Company Response	\$205.00 per hour	2010	
Truck Company Response	\$205.00 per hour	2010	
Rescue Company	\$175.00 per hour	2010	
Fire Suppression Battalion Commander Response	\$60.00 per hour	2010	
Material, Equipment, and Long Distance	Replacement Cost	1992	
Recalled Personnel	Time and half of the hourly salary of recalled personnel	1992	
Air Monitoring	\$170.00	2010	
Environmental Research Immediate Area - 1 year	\$20.00	2010	
Environmental Research Immediate Area - 5 year	\$115.00	2010	
Environmental Research Half Mile Radius - 1 year	\$60.00	2010	
Environmental Research Half Mile Radius - 5 year	\$190.00	2010	
Environmental Research One Mile Radius - 1 year	\$80.00	2010	
Environmental Research One Mile Radius - 5 year	\$230.00	2010	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY17 Changes
Parking			
<i>Parking Fines</i>			
Amtrak Lot Violation	\$10.00	2007	
Backed to Curb Violation	\$10.00	2007	
City Hall Lot Violation	\$10.00	2007	
Curb to Sidewalk Violation	\$25.00	1986 or prior	
Fire Hydrant Violation	\$25.00	1986 or prior	
Fire Lane Violation	\$100.00	1986 or prior	
Handicapped Violation	\$250.00	2000	
Judgment Fees	\$50.00	2002 or prior	
Late Payment Penalty	\$25.00	1999	
Left to Curb Violation	\$25.00	1986 or prior	
Loading Zone Violation	\$25.00	1986 or prior	
No Parking Zone Violation	\$25.00	1986 or prior	
Overtime Violation (Lots)	\$15.00	2013	
Overtime Violation (Street)	\$15.00	2013	
Prohibited Parking Violation	\$25.00	1986 or prior	
Repeat Overtime Violation	\$10.00	2013	
Traffic Obstruction Violation	\$25.00	1986 or prior	
Within Lines Violation	\$15.00	2013	
Electric Vehicle Only Violation	\$50.00	2013	
<i>Immobilization Fee</i>			
Fee per wheel lock removal, in addition to outstanding parking tickets and penalties	\$50.00	2009	
<i>Leased Parking Spaces</i>			
All Lots	\$50.00 per month	2011	
Late Payment Penalty	\$10 penalty for lease payments received after the 5th of the month	2013	
Replacement Proxy Card			\$15.00
<i>Hourly Paid Parking</i>			
All Lots (where applicable)	\$0.50 per hour, or \$4.00 per day	2009	
On Street (where applicable)	\$0.75 per hour	2009	
<i>Contractor Parking Permit</i>			
	\$10.00 per day, or \$30.00 per week	2013	
<i>Annual Contractor Parking Permit</i>			
	\$1,000.00 per year	2010	
<i>Residential Parking Permit</i>			
	\$100.00 per year	2010	
Parks, Recreation & Maintenance			
<i>Special Event Permits</i>			
Special Event Permits for Mazarick Building, Cross Creek Park Fountain, Mazarick Park Shelters, Core Downtown Area, Festival Park	Up to 500 attendees: \$75 with \$100 deposit; 501-2,500 attendees: \$150 with \$200 deposit; 2,501-5,000 attendees: \$300 with \$500 deposit; 5,001-10,000 attendees: \$500 with \$750 deposit; Over 10,000 attendees: \$750 with \$1,000 deposit	2013	
Expedited Special Event Permit			
Request submitted less than 30 days in advance of event but permit application review possible at a scheduled Special Events Committee meeting	\$250 in addition to permit fee and deposit	2013	
Request submitted less than 30 days in advance of event and special meeting of Special Events Committee required to review permit application	\$500 in addition to permit fee and deposit	2013	
<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	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY17 Changes
Gym Rental (nonprofit organizations)	\$200 deposit & \$200.00 up to 4 hours, \$50.00 each additional hour; if event requires floor covering \$300 up to 4 hours, \$50 each additional hour	1999	
Kitchen Rental (non-profit organizations)	\$200 deposit & \$50.00 up to 4 hours plus \$25.00 each additional hour up to 8 hours maximum	1999 or prior	
After-Hour Fee (non-profit organizations)	\$25.00 additional per hour for rentals after center closings	2007	
Sunday or Legal Holiday use (nonprofit organizations)	\$100.00 for 1 to 4 hours maximum plus deposit and rental fee	2007	
Program Room Rental (for profit organizations)	\$200 deposit & \$130 per hour for 1 to 4 hours, plus \$50 each additional hour up to 8 hours maximum	2007	
Multipurpose Room Rental (for profit organizations)	\$200 deposit & \$260.00 for 1 to 4 hours, plus \$50.00 each additional hour up to 8 hour maximum	2007	
Gym Rental (for profit organizations)	\$200 deposit & \$400.00 up to 4 hours, \$100.00 each additional hour. If event requires floor covering \$600 up to 4 hours, \$100 each additional hour	2007	
Kitchen Rental (for profit organizations)	\$200 deposit & \$100.00 up to 4 hours plus \$50.00 each additional hour up to 8 hours maximum	2007	
After-Hour Fee (for profit organizations)	\$50.00 additional per hour for rentals after center closings	2010	
Sunday or Legal Holiday use (for profit organizations)	\$200.00 for 1 to 4 hours maximum plus deposit and rental fee	2007	
Custodial Setup/Breakdown/Clean-Up	\$25.00 per hour	1999	
Expedited Rental Fee	\$100 per rental for any facility rental contract executed within 48 hours of the event	2011	
Park Rental Fees			
Ball Field Rental			
Field use with field preparation and lighting	\$175 per day, plus \$250 deposit	2015	
Field use	\$35 for up to 4 hours or \$50 per day, plus \$100 deposit	2015	
Field lighting	\$25 per hour, plus \$100 deposit	2015	
Basketball Court (Outdoor)	\$100 deposit plus \$35.00 (up to 4 hours); \$50.00 (over 4 hours)	2010	
Cross Creek Park Rental	\$100.00 (1-4 hours), \$25.00 each additional hour	1999	
Festival Park			
Category 1 - Dogwood Festival, International Folk Festival, 2 uses per year (1 per six months) by Cumberland County Schools, 4 uses per year (1 per 3 months) by Art Agencies as coordinated through Arts Council Executive Director	Free	2007	
Category 2 - Non-profit event sponsored by a 501(c) organization	\$250 deposit plus \$500 per calendar day	2007	
Category 3 - Community event open to the public when no admission is charged, sponsored by any entity other than a non-profit	\$375 deposit plus \$750 per calendar day	2007	
Category 4 - Commercial ticketed events - concerts, paid admission shows	\$500 deposit plus \$1,000 per calendar day plus 15% of gross ticket sales, unless event is being sponsored as a part of Category 1 event	2007	
Category 5 - Park rental open to the public (e.g. Family reunions, weddings, company picnics, etc.)	\$125 deposit plus \$250 per calendar day	2007	
Sunday or Legal Holiday use	\$150 plus deposit and rental fee	2007	
Lamon Street Park Complex	\$500.00 per day plus \$250.00 deposit	2007	
Martin Luther King Park	\$40.00 (1-4 hours), \$70.00 over 4 hours	1999	
Mazarick Building	\$65.00 (1-4 hours), 25.00 each additional hour plus \$200.00 deposit	2011	
North Carolina Veterans Park Visitors' Center and Outdoor Garden	\$725.00 (1-4 hours), \$100.00 each additional hour plus \$700.00 deposit	2011	
North Carolina Veterans Park Amphitheater			
Category 1 - Non-profit event sponsored by a 501(c) organization	\$250 deposit plus \$500 per calendar day	2011	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY17 Changes
Category 2 - Community event open to the public when no admission is charged, sponsored by any entity other than a non-profit	\$375 deposit plus \$750 per calendar day	2011	
Category 3 - Commercial ticketed events - concerts, paid admission shows	\$500 deposit plus \$1,000 per calendar day plus 15% of gross ticket sales	2011	
Category 4 - Park rental open to the public (e.g. Family reunions, weddings, company picnics, etc.)	\$125 deposit plus \$250 per calendar day	2011	
Sunday or Legal Holiday use	\$150 plus deposit and rental fee	2011	
Reid Ross Track	\$500.00 per day plus \$250 deposit	2007	
Shelter - Small	\$40.00 (1-4 hours), \$70.00 over 4 hours	2008	
Shelter - Large	\$60.00 (1-4 hours), \$110.00 over 4 hours	2008	
Tokay Park Complex	\$500.00 per day plus \$250.00 deposit	2010	
Boating	\$2.00 per hour, \$5.00 per half day, \$10.00 per day	1998	
Camping Fees (organized groups)	\$1.00 per person per night, \$25.00 minimum	1995 or prior	
Family Campsite	\$10.00 per night	1995 or prior	
Mobile Stage - Large (nonprofit organizations)	\$500.00 per calendar day, plus \$500.00 deposit	2008	
Mobile Stage - Small (nonprofit organizations)	\$400.00 per calendar day, plus \$500.00 deposit	2008	
Mobile Bleachers (nonprofit organizations)	\$400.00 per calendar day, plus \$500.00 deposit	2007	
Mobile Stage - Large (for profit organizations)	\$1,000.00 per calendar day, plus \$500.00 deposit	2008	
Mobile Stage - Small (for profit organizations)	\$800.00 per calendar day, plus \$500.00 deposit	2008	
Mobile Bleachers (for profit organizations)	\$800.00 per calendar day, plus \$500.00 deposit	2007	
Mini-Bus Rental for Partnering Agencies	100% recovery of direct costs		
Athletic Programs			
Adult Open Play Athletics	\$2.00	2004	
Adult Softball Team Fee (Fall League - 1 night per week)	100% Cost Recovery		
Adult Softball Team Fee (Fall League - 2 nights per week)	100% Cost Recovery		
Adult Softball Team Fee (Spring league - 1 night per week)	100% Cost Recovery		
Adult Softball Team Fee (Spring league - 2 nights per week)	100% Cost Recovery		
Adult Basketball Team Fee (1 night per week)	100% Cost Recovery		
Adult Basketball Team Fee (2 nights per week)	100% Cost Recovery		
Golf Lessons	Variable		
Youth Athletics not otherwise listed	\$20.00	1999	
Youth Cheerleading	\$20.00	2009	
Youth Football	\$25.00	1999	
Late Registration for Youth Sports Programs	\$5.00	2001	
Swimming Pool Fees			
Swimming Lessons	\$30.00	2009	
Pool Entry Fee	\$2.00 for adults, \$1.00 for children	1995 or prior	
Pool Rental	\$200.00 deposit, \$175.00 rental fee for first 2 hours, \$50.00 for each additional hour; plus current rate of pay for lifeguards	2011	
Tennis Fees			
Tennis Lessons	Variable	1995 or prior	
Courts	\$150 refundable deposit; rental fee of \$35 (up to four hours); \$50 (over four hours); \$175 additional charge for use of lights	2010	
Senior Programs / Leisure Activities			
Leisure Activities	Variable	1995 or prior	
After-School Program			
Program Fee	\$80.00 per month/\$25.00 per week	2014	
Early/Late Fee	\$5.00 per 5 minute period	2008	
Summer Camp/Playground			
Summer Day Camp	\$55.00 per week	2014	
Summer Playground	\$25.00 per week	2014	
Late Pickup Fee	\$5.00 per 5 minute period	2009	
Athletic Protest Fee	\$25.00	2002	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY17 Changes
Community Garden	\$25.00 refundable deposit	2009	
Concessions	Variable	2002 or prior	
Cemetery:			
Burial Plots			
Pre-Need Cemetery Fee	\$400.00	2004	
At-Need Cemetery Fee (Adult)	\$475.00	2004	
At-Need Cemetery Fee (Infant)	\$350.00	2004	
At-Need Cemetery Fee (Pauper)	\$250.00	2002 or prior	
Monument Administration/Interment Fees			
Monument Administration/Interment Fees	\$25.00	2002 or prior	
After Hours Cemetery Fee	\$75.00	2002 or prior	
Permitting and Inspections			
<u>Plan Review, Permit and Inspections Fees:</u>			
Building Plan Review			
Up to 5,000 sq. ft.	\$155.00	2014	
5,001 to 10,000 sq. ft.	\$310.00	2014	
10,001 to 15,000 sq. ft.	\$465.00	2014	
15,001 to 25,000 sq. ft.	\$620.00	2014	
25,001 to 40,000 sq. ft.	\$925.00	2014	
Greater than 40,000 sq. ft.	\$1,075.00	2014	
Re-Review Fee (applies after 1st re-review)	1/2 of original fee	2010	
For Projects up to 5,000 sq. ft. only			
Electrical Plan Review Only	\$75.00	2014	
Mechanical Plan Review Only	\$75.00	2014	
Plumbing Plan Review Only	\$75.00	2014	
Other Project Plan Reviews:			
Cell Tower	\$75.00	2014	
Small & Minor Project	\$75.00	2014	
Pole Sign	\$75.00	2014	
Retaining wall (engineered)	\$75.00	2014	
Building Permits			
New Construction or Additions			
Commercial	\$0.32 per sq. ft.	2014	
Residential	\$0.30 per sq. ft.	2012	
Major Renovations or Upfits of Existing Structures			
Extensive reconstruction involving 50% or more of existing square footage on one or more floors	60% of building permit fee	2012	
Minor Renovations or Upfits of Existing Structures			
Small and medium reconstruction involving less than 50% of existing square footage on one or more floors	40% of building permit fee	2012	
Interior or Exterior Construction or Renovation Projects without Square Footage Basis (e.g. roofing, doors, fences, pools, cell towers, billboards, etc.)			
Residential access ramp installation	No Charge	2015	
Construction Cost : \$0.00-1,000.00	\$30.00	2014	
Construction Cost : \$1,001-2,500	\$50.00	2014	
Construction Cost : \$2,501-5,000	\$60.00	2014	
Construction Cost : \$5,001-10,000	\$75.00	2014	
Construction Cost : \$10,001-15,000	\$90.00	2014	
Construction Cost : \$15,001-20,000	\$105.00	2014	
Construction Cost : \$20,001-25,000	\$125.00	2014	
Construction Cost : \$25,001-30,000	\$145.00	2014	
Construction Cost : \$30,001-35,000	\$160.00	2014	
Construction Cost : \$35,001-40,000	\$175.00	2014	
Construction Cost : \$40,001-45,000	\$190.00	2014	
Construction Cost : \$45,001-50,000	\$210.00	2014	
Construction Cost : \$50,001-60,000	\$230.00	2014	
Construction Cost : \$60,001-70,000	\$250.00	2014	
Construction Cost : \$70,001-80,000	\$265.00	2014	
Construction Cost : \$80,001-90,000	\$280.00	2014	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY17 Changes
Construction Cost : 90,001 - 100,000	\$295.00	2014	
Construction Cost: 100,001 and above	\$350 for the first \$100,000 plus \$3.05 for each additional \$1,000 or fraction thereof	2014	
Electrical Permits			
New Construction or Additions			
Commercial	\$0.09 per sq. ft.	2014	
Residential	\$0.08 per sq. ft.	2012	
Major Renovations or Upfits of Existing Structures			
Extensive reconstruction involving 50% or more of existing square footage on one or more floors	60% of fee for new construction of additions	2012	
Minor Renovations or Upfits of Existing Structures			
Small and medium reconstruction involving less than 50% of existing square footage on one or more floors	40% of fee for new construction of additions	2012	
Permit associated with Alteration, Replacement, Modification, etc.			
Residential thru 200A	\$30.00	2014	
Residential over 200A	\$35.00	2014	
Commercial thru 800A	\$60.00	2014	
Commercial over 800A	\$85.00	2014	
Separately Derived Systems	\$35.00	2014	
Mobile Home Services or Feeders	\$30.00	2014	
New or Replacement Pedestal	\$30.00	2014	
Outlet Installation	\$0.50 per outlet	2014	
Temporary Pole	\$30.00	2014	
Furnace, Condensing Units, Air Handlers, Baseboard, Unit Heater, etc.	\$20.00	2014	
Appliances	\$15.00	2014	
Motor (1HP-5HP)	\$15.00	2014	
Motor (5HP-25HP)	\$20.00	2014	
Motor (25HP-50HP)	\$20.00	2014	
Motor (50 or more HP)	\$25.00	2014	
Commercial Motor Control Units thru 800A	\$50.00	2014	
Commercial Motor Control Units over 800A	\$70.00	2014	
Electric Sign Connection	\$30.00	2014	
Electric Sign (circuit only)	\$10.00	2014	
Fire Alarm System (low voltage)	\$35.00	2014	
Other Low Voltage Systems	\$35.00	2014	
Gasoline/LP Dispenser	\$20.00	2014	
Inspection for Power Reconnection (When disconnected in excess of 6 months)	\$35.00	2014	
Outside Commercial Pole Lights	\$5.00	2014	
Swimming Pool Bonding and Grounding	\$30.00	2014	
Swimming Pool Equipment (motors, heaters, covers)	\$15.00	2014	
Minimum Fee	\$30.00	2014	
Mechanical Permits			
New Construction or Additions			
Commercial	\$0.09 per sq. ft.	2014	
Residential	\$0.08 per sq. ft.	2012	
Major Renovations or Upfits of Existing Structures			
Extensive reconstruction involving 50% or more of existing square footage on one or more floors	60% of fee for new construction of additions	2012	
Minor Renovations or Upfits of Existing Structures			
Small and medium reconstruction involving less than 50% of existing square footage on one or more floors	40% of fee for new construction of additions	2012	
Permit associated with Alteration, Replacement, Modification, etc.			
Residential Heat or AC	\$55.00 for the first unit, \$30.00 for each additional unit plus total BTU listing multiplied by .0001	2014	
Commercial Heat or AC	\$60.00 for the first unit, \$40.00 for each additional unit plus total BTU listing multiplied by .0002	2014	
Commercial Hood/Canopy over Cooking Equipment	\$60.00	2014	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY17 Changes
Floor Furnaces, Unit Heaters, etc.	\$35.00	2014	
Commercial Refrigeration	\$60.00 for the first unit, \$40.00 for each additional unit plus total BTU listing multiplied by .0002	2014	
Gas Piping	\$25.00	2014	
Each Additional Unit	\$10.00	2014	
Each LP Tank and Piping	\$30.00	2014	
Duct Extensions and Alterations	\$30.00	2014	
Commercial Exhaust and Duct System	\$10.00	2014	
Minimum Fee	\$30.00	2014	
Plumbing Permits			
New Construction or Additions			
Commercial	\$0.07 per sq. ft.	2014	
Residential	\$0.06 per sq. ft.	2012	
Major Renovations or Upfits of Existing Structures			
Extensive reconstruction involving 50% or more of existing square footage on one or more floors	60% of fee for new construction of additions	2012	
Minor Renovations or Upfits of Existing Structures			
Small and medium reconstruction involving less than 50% of existing square footage on one or more floors	40% of fee for new construction of additions	2012	
Permit associated with Alteration, Replacement, Modification, etc.			
Trapped Fixtures, Water Heaters, etc.	\$10.00	2014	
Sewer Connection	\$30.00 each building sewer or sewer tap	2014	
Water Piping	\$30.00 each water service line, irrigation, and fire sprinkler main	2014	
Minimum Fee	\$30.00	2014	
Miscellaneous Inspections and Fees			
Demolition Permit	Same fee structure as Building Permits	2008	
Asbestos Removal	Same fee structure as Building Permits	2008	
Sign Placement	Same fee structure as Building Permits with minimum fee of \$50.00	2013	
Insulation Permit			
Residential & Commercial	\$0.03 per sq. ft.	2011	
Flood Plain and Zoning Inspections	\$35.00	2014	
Mobile Home Placements	\$65.00	2014	
Processing Fee for Permit Fee Refunds	\$30.00	2014	
After Hours and Weekend Inspections (subject to inspector availability)	\$100.00 in addition to other applicable fees	2015	
Callback Inspections for Each Applicable Permit	\$100 or original permit fee, whichever is lower, for the 1st extra inspection, \$200 for subsequent extra inspections	2012	
Contractor Change on Permitted Project	\$30.00	2014	
Certificate of Compliance / Occupancy Inspection for Existing Building	\$110.00	2014	
Work Without a Required Permit	4 times all applicable permit fees	2011	
Homeowner Recovery Fee	\$10.00	2003	
Daycare Inspections	\$125.00	2014	
Yard Sale Permits	\$20.00	2014	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY17 Changes
<i>Watershed Protection Inspection Fee and Permit</i>			
Inspection Fee for Required Improvement	\$35.00 per inspection	2014	
Low Density Development Permit	\$35.00 per project	2014	
High Density Development Permits		2014	
CD, AR, SF15, SF10, SF6, MRS, MH	\$140 (less than 5 acres), \$275 (5 to 50 acres), \$350 (50 to 100 acres), \$450 (more than 100 acres)	2014	
O&I, NC, LC, CC, MU, BP, DT, LI, HI, PD	\$275 (less than 5 acres), \$300 (5 to 50 acres), \$350 (50 to 100 acres), \$450 (more than 100 acres)	2014	
Planning and Code Enforcement			
<u>Code Enforcement Fees:</u>			
<i>Administrative Fee (Abatement Actions)</i>	\$125.00	2014	
<i>Citations</i>			
Abandoned Vehicle Violation	\$250.00 per day	2002 or prior	
Advertising Violation			
Prohibited Sign Violation	\$500.00 per day	2014	
All Other Advertising Violations	\$200.00 per day	2014	
Animal and Fowl Violation	\$100, \$200, or \$300 per day	2002 or prior	
Landscape Standard Violation	\$200.00 per day	2014	
Salvage and Junkyard pursuant to Section 30-4-C5e(6)	\$500.00 per day	2011	
Solid Waste Violation (Trash or overgrown lot)	\$100.00 per day	1995	
Substandard Housing Violation	\$100.00 per day	2014	
Taxicab Violation	\$250.00 per day	2002 or prior	
Trailer/Mobile Home Violation	\$100.00 per day	2014	
Water Supply Violation	\$500.00 per day	2002 or prior	
Zoning Violation	\$200.00 per day	2014	
<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 (new, renewal or expired)	\$40.00	2015	
Lost Drivers Permit	\$15.00	2015	
Change of Company	\$20.00	2014	
Change of Address	\$10.00	2014	
Change of Vehicle	\$10.00	2014	
Franchise Application	\$25.00	2015	
Annual Franchise Fee (Certificate of Public Convenience and Necessity)	\$20.00 per vehicle	2014	
Quarterly Inspection	\$60.00 per vehicle	2014	
Sign Fee (advertising other than taxicab business)	\$15.00 per sign	2014	
Penalty for failure to complete quarterly taxicab inspection	\$25.00 per vehicle	2015	
<u>Planning & Zoning Permits and Fees:</u>			
<i>Administrative Adjustment Fee</i>	\$35.00 per standard for which adjustment requested	2014	
<i>Alternative Signage Plan Review</i>	\$250.00	2014	
<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	\$50 for the first 3 acres plus \$15 for each additional acre or part thereof	2014	
With Site or Subdivision Plan Review	No additional fee	2011	
<i>Development Agreement (UDO)</i>	\$2,500.00	2011	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY17 Changes
Payment in Lieu of Park Land			
Formerly Open Space Fee. Land value factor calculated in accordance with UDO section 30-9.D.	\$8,927 per acre	2015	\$8,684
Payment in lieu of Sidewalk Construction			
Price per foot to be adjusted each Jan 1st based on Construction Cost Index. (2016 adjustment 1.56%)	\$31.66 per linear foot for 4' wide sidewalk	2016	
	\$36.72 per linear foot for 5' wide sidewalk*	2016	
	\$41.77 per linear foot for 6' wide sidewalk*	2016	
Payment in Lieu of Specimen Tree Preservation			
	\$100 per caliper inch per tree	2014	
Rezoning Fees			
Conditional Zoning	\$700.00	2008	
Planned Development	\$700.00 plus site plan review fee	2010	
	\$700.00 plus site plan review fee	2010	
Site Plan Review			
Non-Residential	\$500.00 plus \$20.00 per 1,000 sq. ft. of building	2010	
Residential	\$500.00 plus \$20.00 per unit or lot	2010	
Revisions or rereviews beyond first review	1/2 of original fee	2010	
Zoning inspection for small structures			\$30.00
Special Event Signs Compliance Deposit			
Returned if all signs are properly placed and removed within two days of close of event	\$10 per approved sign	2011	
Special Use Permit			
Residential, Professional, Commercial and Industrial	\$700.00 plus site plan review fee	2010	
Cell Tower	\$2,500.00	2011	
Specimen Tree Inspection			
	\$50 per acre	2012	
Subdivision Fee			
Subdivision Reviews	\$400.00 plus \$20.00 per lot	2010	
Revisions or rereviews beyond first review	1/2 of original fee	2010	
Final Plats	\$50.00	2007	
Expedited Review of subdivision or site plans	\$1,500 per hour	2011	
Subdivision Waiver			
	\$700.00	2011	
Tax Grantback Application Fee			
	\$250.00	2010	
Temporary Use Permit			
	\$25.00	2012	
Vested Rights Certificate			
No additional fee if requested with site plan or subdivision approval	\$100.00	2011	
Zoning Code Text Amendment			
	\$700.00	2014	
Zoning Permits			
Pushcarts (Downtown Core Only)	\$30.00 per year	2014	
Outdoor Dining and Merchandising (Downtown Core Only)	\$30.00 per year	2014	
Sidewalk Entertainment (Downtown Core Only)	\$30.00 per year	2014	
Delivery Services (Downtown Core Only)	\$30.00 per year	2014	
Zoning and Subdivision Ordinance Book Fee			
	Cost of Reproduction	2010	
Zoning Verification Letter			
	\$30.00	2014	
Police			
Code Violations			
Noise Violation - Barking Dog	\$200 for the 1st violation, \$250 for subsequent violations within 12 months	2009	
Noise Violation - Residential	\$200.00	2008	
Noise Violation - Radios, Loudspeakers, etc.	\$200.00	2008	
Street Numbering Violation	\$50.00	1990	

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY17 Changes
Police False Alarm Fee			
1st false alarm per fiscal year	No Charge	2010	
2nd false alarm per fiscal year	No Charge	2010	
3rd false alarm per fiscal year	\$25.00	2010	
4th false alarm per fiscal year	\$50.00	2010	
5th false alarm per fiscal year	\$50.00	2010	
6th false alarm per fiscal year	\$100.00	2010	
7th false alarm per fiscal year	\$100.00	2010	
In excess of 7th false alarm per fiscal year	\$200.00 each	2010	
Continuous alarm	\$10.00 for each 60-minute interval beginning 60 minutes after notification, not to exceed \$100.00 in a 24-hour period	2010	
IDB Photo Reports	\$0.35 for 4"x 6", \$5.00 for 8"x 10", \$5.00 for Contact Sheet	2008	
Photographic CD	\$35.00 per CD	2008	
Wrecker Fees			
Annual Wrecker Inspection Fee	\$100 per truck	2008	
Wrecker Rotation Fee	\$15.00 per tow	2008	
Officer Fees	Variable	2002	
Range Fee	\$200.00 per day	2010	
Stormwater			
Stormwater Fee (Quality & Improvements)			
Single Family	\$3.75 per month per ERU	2015	
Non-Single Family	\$3.75 per month per 2,266 sq. ft. of impervious surface	2015	
Best Management Practice Inspection Fee	\$150.00	2011	
Stormwater Control Ordinance Variance Filing Fee	\$500.00	2011	
Stormwater Control Ordinance Civil Penalties			
Failure to Obtain Permit			
First Offense within 2 years:			
Off-site impacts documented	\$3,000 per day	2011	
No off-site impacts documented	\$1,000 per day	2011	
Second Offense within 2 years:			
Off-site impacts documented	\$5,000 per day	2011	
No off-site impacts documented	\$3,000 per day	2011	
Third or Subsequent Offense within 2 years:			
Each violation	\$5,000 per day	2011	
Illicit Connection and Improper Disposal Civil Penalties			
Category I Violation	\$1,000.00 per day, plus investigation, restoration and administrative costs	2009	
Category II Violation	\$500.00 per day, plus investigation, restoration and administrative costs	2009	
Category III Violation	\$100.00 per day, plus investigation, restoration and administrative costs	2009	
Other Violations of Stormwater Control Ordinance	Up to \$5,000/day	2011	
Transit			
Motor Vehicle License Tax for Transit	\$5.00 per year	2008	
Bus			
Adult Bus Fare	\$1.25	2013	
Discount Bus Fare (Elderly and Disabled)	\$0.50	2013	
Adult 1-Ride Pass	\$1.25	2013	
Discount 1-Ride Pass (Elderly and Disabled)	\$0.50	2013	
One Day Pass	\$3.00	2013	
Discount One Day Pass (Elderly and Disabled)	\$1.50	2013	
Youth (18 & Under) Day Pass			\$2.00
Rolling 5 Day Pass			\$11.00
Discount Rolling 5 Day Pass (Elderly and Disabled)			\$5.50
Rolling 8 Day Pass	\$17.00	2013	Eliminated

Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY17 Changes
Discount Rolling 8 Day Pass (Elderly and Disabled)	\$8.00	2013	Eliminated
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	
Summer Fun Pass (18 & Under for June, July & August)			\$15.00
ADA Demand Response Fare	\$2.00	2013	
ADA 20 Ride Pass	\$35.00	2013	
ADA 10 Ride pass	\$17.50	2013	
Bulk Pass Sale Discounts			
100 to 249 Passes	10% discount	2013	
250 to 499 Passes	15% discount	2013	
500 to 999 Passes	20% discount	2013	
1,000 or Greater Passes	25% discount	2013	
Third-Party Fare Agreements			
50 to 99 Passes (\$900 monthly revenue guarantee)	25% discount	2013	
100 to 249 Passes (\$1,400 monthly revenue guarantee)	30% discount	2013	
250 to 499 Passes (\$2,600 monthly revenue guarantee)	35% discount	2013	
500 or Greater Passes (\$3,600 monthly revenue guarantee)	40% discount	2013	
Cumberland County Court Programs and Fayetteville Police Department Homeless Prevention	\$0.25 per One Day pass or \$20 per Rolling 30 Day Pass	2015	
After School Activity Pass	Free Fare	2014	
Advertising Space			
Interior Banner			
1 to 4 vehicles	\$30 per vehicle per month	2013	
5 to 9 vehicles	\$25 per vehicle per month	2013	
10 or more vehicles	\$20 per vehicle per month	2013	
Discount for non-profit customers	25%	2013	
Public Service Announcements	\$20 per vehicle per month	2013	
Identification Cards			
1st Card	Free	2014	
2nd Card	\$2.00	2014	
3rd Card	\$3.00	2014	
Each Additional Card after 3rd	\$5.00	2014	
No Show / Late Cancellation Penalty for Demand Response Service			
1st Violation	Initial Warning Letter	2015	
2nd Violation	Final Warning Letter	2015	
3rd Violation	7 Days Suspension or \$10.00 Penalty	2015	
4th Violation	14 Days Suspension or \$15.00 Penalty	2015	
5th Violation	21 Days Suspension or \$20.00 Penalty	2015	
6th & All Subsequent Violations	30 Days Suspension or \$25.00 Penalty	2015	

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

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

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

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

Assessed Valuation: A value determined by the County Tax Assessor's office for real and personal property that is used as a basis for levying property taxes.

Assets: Property owned by the City that has monetary value.

Available Fund Balance: For the purpose of developing fund balance projections as provided in the Fund Summaries section of this document, "Available Fund Balance at June 30, 2015" is the unassigned fund balance plus fund balance restricted for encumbrances, donations, and County parks and recreation, plus fund balance assigned for subsequent year expenditures, special purposes and the Capital Funding Plan. Revenue and expenditure projections for fiscal years 2015-16 and 2016-17 are considered along with the available fund balance at June 30, 2015, to project fund balance at June 30, 2017. Projected future fund balance restrictions for County parks and recreation, and known fund balance assignments for items such as the recommended Capital Improvement and Technology Improvement Plans, the Capital Funding Plan, and special purpose assignments at June 30, 2015 that are not appropriated in the fiscal year 2016-17 budget are deducted to determine projected available fund balance at June 30, 2017.

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.

Glossary

Budget Message: A written summary of the proposed budget from the City Manager to the City Council. The message includes an explanation of important features of the budget, changes in programs or appropriation levels from previous years and recommendations of the City Manager.

Budget Ordinance: A schedule adopted by the City Council which lists revenues by source, appropriations by portfolio group or fund, and levies taxes for the coming fiscal year.

Capital Assets: Items (such as vehicles, equipment and furniture) purchased by the City that have an expected life of more than one year with a value of \$5,000 or greater.

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

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

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

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

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

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

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

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

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

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

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

Full-Time Equivalent (FTE): The ratio of the total number of authorized work hours for a regular position to the total work hours for a full-time position. One FTE is equivalent to one employee working full-time.

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

Fund Balance: The difference between the accumulated revenues and expenditures for a particular fund. These resources are set-aside within a fund to provide adequate cash flow and reserves. North Carolina statutes dictate that a portion of fund balance is not available for appropriation in the following fiscal year.

General Fund: A fund that provides for the accounting of all financial resources except those designated to other funds. Most of the basic government services, such as police, fire, parks, inspections, or street maintenance are accounted for in this fund.

General Obligation Bonds: Debt instruments issued by the City which are secured by the unit's taxing power.

Grants: A contribution or gift in cash or other assets from another government or nonprofit foundation to be used for a specified purpose.

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.

Glossary

Objective: A statement of specific direction, purpose or intent to be accomplished by a department.

Original Budget: The budget as adopted by the City Council in the initial budget ordinance for the fiscal year.

Pension Trust Fund: A fund established to account for a public employment retirement system. For example, the Law Enforcement Officers Special Separation Allowance Fund.

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

Powell Bill Funds: Funding from state-shared gasoline tax which is restricted for street and sidewalk maintenance and improvements.

Property Tax (Ad Valorem Tax): A tax levied by the City Council on property located within the City.

Proprietary Fund: A fund used to account for governmental activities that are operated in a manner similar to those found in private enterprises. Internal Service and Enterprise funds are included in this category.

Recommended Budget: The budget proposal of the City Manager presented to the City Council for consideration.

Reserve: An account designated for a portion of the fund balance which is required to be used for a specific purpose.

Revenue: Income received from a variety of sources used to finance government or enterprise operations.

Revenue Bonds: Principal and interest associated with revenue bonds are paid exclusively from the earnings of the project or system.

Shared Revenues: Revenues levied and collected by one government but are shared with another government based on a predetermined method. For example, the City of Fayetteville receives a portion of the gasoline tax collected by the State based on population and miles of city streets.

Special Assessment: A levy on certain properties to defray part or all of the costs associated with improvements or services that will benefit those properties. For instance, a special assessment would be levied against property owners who have petitioned for the construction of water and sewer improvements.

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.

Technology Improvement 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.

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
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