

FY 2017 Annual Budget

Adopted

City of
Fayetteville
North Carolina



FY 2017

Annual Budget

Adopted



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

CITY MANAGER'S OFFICE

Douglas J. Hewett, Interim City Manager

Kristoff T. Bauer, Deputy City Manager

Rochelle Small-Toney, Deputy City Manager

Jay Reinstein, Assistant City Manager

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Design by:

Corporate Communications Department

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North Carolina

Section A

Introduction

FY 2017 Annual Budget Adopted



City of
Fayetteville
North Carolina

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

Adjustments to Recommended Budget

The Fiscal Year 2016-2017 Recommended Budget was officially presented to City Council on May 9, 2016 and the budget document, along with the recommended budget document for the funds managed by the City's Public Works Commission (PWC), were made available for public inspection at the office of the City Clerk. In addition, the recommended budget document and a summary of the recommended budget for the PWC funds were also available on the City's website. The budget was deliberated by Council at work sessions conducted on May 11, 18, and 25, and June 1 and 15, 2016. Additional budget questions received from Council were addressed in written responses provided to Council and posted to the City's website.

A public hearing on the budget was held on May 23, 2016, as required by the Local Government Budget and Fiscal Control Act.

The budget ordinance that follows reflects the fiscal year 2016-2017 annual budget for the City of Fayetteville as adopted by City Council on June 27, 2016. The adopted annual budget, excluding the Electric, Water and Wastewater, and Fleet Maintenance funds managed by the City's Public Works Commission, totals \$228,421,895.

General Fund Adjustments

The adopted budget for General Fund revenues and other financing sources increased by \$2,602,402 and reflected the following changes:

- the addition of \$165,712 from increased estimates for ad valorem tax revenues on licensed motor vehicles;
- the addition of \$6,500 of functional revenues for bus stop maintenance services based upon revised service cost estimates;
- the addition of \$3,012,900 in increased transfers from the PWC Electric Fund to reflect expected adjustments in the City-PWC operating transfer agreement;
- the reduction of \$180,500 in proceeds from planned vehicle financings; and,
- the reduction of \$402,210 in appropriations from fund balance, primarily reflecting the elimination of \$494,000 of fund balance use for Parks and Recreation capital projects.

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

- Community Investment Portfolio
 - the elimination of a \$400,000 contribution for the North Carolina Civil War Center and a \$50,000 contribution for the FSU Farmers Market;
 - the elimination of \$125,000 in project funding for thoroughfare streetlight improvements;
 - the addition of project funding transfers of \$64,500 for the implementation of tracking software for the Local, Small and Disadvantaged Business Enterprise (LSDBE) program, \$100,000 for sidewalks, \$375,000 for bridge replacements, and \$145,000 for municipal agreements with the NCDOT for transportation improvement projects due to a process change to transfer excess funds in multi-year project accounts back to the General Fund for re-appropriation by City Council;

Adjustments to Recommended Budget

- Operations Portfolio
 - the elimination of \$500,000 of funding for gateway improvements at the Murchison Road / I-295 interchange;
 - the reduction of \$489,979 in Parks and Recreation bond project funding, reflecting the net impact of the elimination of the use of \$494,000 of fund balance in the General Fund and a \$4,021 increase in estimated revenues from the 1.35 cent dedicated tax increase;
 - the addition of \$174,298 to fund a pilot program to add three litter crews;
 - the addition of \$65,000 for a contracted right-of-way mowing pilot project;
 - the addition of \$13,000 to enhance leaf season services;
 - the addition of \$30,000 for Fire command staff compensation adjustments;
- Support Services and Administration Portfolio
 - the addition of \$40,000 for executive recruitment for the city manager position;
 - the addition of \$28,691 to fund a temporary, part-time financial analyst position;
- Other Appropriations
 - the addition of \$3,161,300 to fund transfers to the PWC for Phase V annexation project contributions as anticipated with expected adjustments to the City-PWC funding agreements; and,
 - the reduction of \$30,708 in General Fund support for the Environmental Services Fund and an increase of \$1,300 for General Fund support of the Transit Fund.

Other Funds Adjustments

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

- Environmental Services Fund – the expenditure budget and revenues from General Fund transfers were reduced by \$30,708 based upon City Council’s decision not to proceed with an anticipated contracted household garbage collection pilot project.
- Transit Fund – the expenditure budget was increased by \$6,500 for increased costs for bus stop maintenance services, funded by associated increases of \$5,200 for intergovernmental grant funding and \$1,300 in transfers from the General Fund.

2016-17 Budget Ordinance (2017-1)

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

Section 1. It is estimated that the following revenues and other financing sources will be available during the fiscal year beginning July 1, 2016, and ending June 30, 2017, to meet the appropriations listed in Section 2.

Schedule A: General Fund

Ad Valorem Taxes	\$	71,131,357
Other Taxes		1,263,030
Intergovernmental Revenues		67,140,659
Functional Revenues		6,699,792
Other Revenues		2,642,480
Investment Earnings		259,800
Interfund Transfers		12,697,323
Loan Proceeds		2,355,977
Fund Balance Appropriation		2,933,364
Total Estimated General Fund Revenues		167,123,782

Schedule B: Parking Fund

Functional Revenues		238,394
Interfund Transfers		114,187
Total Estimated Parking Fund Revenues		352,581

Schedule C: Central Business Tax District Fund

Ad Valorem Taxes		137,176
Interfund Transfers		39,274
Total Estimated Central Business Tax District Fund Revenues		176,450

Schedule D: Lake Valley Drive Municipal Service District Fund

Ad Valorem Taxes		57,355
Total Estimated Lake Valley Drive Municipal Service District Fund Revenues		57,355

Schedule E: Stormwater Management Fund

Stormwater Fees		6,852,582
Other Revenues		125,300
Investment Earnings		12,630
Net Assets Appropriation		576,539
Total Estimated Stormwater Management Fund Revenues		7,567,051

Schedule F: Emergency Telephone System Fund

Intergovernmental Revenues		819,348
Investment Earnings		1,845
Fund Balance Appropriation		269,204
Total Estimated Emergency Telephone System Fund Revenues		1,090,397

2016-17 Budget Ordinance (2017-1)

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

Schedule G: Transit Fund

Other Taxes	\$	630,380
Fees - Bus Fares		1,121,567
Other Fees & Revenues		451,398
Intergovernmental Revenues		3,132,843
Interfund Transfers		3,419,833
Total Estimated Transit Fund Revenues		8,756,021

Schedule H: Airport Fund

Airport Fund Revenues		4,680,682
Other Revenues		20,400
Intergovernmental Revenues		109,500
Investment Earnings		23,760
Net Assets Appropriation		4,585,932
Total Estimated Airport Fund Revenues		9,420,274

Schedule I: Environmental Services Fund

Solid Waste Fees		2,687,433
Intergovernmental Revenues		440,335
Other Revenues		296,864
Investment Earnings		3,000
Loan Proceeds		1,004,000
Interfund Transfers		7,051,370
Total Estimated Environmental Services Fund Revenues		11,483,002

Schedule J: Law Enforcement Officers' Special Separation Allowance Fund

Interfund Charges		1,090,219
Investment Earnings		16,000
Total Estimated Law Enforcement Officers' Special Separation Allowance Fund Revenues		1,106,219

Schedule K: Public Works Commission

Electric Fund		
Operating and Other Revenues		228,897,500
Customer Contributions		1,950,000
Budgetary Appropriations		11,481,250
Total Estimated Electric Fund Revenues		242,328,750

Water and Wastewater Fund		
Operating and Other Revenues		84,423,500
Customer Contributions		3,177,000
Interfund Transfer - From General Fund		495,200
Budgetary Appropriations		11,210,250
Total Estimated Water and Wastewater Fund Revenues		99,305,950

Total Estimated Public Works Commission Revenues		341,634,700
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Grand Total	\$	548,767,832
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2016-17 Budget Ordinance (2017-1)

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

Section 2. The following amounts are hereby appropriated for the operations of the City Government and its activities for the fiscal year beginning July 1, 2016, and ending June 30, 2017, according to the following schedules:

Schedule A: General Fund

Community Investment	\$	21,373,851
Operations		99,145,205
Support Services and Administration		14,761,529
Other Appropriations		31,843,197
Total Estimated General Fund Expenditures		167,123,782

Schedule B: Parking Fund

Total Estimated Parking Fund Expenditures		352,581
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Schedule C: Central Business Tax District Fund

Total Estimated Central Business Tax District Fund Expenditures		176,450
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Schedule D: Lake Valley Drive Municipal Service District Fund

Total Estimated Lake Valley Drive MSD Fund Expenditures		57,355
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Schedule E: Stormwater Management Fund

Total Estimated Stormwater Management Fund Expenditures		7,567,051
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Schedule F: Emergency Telephone System Fund

Total Estimated Emergency Telephone System Fund Expenditures		1,090,397
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Schedule G: Transit Fund

Total Estimated Transit Fund Expenditures		8,756,021
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Schedule H: Airport Fund

Total Estimated Airport Fund Expenditures		9,420,274
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Schedule I: Environmental Services Fund

Total Estimated Environmental Services Fund Expenditures		11,483,002
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Schedule J: Law Enforcement Officers' Special Separation Allowance Fund

Total Estimated Law Enforcement Officers' Special Separation Allowance Fund Expenditures		1,106,219
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2016-17 Budget Ordinance (2017-1)

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

Schedule K: Public Works Commission

Electric Fund	
Operating Expenditures	\$ 190,769,100
Capital	20,785,850
Interfund Transfer to General Fund	9,944,900
Interfund Transfer to General Fund for Annexation Phase V Reserve Contribution	2,666,100
Budgetary Appropriations	18,162,800
Total Estimated Electric Fund Expenditures	242,328,750
Water and Wastewater Fund	
Operating Expenditures	78,195,550
Capital	17,545,500
Budgetary Appropriations	3,564,900
Total Estimated Water and Wastewater Fund Expenditures	99,305,950
Total Estimated Public Works Commission Expenditures	341,634,700
Grand Total	\$ 548,767,832

2016-17 Budget Ordinance (2017-1)

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

Section 3. It is estimated that the following revenues and other financing sources will be available through the Budget Ordinance Appropriation and other revenues during the fiscal year beginning July 1, 2016, and ending June 30, 2017, to meet the appropriation listed in Section 4.

Schedule A: Internal Service Fund - Risk Management

Total Estimated Redistribution to Risk Management Fund and Other Revenues and Financing Sources	\$ 21,288,763
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Section 4. The following amounts are hereby appropriated for the operation of the Risk Management Fund and its activities for the fiscal year beginning July 1, 2016, and ending June 30, 2017, according to the following schedule.

Schedule A: Internal Service Fund - Risk Management

Total Estimated Risk Management Fund Expenditures	\$ 21,288,763
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2016-17 Budget Ordinance (2017-1)

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

Section 5. It is estimated that the following revenues and other financing sources will be available through the Budget Ordinance Appropriation and other revenues during the fiscal year beginning July 1, 2016, and ending June 30, 2017, to meet the appropriation listed in Section 6.

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

Operating and Other Revenue	\$	9,122,500
Budgetary Appropriations		120,000
Total Estimated Public Works Commission Fleet Maintenance		
Internal Service Fund Revenues and Other Financing Sources	\$	9,242,500

Section 6. The following amounts are hereby appropriated for the operation of the Public Works Commission Fleet Maintenance Fund and its activities for the fiscal year beginning July 1, 2016, and ending June 30, 2017, according to the following schedule.

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

Total Estimated Public Works Commission Fleet Maintenance	\$	9,242,500
Internal Service Fund Expenditures		

2016-17 Budget Ordinance (2017-1)

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

Section 7. There is hereby levied the following rates of tax on each one hundred dollars (\$100) valuation of taxable property as listed for taxes as of January 1, 2016, for the purpose of raising the revenue from current year property tax as set forth in foregoing estimates of revenue and in order to finance the foregoing appropriations:

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

49.95 Cents

Such a rate of tax is based upon an estimated total valuation of property for the purpose of taxation of \$14,215,121,342, and estimated collection rates of 99.29% for real and personal property and 99.98% for motor vehicles.

Central Business Tax District Rate

10.0 Cents

Such a rate of tax is based upon an estimated total valuation of property for the purpose of taxation of \$137,030,921, and estimated collection rates 99.18% for real and personal property and 100.0% for motor vehicles.

Lake Valley Drive Municipal Service District Rate

33.6 Cents

Such a rate of tax is based upon an estimated total valuation of property for the purpose of taxation of \$17,069,869, and an estimated collection rate of 100.00% for real and personal property.

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

\$3.75 per month per Equivalent Service Unit

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

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

Section 10. The fee schedule attached hereto is adopted effective July 1, 2016.

Section 11. Funds encumbered, funds reserved for donations, and funds assigned for a specific purpose in the City's financial audit report as of June 30, 2016, are hereby reappropriated, subject to availability of departmental funds, to this budget.

2016-17 Budget Ordinance (2017-1)

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

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

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

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

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

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

ADOPTED THIS 27th DAY OF JUNE, 2016

CITY OF FAYETTEVILLE



Nat Robertson, Mayor

ATTEST:

Pamela J. Megill
Pamela J. Megill, City Clerk

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

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

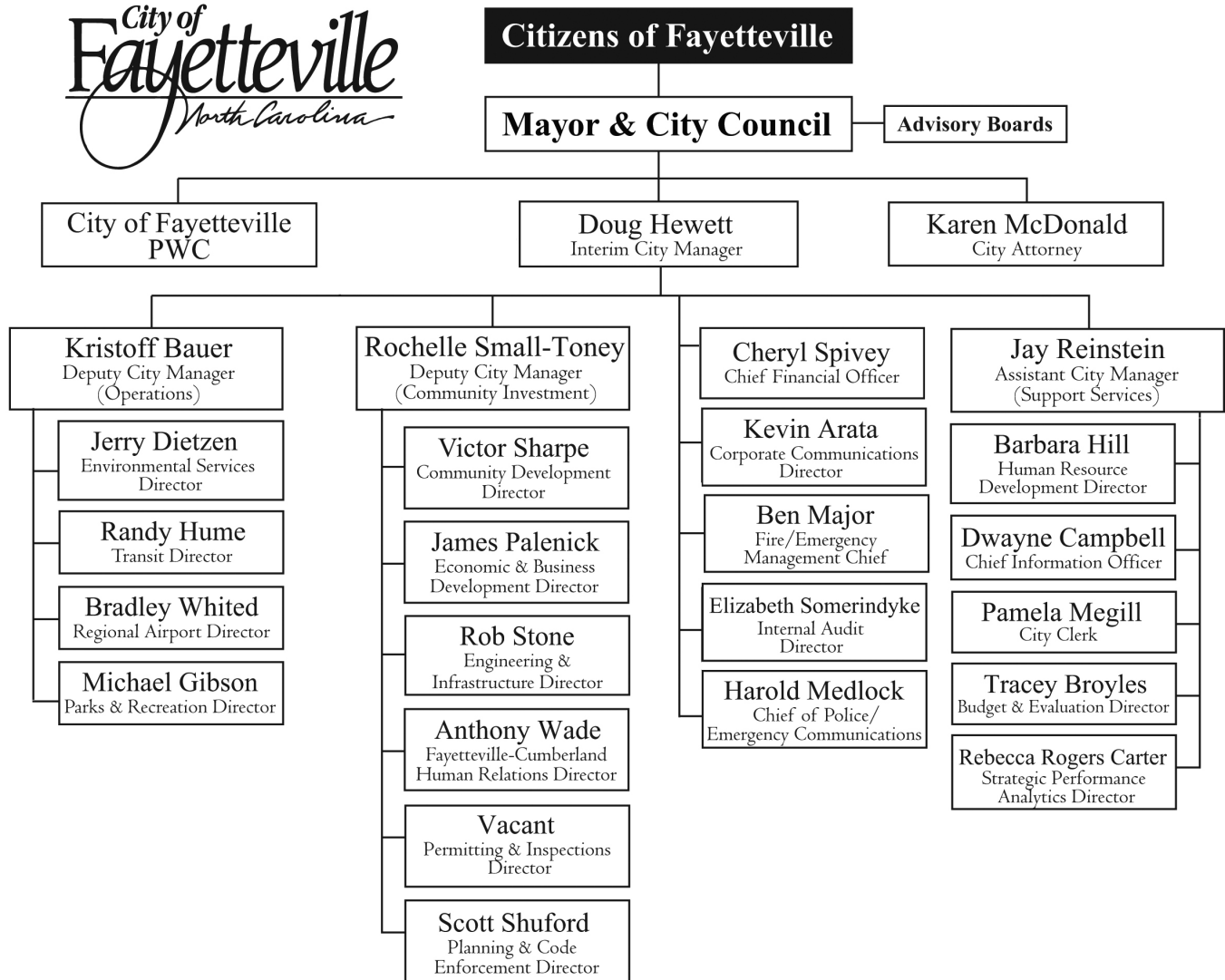
- **Fiscal Information**

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
433 Hay Street
Fayetteville, NC 28301
(910) 433-1992, (910) 433-3401
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
433 Hay Street
Fayetteville, NC 28301
(910) 433-1992
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
513 Oakridge Avenue
Fayetteville, NC 28305
(910) 920-0525
KDeViere@ci.fay.nc.us

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
2010 Whisper Lane
Fayetteville, NC 28303
Phone: (910) 481-0900, (910) 483-7104 or
(910) 286-5804
E-Mail: Bobbyhurst@aol.com
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
Phone: (910) 433-1992
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 operates the electric, water and sewer utilities, functioning as a public authority for budgeting purposes.
- **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 most utility assets in the City's name, a four-member commission is responsible for operating the utility systems, and is empowered to establish policy, set rates, approve certain contracts and appoint a general manager to administer the policies and manage the daily operations of the utility systems. Members are eligible to serve up to two four-year terms.

The commission previously operated the electric, water and wastewater utilities as enterprise funds of the City, with operation of the PWC separate from the daily activities of the City. On June 29, 2016, the North Carolina General Assembly ratified changes to the City Charter to be effective July 1, 2016. These changes expanded authority for the PWC to operate as a public authority for budgeting purposes. The budget ordinance adopted by the City Council for Fiscal Year 2016-2017 on June 27, 2016 included the budget for the electric, water and wastewater funds and the fleet maintenance internal service fund managed by PWC. Those portions of the ordinance are not applicable following the July 1, 2016 update of the City Charter. For financial reporting purposes, the PWC has now transitioned to be reported as a component unit of the City. Amendments to the budget ordinance adopted for Fiscal Year 2016-2017 will be submitted for City Council consideration to revise and reclassify revenues and expenditures to reflect the revised relationship of the City and its PWC.

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).

Boards, Committees and Commissions

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 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

Adopted



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

Adopted



City of
Fayetteville
North Carolina

Section C

Budget Overview

Summary of Revenues and Expenditure Appropriations

Funds Reported in Annual Budget Ordinance

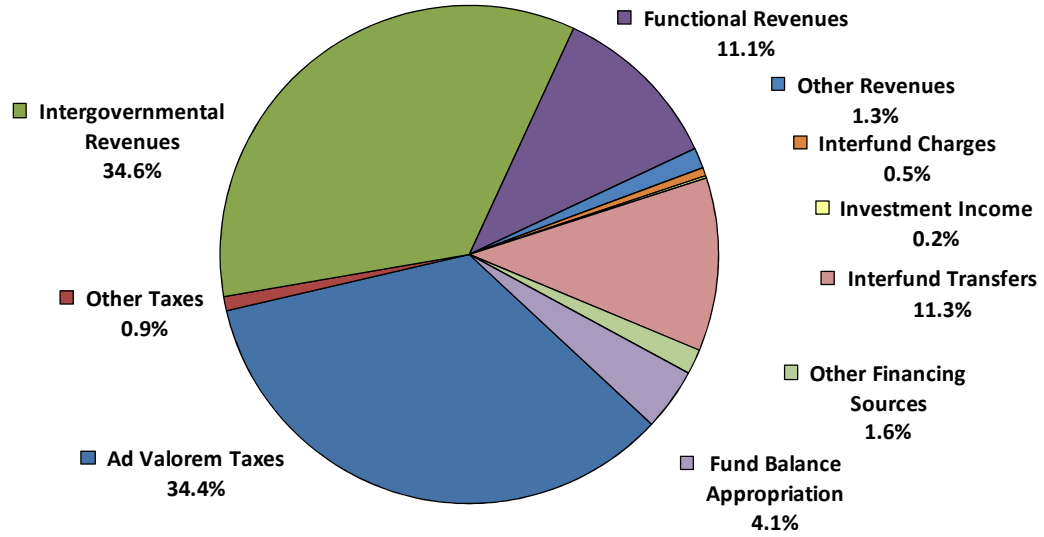
	2014-15 Actual	2015-16 Original Budget	2016-17 Recommended Budget	2016-17 Adopted Budget
Ad Valorem Taxes	\$ 68,573,807	\$ 68,575,262	\$ 71,160,176	\$ 71,325,888
Other Taxes	2,866,230	1,888,930	1,893,410	1,893,410
Intergovernmental Revenues	67,103,571	66,952,176	70,931,845	71,642,685
Functional Revenues	22,054,499	23,115,628	23,038,492	23,044,992
Other Revenues	2,806,727	2,553,449	2,771,900	2,771,900
Interfund Charges	962,563	1,036,896	1,090,219	1,090,219
Investment Income	396,096	348,318	317,035	317,035
Interfund Transfers	27,053,523	20,835,823	20,338,495	23,321,987
Other Financing Sources	4,833,690	1,878,677	3,540,477	3,359,977
Fund Balance Appropriation	0	7,143,773	9,472,889	8,365,039
Total Revenues and Other Financing Sources	\$ 196,650,706	\$ 194,328,932	\$ 204,554,938	\$ 207,133,132
Personnel Services	\$ 98,582,090	\$ 105,015,850	\$ 109,503,535	\$ 109,705,244
Operating Expenditures	26,194,155	29,908,506	28,020,189	28,050,219
Contract Services	16,434,287	18,839,828	10,484,141	10,579,183
Capital Outlay	5,212,336	5,214,105	6,535,876	6,035,876
Transfers to Other Funds	31,472,545	23,377,449	31,358,053	34,788,018
Debt Service	7,302,835	7,906,828	7,073,016	6,844,464
Other Charges	2,822,749	4,066,366	11,580,128	11,130,128
Total Expenditures and Other Financing Uses	\$ 188,020,997	\$ 194,328,932	\$ 204,554,938	\$ 207,133,132

** The City of Fayetteville Annual Budget Ordinance also incorporated the budget for the City's Public Works Commission. The budget for the Public Works Commission was presented in a separate budget document. After adoption of the Budget Ordinance for Fiscal Year 2016-2017, City Charter changes ratified by the N.C. General Assembly authorized independent budget authority for the PWC.*

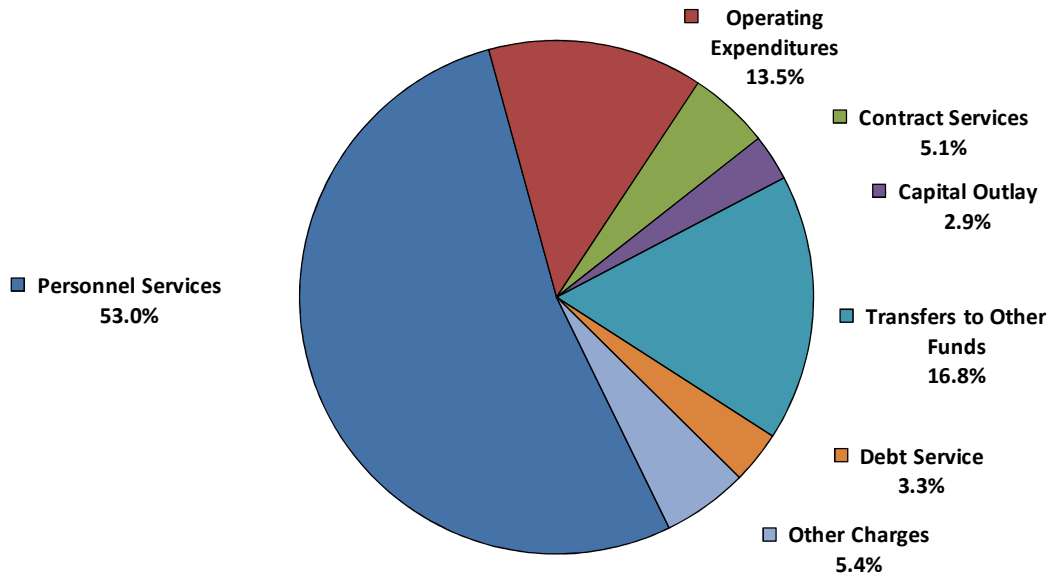
Summary of Revenues and Expenditure Appropriations

Funds Reported in Annual Budget Ordinance

2016-17 Adopted Budget Revenues and Other Financing Sources



2016-17 Adopted 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	\$ 71,131,357
Other Taxes	2,185,731	1,246,820	1,263,030	1,263,030
Intergovernmental Revenues	62,312,250	62,784,579	67,140,659	67,140,659
Functional Revenues	6,127,295	6,526,669	6,693,292	6,699,792
Other Revenues	2,477,564	2,421,404	2,642,480	2,642,480
Investment Income	321,048	262,000	259,800	259,800
Interfund Transfers	16,582,736	9,570,777	9,684,423	12,697,323
Other Financing Sources	4,257,748	1,878,677	2,536,477	2,355,977
Fund Balance Appropriation	0	6,977,528	3,335,574	2,933,364
Total Revenues and Other Financing Sources	\$ 162,662,848	\$ 160,049,936	\$ 164,521,380	\$ 167,123,782
Central Business Tax District Fund				
Ad Valorem Taxes	\$ 131,367	\$ 134,717	\$ 137,176	\$ 137,176
Investment Income	249	220	0	0
Interfund Transfers	0	39,274	39,274	39,274
Fund Balance Appropriation	0	0	0	0
Total Revenues and Other Financing Sources	\$ 131,616	\$ 174,211	\$ 176,450	\$ 176,450
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	\$ 819,348
Investment Income	2,976	5,687	1,845	1,845
Interfund Transfers	27,998	0	0	0
Other Financing Sources	0	0	0	0
Fund Balance Appropriation	0	166,245	974,844	269,204
Total Revenues and Other Financing Sources	\$ 1,752,962	\$ 1,028,042	\$ 1,090,397	\$ 1,090,397
Lake Valley Drive MSD Fund				
Ad Valorem Taxes	\$ 43,964	\$ 59,063	\$ 57,355	\$ 57,355
Investment Income	82	0	0	0
Total Revenues and Other Financing Sources	\$ 44,046	\$ 59,063	\$ 57,355	\$ 57,355

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	\$ 238,394
Other Revenues	356	0	0	0
Investment Income	6	200	0	0
Interfund Transfers	130,143	91,475	114,187	114,187
Fund Balance Appropriation	0	0	0	0
Total Revenues and Other Financing Sources	\$ 430,931	\$ 350,266	\$ 352,581	\$ 352,581
Airport Fund				
Intergovernmental Revenues	\$ 110,580	\$ 109,500	\$ 109,500	\$ 109,500
Functional Revenues	4,503,510	4,375,329	4,680,682	4,680,682
Other Revenues	26,105	18,875	20,400	20,400
Investment Income	29,338	37,411	23,760	23,760
Interfund Transfers	377,763	0	0	0
Fund Balance Appropriation	0	0	4,585,932	4,585,932
Total Revenues and Other Financing Sources	\$ 5,047,296	\$ 4,541,115	\$ 9,420,274	\$ 9,420,274
Environmental Services Fund				
Intergovernmental Revenues	\$ 440,060	\$ 439,815	\$ 440,335	\$ 440,335
Functional Revenues	2,640,194	2,869,892	2,882,047	2,882,047
Other Revenues	279,558	106,670	102,250	102,250
Investment Income	6,174	2,800	3,000	3,000
Interfund Transfers	6,515,850	7,776,159	7,082,078	7,051,370
Other Financing Sources	575,942	0	1,004,000	1,004,000
Fund Balance Appropriation	0	0	0	0
Total Revenues and Other Financing Sources	\$ 10,457,778	\$ 11,195,336	\$ 11,513,710	\$ 11,483,002
Stormwater Fund				
Functional Revenues	\$ 6,338,175	\$ 6,830,910	\$ 6,977,882	\$ 6,977,882
Other Revenues	22,343	0	0	0
Investment Income	18,860	18,400	12,630	12,630
Fund Balance Appropriation	0	0	576,539	576,539
Total Revenues and Other Financing Sources	\$ 6,379,378	\$ 6,849,310	\$ 7,567,051	\$ 7,567,051

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	\$ 630,380
Intergovernmental Revenues	2,518,693	2,762,172	3,127,643	3,132,843
Functional Revenues	1,349,076	1,466,687	1,566,195	1,566,195
Other Revenues	801	6,500	6,770	6,770
Investment Income	3,878	0	0	0
Interfund Transfers	3,419,033	3,358,138	3,418,533	3,419,833
Total Revenues and Other Financing Sources	\$ 7,971,980	\$ 8,235,607	\$ 8,749,521	\$ 8,756,021
LEOSSA Fund				
Interfund Charges	\$ 962,563	\$ 1,036,896	\$ 1,090,219	\$ 1,090,219
Investment Income	13,483	21,600	16,000	16,000
Total Revenues and Other Financing Sources	\$ 976,046	\$ 1,058,496	\$ 1,106,219	\$ 1,106,219
Total Revenues and Other Financing Sources				
Funds Reported in Annual Budget Ordinance	\$ 196,650,706	\$ 194,328,932	\$ 204,554,938	\$ 207,133,132

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	\$ 21,373,851
Operations	90,819,481	\$ 96,534,889	99,852,886	99,145,205
Support Services & Administration	12,991,938	15,022,520	14,692,838	14,761,529
Other Appropriations	32,354,404	28,432,504	28,711,305	31,843,197
Total General Fund	\$ 154,229,669	\$ 160,049,936	\$ 164,521,380	\$ 167,123,782
Central Business Tax District Fund	\$ 104,688	\$ 174,211	\$ 176,450	\$ 176,450
City of Fayetteville Finance Corporation	\$ 795,825	\$ 787,550	\$ 0	\$ 0
Emergency Telephone System Fund	\$ 1,253,770	\$ 1,028,042	\$ 1,090,397	\$ 1,090,397
Lake Valley Drive MSD Fund	\$ 43,964	\$ 59,063	\$ 57,355	\$ 57,355
Parking Fund	\$ 402,549	\$ 350,266	\$ 352,581	\$ 352,581
Airport Fund	\$ 4,639,313	\$ 4,541,115	\$ 9,420,274	\$ 9,420,274
Environmental Services Fund	\$ 11,101,569	\$ 11,195,336	\$ 11,513,710	\$ 11,483,002
Stormwater Fund	\$ 6,921,690	\$ 6,849,310	\$ 7,567,051	\$ 7,567,051
Transit Fund	\$ 7,942,353	\$ 8,235,607	\$ 8,749,521	\$ 8,756,021
LEOSSA Fund	\$ 585,607	\$ 1,058,496	\$ 1,106,219	\$ 1,106,219
Total Annual Budget Ordinance	\$ 188,020,997	\$ 194,328,932	\$ 204,554,938	\$ 207,133,132
Funds Reported in Internal Service Fund Financial Plan				
Risk Management Fund	\$ 20,340,415	\$ 19,748,069	\$ 21,288,763	\$ 21,288,763
Total Internal Service Fund Financial Plan	\$ 20,340,415	\$ 19,748,069	\$ 21,288,763	\$ 21,288,763
Subtotal All Funds	\$ 208,361,412	\$ 214,077,001	\$ 225,843,701	\$ 228,421,895
Less: Intrabudget Transfers	(16,036,851)	(12,155,144)	(11,543,466)	(11,514,058)
Less: Interfund Charges	(15,014,461)	(16,359,382)	(17,655,449)	(17,655,449)
Total All Funds	\$ 177,310,100	\$ 185,562,475	\$ 196,644,786	\$ 199,252,388

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	\$ 55,532
From Central Business Tax District Fund	25,000	27,521	30,791	30,791
From Risk Management Fund	3,000,000	0	0	0
Total General Fund	\$ 3,053,101	\$ 83,053	\$ 86,323	\$ 86,323
Central Business Tax District Fund				
From General Fund	\$ 0	\$ 39,274	\$ 39,274	\$ 39,274
Total General Fund	\$ 0	\$ 39,274	\$ 39,274	\$ 39,274
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	\$ 114,187
Total Parking Fund	\$ 130,143	\$ 91,475	\$ 114,187	\$ 114,187
Airport Fund	\$ 0	\$ 0	\$ 0	\$ 0
Environmental Services Fund				
From General Fund	\$ 6,515,850	\$ 7,776,159	\$ 7,082,078	\$ 7,051,370
Total Environmental Services Fund	\$ 6,515,850	\$ 7,776,159	\$ 7,082,078	\$ 7,051,370
Stormwater Fund	\$ 0	\$ 0	\$ 0	\$ 0
Transit Fund				
From General Fund	\$ 3,419,033	\$ 3,358,138	\$ 3,418,533	\$ 3,419,833
Total Transit Fund	\$ 3,419,033	\$ 3,358,138	\$ 3,418,533	\$ 3,419,833
LEOSSA Fund				
Interfund Charges	\$ 962,563	\$ 1,036,896	\$ 1,090,219	\$ 1,090,219
Total LEOSSA Fund	\$ 962,563	\$ 1,036,896	\$ 1,090,219	\$ 1,090,219
Risk Management Fund				
Interfund Charges	\$ 14,051,898	\$ 15,322,486	\$ 16,565,230	\$ 16,565,230
From General Fund	2,890,726	807,045	803,071	803,071
Total Risk Management Fund	\$ 16,942,624	\$ 16,129,531	\$ 17,368,301	\$ 17,368,301
Transfers from General Fund	\$ 12,983,750	\$ 12,072,091	\$ 11,457,143	\$ 11,427,735
Transfers from Other Funds	\$ 3,053,101	\$ 83,053	\$ 86,323	\$ 86,323
Interfund Charges	\$ 15,014,461	\$ 16,359,382	\$ 17,655,449	\$ 17,655,449
Total Intrabudget Transfers	\$ 31,051,312	\$ 28,514,526	\$ 29,198,915	\$ 29,169,507

** The City of Fayetteville Annual Budget Ordinance also incorporated the budget for the City's Public Works Commission. The budget for the Public Works Commission was presented in a separate budget document. After adoption of the Budget Ordinance for Fiscal Year 2016-2017, City Charter changes ratified by the N.C. General Assembly authorized independent budget authority for the PWC. Transfers to and from the City's Public Works Commission 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	\$ 94,824,535	\$ 20,380,601	\$ 6,878,454	\$ 4,702,076	\$ 26,144,571	\$ 5,554,042	\$ 8,639,503	\$ 167,123,782
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	2,227,091	1,255,000	0	279,588	686,388	11,483,002
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	311,453	34,800	253,350	0	520,408	8,756,021
LEOSSA Fund	721,491	0	0	0	0	0	384,728	1,106,219
Total Annual Budget Ordinance	\$ 109,705,244	\$ 28,050,219	\$ 10,579,183	\$ 6,035,876	\$ 34,788,018	\$ 6,844,464	\$ 11,130,128	\$ 207,133,132
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	\$ 110,140,892	\$ 47,496,427	\$ 10,915,102	\$ 6,035,876	\$ 34,788,018	\$ 6,844,464	\$ 12,201,116	\$ 228,421,895

Authorized Staffing by Fund

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

* 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 incorporated the budget for the City's Public Works Commission. The budget for the Public Works Commission was presented in a separate budget document. Authorized positions for the City's Public Works Commission are not reported above. After adoption of the Budget Ordinance for Fiscal Year 2016-2017, City Charter changes ratified by the N.C. General Assembly authorized independent budget authority for the PWC.

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

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

Adopted



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 City of Fayetteville Annual Budget Ordinance also incorporated the budget for the City's Public Works Commission. The budget for the Public Works Commission was presented in a separate budget document. After adoption of the Budget Ordinance for Fiscal Year 2016-2017, City Charter changes ratified by the N.C. General Assembly authorized independent budget authority for the PWC.

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	\$ 68,160,379	\$ 70,333,995	\$ 70,499,707
Prior Years Taxes	652,426	425,000	413,300	401,450	401,450
Penalties & Interest	287,501	267,360	241,700	230,200	230,200
	\$ 68,398,476	\$ 68,381,482	\$ 68,815,379	\$ 70,965,645	\$ 71,131,357
Other Taxes					
Vehicle License Tax	\$ 669,877	\$ 637,460	\$ 627,570	\$ 624,570	\$ 624,570
Privilege License Tax	914,705	8,500	15,640	15,640	15,640
Vehicle Gross Receipts	601,149	600,860	622,820	622,820	622,820
	\$ 2,185,731	\$ 1,246,820	\$ 1,266,030	\$ 1,263,030	\$ 1,263,030
Intergovernmental Revenues					
Federal	\$ 557,100	\$ 904,799	\$ 929,109	\$ 945,507	\$ 945,507
State					
Sales Taxes	37,214,408	38,958,113	38,372,160	39,808,142	39,808,142
Utility Taxes	13,674,457	12,842,300	14,205,100	14,424,500	14,424,500
Street Aid (Powell Bill)	5,534,879	5,493,066	5,453,054	5,393,778	5,393,778
Other	1,109,513	1,085,380	1,063,080	1,083,700	1,083,700
Local	4,221,893	3,500,921	3,285,954	5,485,032	5,485,032
	\$ 62,312,250	\$ 62,784,579	\$ 63,308,457	\$ 67,140,659	\$ 67,140,659
Functional Revenues					
Permits and Fees	\$ 2,324,735	\$ 2,418,200	\$ 2,722,750	\$ 2,726,750	\$ 2,726,750
Property Leases	419,070	720,775	541,221	553,369	553,369
Engineering & Infr. Services	431,604	431,350	428,400	428,400	428,400
Planning & Code Enf. Services	72,015	75,200	63,000	63,500	63,500
Public Safety Services	1,109,713	1,091,127	1,067,176	1,067,917	1,067,917
Parks & Recreation Fees	1,544,483	1,522,080	1,616,222	1,643,621	1,643,621
Other Fees and Services	225,675	267,937	207,128	209,735	216,235
	\$ 6,127,295	\$ 6,526,669	\$ 6,645,897	\$ 6,693,292	\$ 6,699,792
Other Revenues					
Refunds & Sundry	\$ 192,715	\$ 294,719	\$ 281,882	\$ 314,241	\$ 314,241
Indirect Cost Allocation	1,878,079	1,811,185	1,978,226	1,981,439	1,981,439
Special Use Assessments	221,208	168,000	223,000	231,600	231,600
Sale of Assets & Materials	185,562	147,500	115,200	115,200	115,200
	\$ 2,477,564	\$ 2,421,404	\$ 2,598,308	\$ 2,642,480	\$ 2,642,480
Investment Income	\$ 321,048	\$ 262,000	\$ 258,900	\$ 259,800	\$ 259,800
Other Financing Sources					
Interfund Transfers	\$ 16,582,736	\$ 9,570,777	\$ 12,115,048	\$ 9,684,423	\$ 12,697,323
Proceeds from Loans	4,257,748	1,878,677	1,878,677	2,536,477	2,355,977
	\$ 20,840,484	\$ 11,449,454	\$ 13,993,725	\$ 12,220,900	\$ 15,053,300
Fund Balance Appropriation	\$ 0	\$ 6,977,528	\$ 0	\$ 3,335,574	\$ 2,933,364
Total Revenues and Other Financing Sources	\$ 162,662,848	\$ 160,049,936	\$ 156,886,696	\$ 164,521,380	\$ 167,123,782

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	\$ 94,824,535
Operating Expenditures	19,415,948	22,194,654	24,348,516	20,350,571	20,380,601
Contract Services	12,911,861	15,318,257	16,072,341	6,759,204	6,878,454
Capital Outlay	2,999,848	3,917,755	7,356,912	5,202,076	4,702,076
Transfers to Other Funds	27,066,519	20,900,863	22,637,429	22,714,606	26,144,571
Debt Service	5,476,539	5,962,591	5,440,399	5,782,594	5,554,042
Other Charges	704,590	713,001	831,858	9,089,503	8,639,503
Total Expenditures and Other Financing Uses	\$ 154,229,669	\$ 160,049,936	\$ 167,798,633	\$ 164,521,380	\$ 167,123,782
<u>Expenditures By Function</u>					
Community Investment					
Community Development Economic & Business Development	\$ 463,111	\$ 763,633	\$ 727,213	\$ 630,929	\$ 630,929
Engineering & Infrastructure	541,992	1,475,362	1,400,364	1,579,824	1,194,324
Human Relations	12,599,052	12,761,863	14,509,014	14,139,809	14,634,809
Permitting & Inspections	279,842	294,196	275,642	362,305	362,305
Planning & Code Enforcement	1,772,820	2,021,627	2,124,599	2,066,492	2,066,492
	2,407,029	2,743,342	2,751,019	2,484,992	2,484,992
	\$ 18,063,846	\$ 20,060,023	\$ 21,787,851	\$ 21,264,351	\$ 21,373,851
Operations					
Fire & Emergency Management	24,290,889	26,641,704	26,930,559	27,610,072	27,640,072
Parks, Recreation & Maintenance	18,614,481	19,706,192	20,292,944	20,847,647	20,109,966
Police	47,914,111	50,186,993	52,871,337	51,395,167	51,395,167
	\$ 90,819,481	\$ 96,534,889	\$ 100,094,840	\$ 99,852,886	\$ 99,145,205
Support Services & Administration					
Budget and Evaluation	\$ 317,051	\$ 437,163	\$ 471,779	\$ 462,667	\$ 462,667
Corporate Communications	582,035	746,701	777,804	812,439	812,439
City Manager's Office	1,908,451	2,044,097	2,566,612	2,063,665	2,103,665
City Attorney's Office	1,682,467	1,540,731	1,525,666	1,562,081	1,562,081
Finance	2,169,528	2,307,108	2,517,891	2,328,933	2,357,624
Human Resource Development	1,144,825	1,243,050	1,191,139	1,232,112	1,232,112
Information Technology	4,497,119	5,548,994	6,205,676	5,491,307	5,491,307
Mayor, Council & City Clerk	690,462	1,154,676	980,338	739,634	739,634
	\$ 12,991,938	\$ 15,022,520	\$ 16,236,905	\$ 14,692,838	\$ 14,761,529
Other Appropriations	\$ 32,354,404	\$ 28,432,504	\$ 29,679,037	\$ 28,711,305	\$ 31,843,197
Total Expenditures and Other Financing Uses	\$ 154,229,669	\$ 160,049,936	\$ 167,798,633	\$ 164,521,380	\$ 167,123,782

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	\$ 135,946
Prior Years Taxes	1,537	1,399	670	650	650
Penalties & Interest	515	641	580	580	580
	\$ 131,367	\$ 134,717	\$ 133,941	\$ 137,176	\$ 137,176
Investment Income	\$ 249	\$ 220	\$ 0	\$ 0	\$ 0
Other Financing Sources					
Interfund Transfers	\$ 0	\$ 39,274	\$ 39,274	\$ 39,274	\$ 39,274
	\$ 0	\$ 39,274	\$ 39,274	\$ 39,274	\$ 39,274
Total Revenues and Other Financing Sources	\$ 131,616	\$ 174,211	\$ 173,215	\$ 176,450	\$ 176,450
<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	145,230
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	25,000	27,521	27,535	30,791	30,791
Debt Service	0	0	0	0	0
Other Charges	22,659	1,500	30	429	429
Total Expenditures and Other Financing Uses	\$ 104,688	\$ 174,211	\$ 171,295	\$ 176,450	\$ 176,450
<u>Expenditures By Function</u>					
Community Investment					
Economic & Business Development	\$ 104,688	\$ 174,211	\$ 171,295	\$ 176,450	\$ 176,450
	\$ 104,688	\$ 174,211	\$ 171,295	\$ 176,450	\$ 176,450
Total Expenditures and Other Financing Uses	\$ 104,688	\$ 174,211	\$ 171,295	\$ 176,450	\$ 176,450

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	\$ 819,348
	\$ 1,721,988	\$ 856,110	\$ 856,110	\$ 113,708	\$ 819,348
Investment Income	\$ 2,976	\$ 5,687	\$ 5,236	\$ 1,845	\$ 1,845
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	\$ 269,204
Total Revenues and Other Financing Sources	\$ 1,752,962	\$ 1,028,042	\$ 864,651	\$ 1,090,397	\$ 1,090,397
<u>Expenditures</u>					
Personnel Services	\$ 0	\$ 0	\$ 9,092	\$ 11,049	\$ 11,049
Operating Expenditures	503,098	756,869	770,714	813,936	813,936
Contract Services	156,339	163,919	181,157	168,041	168,041
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	97,371
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	\$ 1,090,397
<u>Expenditures By Function</u>					
Operations					
Police	\$ 1,253,770	\$ 1,028,042	\$ 1,059,439	\$ 1,090,397	\$ 1,090,397
	\$ 1,253,770	\$ 1,028,042	\$ 1,059,439	\$ 1,090,397	\$ 1,090,397
Total Expenditures and Other Financing Uses	\$ 1,253,770	\$ 1,028,042	\$ 1,059,439	\$ 1,090,397	\$ 1,090,397

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	\$ 57,355
Prior Years Taxes	0	0	0	0	0
Penalties & Interest	0	0	0	0	0
	\$ 43,964	\$ 59,063	\$ 58,897	\$ 57,355	\$ 57,355
Investment Income	\$ 82	\$ 0	\$ 0	\$ 0	\$ 0
Total Revenues and Other Financing Sources	\$ 44,046	\$ 59,063	\$ 58,897	\$ 57,355	\$ 57,355
<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	55,532
Debt Service	0	0	0	0	0
Other Charges	15,863	3,531	0	1,823	1,823
Total Expenditures and Other Financing Uses	\$ 43,964	\$ 59,063	\$ 55,532	\$ 57,355	\$ 57,355
<u>Expenditures By Function</u>					
Other Appropriations	\$ 43,964	\$ 59,063	\$ 55,532	\$ 57,355	\$ 57,355
Total Expenditures and Other Financing Uses	\$ 43,964	\$ 59,063	\$ 55,532	\$ 57,355	\$ 57,355

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	\$ 98,510
Parking Violations	121,816	108,575	98,500	98,500	98,500
Other Fees & Services	40,859	40,771	42,652	41,384	41,384
	\$ 300,426	\$ 258,591	\$ 242,782	\$ 238,394	\$ 238,394
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	\$ 114,187
	\$ 130,143	\$ 91,475	\$ 108,768	\$ 114,187	\$ 114,187
Total Revenues and Other Financing Sources	\$ 430,931	\$ 350,266	\$ 353,550	\$ 352,581	\$ 352,581
Expenditures					
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Operating Expenditures	172,143	109,055	114,718	111,462	111,462
Contract Services	230,406	241,211	238,832	241,119	241,119
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	\$ 352,581
Expenditures By Function					
Community Investment					
Engineering & Infrastructure	\$ 402,549	\$ 350,266	\$ 353,550	\$ 352,581	\$ 352,581
	\$ 402,549	\$ 350,266	\$ 353,550	\$ 352,581	\$ 352,581
Total Expenditures and Other Financing Uses	\$ 402,549	\$ 350,266	\$ 353,550	\$ 352,581	\$ 352,581

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

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	\$ 134,300
Local	304,245	305,865	304,535	306,035	306,035
	\$ 440,060	\$ 439,815	\$ 438,835	\$ 440,335	\$ 440,335
Functional Revenues					
Residential Solid Waste Fees	\$ 2,437,590	\$ 2,684,280	\$ 2,684,300	\$ 2,687,433	\$ 2,687,433
Property Leases	168,671	154,403	178,869	166,093	166,093
Other Fees & Services	33,733	31,209	28,521	28,521	28,521
	\$ 2,639,994	\$ 2,869,892	\$ 2,891,690	\$ 2,882,047	\$ 2,882,047
Other Revenues					
Refunds & Sundry	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Sale of Assets & Materials	279,758	106,670	102,250	102,250	102,250
	\$ 279,758	\$ 106,670	\$ 102,250	\$ 102,250	\$ 102,250
Investment Income	\$ 6,174	\$ 2,800	\$ 3,000	\$ 3,000	\$ 3,000
Other Financing Sources					
Interfund Transfers	\$ 6,515,850	\$ 7,776,159	\$ 7,510,812	\$ 7,082,078	\$ 7,051,370
Proceeds from Loans	575,942	0	0	1,004,000	1,004,000
	\$ 7,091,792	\$ 7,776,159	\$ 7,510,812	\$ 8,086,078	\$ 8,055,370
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	\$ 11,483,002
Expenditures					
Personnel Services	\$ 3,738,755	\$ 3,937,700	\$ 3,933,174	\$ 4,133,200	\$ 4,133,200
Operating Expenditures	2,750,443	3,082,787	2,731,499	2,901,735	2,901,735
Contract Services	2,353,664	2,226,864	2,226,448	2,257,799	2,227,091
Capital Outlay	1,526,679	1,260,000	2,000,084	1,255,000	1,255,000
Transfers to Other Funds	117,848	0	0	0	0
Debt Service	0	150,002	147,579	279,588	279,588
Other Charges	614,180	537,983	670,338	686,388	686,388
Total Expenditures and Other Financing Uses	\$ 11,101,569	\$ 11,195,336	\$ 11,709,122	\$ 11,513,710	\$ 11,483,002
Expenditures By Function					
Operations					
Environmental Services	\$ 11,101,569	\$ 11,195,336	\$ 11,709,122	\$ 11,513,710	\$ 11,483,002
	\$ 11,101,569	\$ 11,195,336	\$ 11,709,122	\$ 11,513,710	\$ 11,483,002
Total Expenditures and Other Financing Uses	\$ 11,101,569	\$ 11,195,336	\$ 11,709,122	\$ 11,513,710	\$ 11,483,002

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	\$ 6,852,582
Stormwater Services	3,900	0	4,800	4,800	4,800
Street Sweeping - NCDOT	120,500	120,500	120,500	120,500	120,500
	\$ 6,338,175	\$ 6,830,910	\$ 6,905,510	\$ 6,977,882	\$ 6,977,882
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	\$ 12,630
Fund Balance Appropriation	\$ 0	\$ 0	\$ 0	\$ 576,539	\$ 576,539
Total Revenues and Other Financing Sources	\$ 6,379,378	\$ 6,849,310	\$ 6,926,480	\$ 7,567,051	\$ 7,567,051
<u>Expenditures</u>					
Personnel Services	\$ 2,020,800	\$ 2,185,740	\$ 2,130,412	\$ 2,275,554	\$ 2,275,554
Operating Expenditures	752,066	843,388	906,773	807,891	807,891
Contract Services	486,747	459,194	739,722	484,786	484,786
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	2,467,842	2,159,800	1,891,440	2,803,774	2,803,774
Debt Service	917,415	913,214	913,214	913,463	913,463
Other Charges	276,820	287,974	283,276	281,583	281,583
Total Expenditures and Other Financing Uses	\$ 6,921,690	\$ 6,849,310	\$ 6,864,837	\$ 7,567,051	\$ 7,567,051
<u>Expenditures By Function</u>					
Community Investment					
Engineering & Infrastructure	\$ 6,921,690	\$ 6,849,310	\$ 6,864,837	\$ 7,567,051	\$ 7,567,051
	\$ 6,921,690	\$ 6,849,310	\$ 6,864,837	\$ 7,567,051	\$ 7,567,051
Total Expenditures and Other Financing Uses	\$ 6,921,690	\$ 6,849,310	\$ 6,864,837	\$ 7,567,051	\$ 7,567,051

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	\$ 630,380
	\$ 680,499	\$ 642,110	\$ 633,440	\$ 630,380	\$ 630,380
Intergovernmental Revenues					
Federal	\$ 1,846,431	\$ 1,999,910	\$ 2,081,524	\$ 2,367,027	\$ 2,372,227
State	672,262	672,262	760,616	760,616	760,616
Local	0	90,000	0	0	0
	\$ 2,518,693	\$ 2,762,172	\$ 2,842,140	\$ 3,127,643	\$ 3,132,843
Functional Revenues					
Bus Fares	\$ 1,162,622	\$ 1,209,140	\$ 1,111,130	\$ 1,121,567	\$ 1,121,567
Contract Transportation	164,081	235,827	235,690	229,250	229,250
Property Leases	18,720	18,720	18,720	147,828	147,828
Other Fees & Services	3,653	3,000	40,510	67,550	67,550
	\$ 1,349,076	\$ 1,466,687	\$ 1,406,050	\$ 1,566,195	\$ 1,566,195
Other Revenues					
Refunds & Sundry	\$ 801	\$ 500	\$ 920	\$ 770	\$ 770
Sale of Assets & Materials	0	6,000	6,000	6,000	6,000
	\$ 801	\$ 6,500	\$ 6,920	\$ 6,770	\$ 6,770
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	\$ 3,419,833
	\$ 3,419,033	\$ 3,358,138	\$ 3,416,188	\$ 3,418,533	\$ 3,419,833
Total Revenues and Other Financing Sources	\$ 7,971,980	\$ 8,235,607	\$ 8,304,738	\$ 8,749,521	\$ 8,756,021
Expenditures					
Personnel Services	\$ 5,161,429	\$ 5,734,943	\$ 5,544,349	\$ 6,071,845	\$ 6,071,845
Operating Expenditures	1,524,243	1,623,766	1,525,913	1,564,165	1,564,165
Contract Services	169,026	138,126	200,868	304,953	311,453
Capital Outlay	28,255	8,350	45,528	34,800	34,800
Transfers to Other Funds	456,399	233,733	519,501	253,350	253,350
Debt Service	19,260	0	0	0	0
Other Charges	583,741	496,689	502,879	520,408	520,408
Total Expenditures and Other Financing Uses	\$ 7,942,353	\$ 8,235,607	\$ 8,339,038	\$ 8,749,521	\$ 8,756,021
Expenditures By Function					
Operations					
Transit	\$ 7,942,353	\$ 8,235,607	\$ 8,339,038	\$ 8,749,521	\$ 8,756,021
	\$ 7,942,353	\$ 8,235,607	\$ 8,339,038	\$ 8,749,521	\$ 8,756,021
Total Expenditures and Other Financing Uses	\$ 7,942,353	\$ 8,235,607	\$ 8,339,038	\$ 8,749,521	\$ 8,756,021

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	\$ 1,090,219
	\$ 962,563	\$ 1,036,896	\$ 1,042,802	\$ 1,090,219	\$ 1,090,219
Investment Income	\$ 13,483	\$ 21,600	\$ 14,400	\$ 16,000	\$ 16,000
Total Revenues and Other Financing Sources	\$ 976,046	\$ 1,058,496	\$ 1,057,202	\$ 1,106,219	\$ 1,106,219
<u>Expenditures</u>					
Personnel Services	\$ 585,607	\$ 601,500	\$ 630,378	\$ 721,491	\$ 721,491
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	384,728
Total Expenditures and Other Financing Uses	\$ 585,607	\$ 1,058,496	\$ 630,378	\$ 1,106,219	\$ 1,106,219
<u>Expenditures By Function</u>					
Other Appropriations	\$ 585,607	\$ 1,058,496	\$ 630,378	\$ 1,106,219	\$ 1,106,219
Total Expenditures and Other Financing Uses	\$ 585,607	\$ 1,058,496	\$ 630,378	\$ 1,106,219	\$ 1,106,219

Risk Management Fund Summary

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

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	156,886,696	173,215	2,410,238	864,651
FY16 Estimated Expenditures and Other Uses	167,798,633	171,295	2,410,238	1,059,439
Less: Fund Balance Use Recommended for FY18 to FY20 Capital and Technology Improvement Plan	1,416,000	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	\$25,111,846	\$65,233	\$0	\$982,207
FY17 Estimated Revenues and Other Sources	164,190,418	176,450	0	821,193
FY17 Estimated Expenditures and Other Uses	165,005,352	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	1,715,622	0	0	0
Projected Available Fund Balance at June 30, 2017	\$22,178,482	\$65,632	\$0	\$713,003

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	11,483,002
FY17 Estimated Expenditures and Other Uses	55,532	328,632	9,420,274	11,483,002
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	8,756,021	1,106,219	21,208,601
FY17 Estimated Expenditures and Other Uses	7,567,051	8,756,021	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

Adopted



City of
Fayetteville
North Carolina

Section E

Community Investment

Portfolio

Community Investment

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Human Relations E-26

Permitting and Inspections E-32

Planning and Code Enforcement E-38

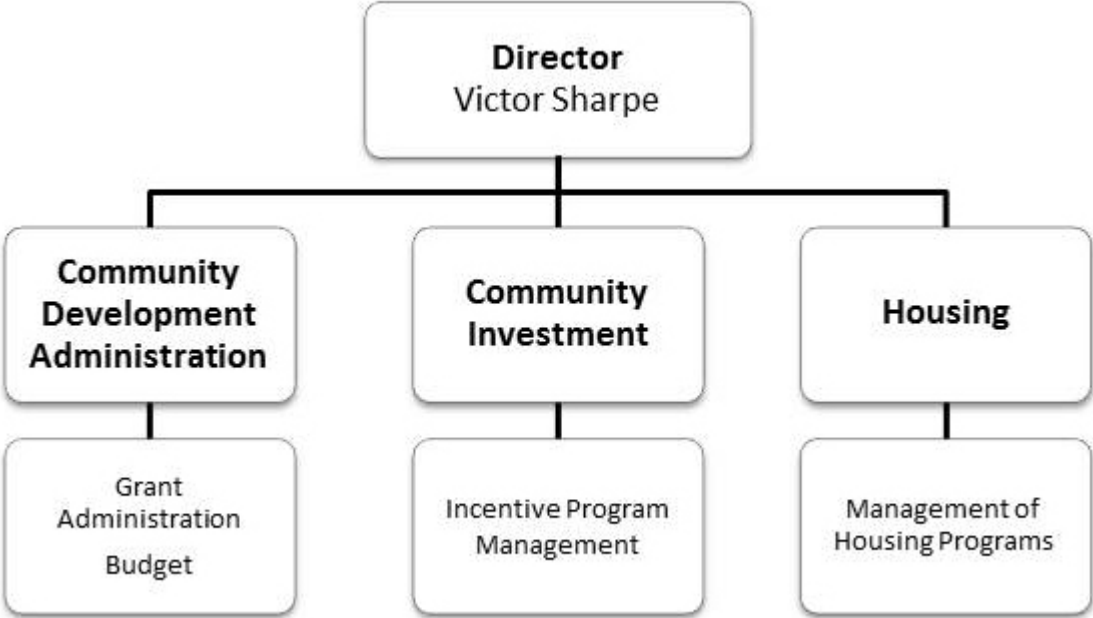
Community Investment

	2014-15	2015-16	2016-17	2016-17	% Change
Expenditures by Department	<u>Actual</u>	<u>Original Budget</u>	<u>Recommended Budget</u>	<u>Adopted Budget</u>	<u>vs 2015-16 Original Budget</u>
Community Development	\$463,111	\$763,633	\$630,929	\$630,929	-17.4%
Economic & Business Development	646,680	1,649,573	1,756,274	1,370,774	-16.9%
Engineering & Infrastructure	19,923,291	19,961,439	22,059,441	22,554,441	13.0%
Human Relations	279,842	294,196	362,305	362,305	23.2%
Permitting and Inspections	1,772,820	2,021,627	2,066,492	2,066,492	2.2%
Planning and Code Enforcement	2,407,029	2,743,342	2,484,992	2,484,992	-9.4%
Total Expenditures	\$25,492,773	\$27,433,810	\$29,360,433	\$29,469,933	7.4%
Expenditures by Type					
Personnel Services	\$9,943,290	\$10,775,030	\$11,414,611	\$11,414,611	5.9%
Operating	2,680,836	3,005,741	3,014,083	3,014,083	0.3%
Contract Services	2,192,040	3,648,201	3,137,511	3,137,511	-14.0%
Capital Outlay	287,512	405,000	164,864	164,864	-59.3%
Transfers to Other Funds	8,523,795	7,514,589	9,082,497	9,641,997	28.3%
Debt Service	1,326,075	1,388,037	1,398,102	1,398,102	0.7%
Other Charges	539,225	697,212	1,148,765	698,765	0.2%
Total Expenditures	\$25,492,773	\$27,433,810	\$29,360,433	\$29,469,933	7.4%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$3,333,363	\$4,199,436	\$4,813,123	\$4,813,123	14.6%
Other General Fund Funding	14,730,483	15,860,587	16,451,228	16,560,728	4.4%
General Fund Subtotal	18,063,846	20,060,023	21,264,351	21,373,851	6.5%
Central Business Tax District	104,688	174,211	176,450	176,450	1.3%
Parking Fund	402,549	350,266	352,581	352,581	0.7%
Stormwater Fund	6,921,690	6,849,310	7,567,051	7,567,051	10.5%
Total Funding Sources	\$25,492,773	\$27,433,810	\$29,360,433	\$29,469,933	7.4%

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	2.7	0.0%
Economic & Business Development	3.0	4.0	4.0	4.0	0.0%
Engineering & Infrastructure	109.0	110.0	110.0	110.0	0.0%
Human Relations	3.0	3.0	3.0	3.0	0.0%
Permitting and Inspections	25.6	25.6	27.0	27.0	5.5%
Planning and Code Enforcement	25.4	26.4	27.0	27.0	2.3%
Total Authorized FTEs	168.7	171.7	173.7	173.7	1.2%

Community Development



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%
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 created as a result of a small business grant or loan through Community Development programs	50.00	20.00	20.00
# of jobs retained as a result of a small business grant or loan through Community Development programs	102.00	220.00	80.00
# of loan and grant applications approved to assist small businesses through Community Development programs	25.00	25.00	25.00

<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 residents.

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 blighted structures demolished	34.00	20.00	20.00
# 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.

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

Community Development

Objective:

To increase the supply of affordable housing.

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 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

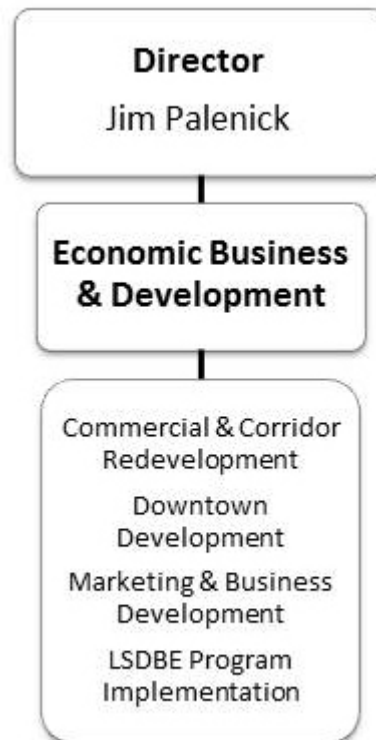
Expenditures by Program	2014-15 <u>Actual</u>	2015-16 <u>Original Budget</u>	2016-17 <u>Recommended Budget</u>	2016-17 <u>Adopted Budget</u>	% Change vs 2015-16 <u>Original Budget</u>
Community Development Administration	\$178,009	\$101,760	\$95,599	\$95,599	-6.1%
Community Investment	133,187	536,478	394,010	394,010	-26.6%
Housing	151,915	125,395	141,320	141,320	12.7%
Total Expenditures	\$463,111	\$763,633	\$630,929	\$630,929	-17.4%
Expenditures by Type					
Personnel Services	\$164,449	\$186,334	\$193,563	\$193,563	3.9%
Operating	11,377	16,190	16,055	16,055	-0.8%
Contract Services	110,917	107,000	112,500	112,500	5.1%
Capital Outlay	0	20,000	0	0	-100.0%
Transfers to Other Funds	169,189	398,256	272,958	272,958	-31.5%
Debt Service	0	0	0	0	0.0%
Other Charges	7,179	35,853	35,853	35,853	0.0%
Total Expenditures	\$463,111	\$763,633	\$630,929	\$630,929	-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	630,929	-17.4%
General Fund Subtotal	463,111	763,633	630,929	630,929	-17.4%
Total Funding Sources	\$463,111	\$763,633	\$630,929	\$630,929	-17.4%
Full-Time Equivalent Positions by Department					
Total Authorized FTEs	2.7	2.7	2.7	2.7	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 operational support of the Small Business Administration Grant that the Center for Economic Empowerment and Development receives to operate their micro lending program
- Grant-funded program and personnel expenses for 9.3 FTEs are not reflected in this budget

Economic & Business Development



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 \$1,194,324 / 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.

Economic & Business Development

City Goal:

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

Objective:

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

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

	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>
Economic Development	\$646,680	\$1,649,573	\$1,756,274	\$1,370,774	-16.9%
Total Expenditures	\$646,680	\$1,649,573	\$1,756,274	\$1,370,774	-16.9%

Expenditures by Type

Personnel Services	\$85,638	\$328,813	\$385,676	\$385,676	17.3%
Operating	64,096	56,676	83,480	83,480	47.3%
Contract Services	234,561	742,789	314,624	314,624	-57.6%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	25,000	166,795	170,065	234,565	40.6%
Debt Service	0	0	0	0	0.0%
Other Charges	237,385	354,500	802,429	352,429	-0.6%
Total Expenditures	\$646,680	\$1,649,573	\$1,756,274	\$1,370,774	-16.9%

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	1,194,324	-19.0%
General Fund Subtotal	541,992	1,475,362	1,579,824	1,194,324	-19.0%
Central Business Tax District	104,688	174,211	176,450	176,450	1.3%
Total Funding Sources	\$646,680	\$1,649,573	\$1,756,274	\$1,370,774	-16.9%

Full-Time Equivalent Positions by Department

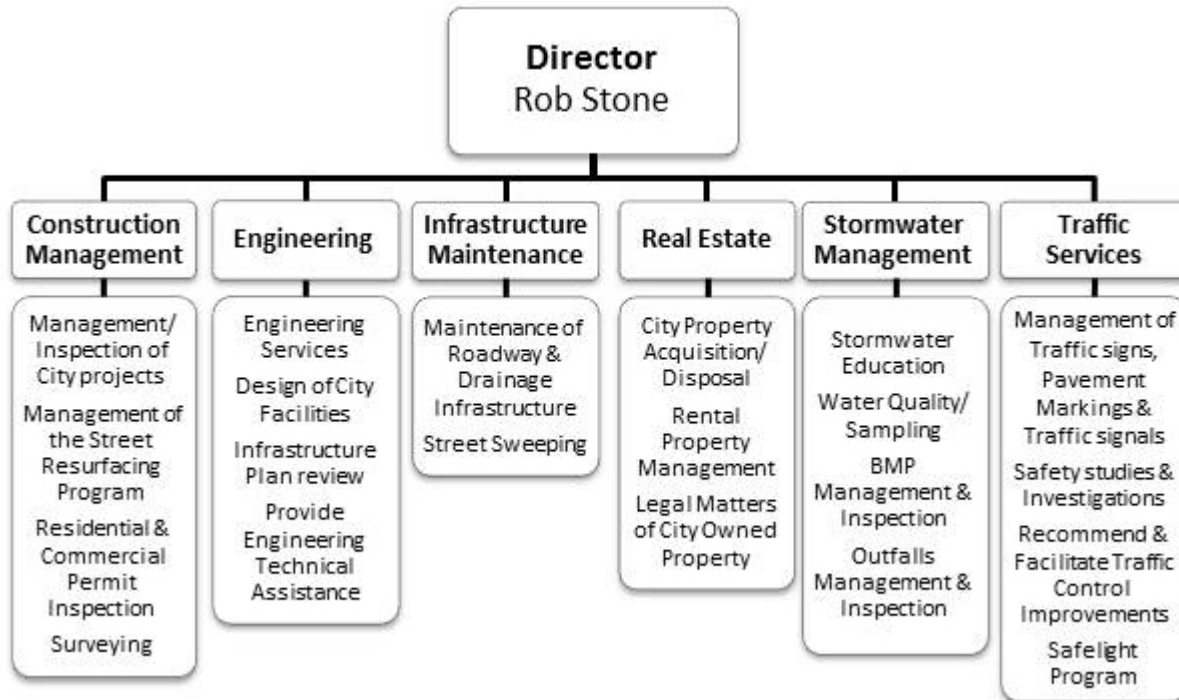
Total Authorized FTEs	3.0	4.0	4.0	4.0	0.0%
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Economic & Business Development

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 \$250,000 for the incubator project with the Center for Economic Empowerment and Development, 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, \$100,000 for the redevelopment project, \$64,500 for a Local Small Disadvantaged Business Enterprise (LSDBE) software 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 the City's customers with high quality projects, efficient and reliable roadways, and stormwater and transportation infrastructure in a manner that is inclusive of environmental and community interests and sustains the resources entrusted to our care.

Program: Construction Management

General Fund \$6,625,552 / 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 and desirable industrial, commercial, and residential opportunities with high quality and sustainable 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.

Engineering & Infrastructure

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%
% of residents very satisfied or satisfied with timing of traffic signals per the biennial City Resident Satisfaction Survey	60.10%	56.30%	56.30%
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

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

Engineering & Infrastructure

City Goal:

The City of Fayetteville will be designed to include vibrant focal points and desirable industrial, commercial, and residential opportunities with high quality and sustainable 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 Estimated</u>	<u>FY 2017 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 our target for asphalt placed 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 and desirable industrial, commercial, and residential opportunities with high quality and sustainable infrastructure.

Objective:

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

Engineering & Infrastructure

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 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.

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 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

Engineering & Infrastructure

City Goal:

The City of Fayetteville will be designed to include vibrant focal points and desirable industrial, commercial, and residential opportunities with high quality and sustainable 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><i>Program: Stormwater Management</i></p>

<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 FY2016 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

Engineering & Infrastructure

City Goal:

The City of Fayetteville will be designed to include vibrant focal points and desirable industrial, commercial, and residential opportunities with high quality and sustainable 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.

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

<p><i>Program: Traffic Services</i></p> <p><i>General Fund \$3,719,979 / 19.4 FTEs</i></p> <p><i>Parking Fund \$352,581 / 0.0 FTEs</i></p>

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

Engineering & Infrastructure

- 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 our traffic signs

City Goal:

The City of Fayetteville will be designed to include vibrant focal points and desirable industrial, commercial, and residential opportunities with high quality and sustainable infrastructure.

Objective:

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

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

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>
Construction Management	\$5,272,642	\$5,720,872	\$6,275,552	\$6,625,552	15.8%
Engineering	2,022,761	693,526	684,295	684,295	-1.3%
Infrastructure Maintenance	3,362,919	3,527,638	3,786,972	3,786,972	7.4%
Non-Program Expenditures	1,194,054	1,202,376	1,218,269	1,218,269	1.3%
Real Estate	904,575	910,485	944,049	944,049	3.7%
Stormwater Management	4,727,363	4,694,533	5,222,744	5,222,744	11.3%
Traffic Services	2,438,977	3,212,009	3,927,560	4,072,560	26.8%
Total Expenditures	\$19,923,291	\$19,961,439	\$22,059,441	\$22,554,441	13.0%

Expenditures by Type

Personnel Services	\$6,230,232	\$6,477,275	\$6,751,730	\$6,751,730	4.2%
Operating	2,312,237	2,495,900	2,581,241	2,581,241	3.4%
Contract Services	1,232,319	2,023,265	2,298,447	2,298,447	13.6%
Capital Outlay	210,424	385,000	164,864	164,864	-57.2%
Transfers to Other Funds	8,329,606	6,899,538	8,580,974	9,075,974	31.5%
Debt Service	1,326,075	1,388,037	1,398,102	1,398,102	0.7%
Other Charges	282,398	292,424	284,083	284,083	-2.9%
Total Expenditures	\$19,923,291	\$19,961,439	\$22,059,441	\$22,554,441	13.0%

Funding Sources

General Fund					
General Fund Functional Revenues	\$935,584	\$1,797,636	\$2,161,823	\$2,161,823	20.3%
Other General Fund Funding	11,663,468	10,964,227	11,977,986	12,472,986	13.8%
General Fund Subtotal	12,599,052	12,761,863	14,139,809	14,634,809	14.7%
Parking Fund	402,549	350,266	352,581	352,581	0.7%
Stormwater Fund	6,921,690	6,849,310	7,567,051	7,567,051	10.5%
Total Funding Sources	\$19,923,291	\$19,961,439	\$22,059,441	\$22,554,441	13.0%

Full-Time Equivalent Positions by Department

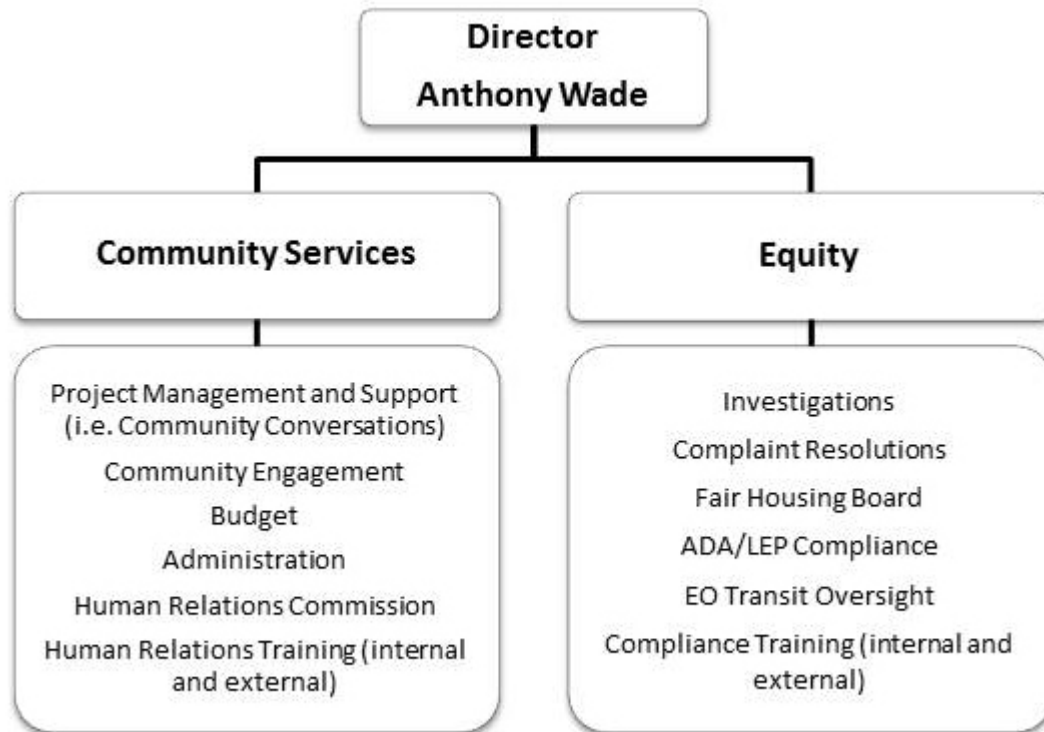
Total Authorized FTEs	109.0	110.0	110.0	110.0	0.0%
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Engineering & Infrastructure

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 \$8,695,474 in funding for capital improvement projects including \$4,000,000 for street resurfacing, \$2,423,274 for stormwater projects, \$525,000 for NC DOT municipal agreements, \$525,000 for sidewalks, \$550,000 for bridge replacement, and \$672,200 for a variety of other projects, and \$380,500 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 continue to develop and expand 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 our 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.

Human Relations

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 continue to develop and expand 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 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 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

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
Community Services	\$156,057	\$167,876	\$209,025	\$209,025	24.5%
Equity	123,785	126,320	153,280	153,280	21.3%
Total Expenditures	\$279,842	\$294,196	\$362,305	\$362,305	23.2%

Expenditures by Type

Personnel Services	\$234,203	\$251,998	\$295,285	\$295,285	17.2%
Operating	24,134	29,083	39,646	39,646	36.3%
Contract Services	11,155	575	11,974	11,974	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	15,400	22.8%
Total Expenditures	\$279,842	\$294,196	\$362,305	\$362,305	23.2%

Funding Sources

General Fund					
General Fund Functional Revenues	\$14,000	\$20,000	\$5,000	\$5,000	-75.0%
Other General Fund Funding	265,842	274,196	357,305	357,305	30.3%
General Fund Subtotal	279,842	294,196	362,305	362,305	23.2%
Total Funding Sources	\$279,842	\$294,196	\$362,305	\$362,305	23.2%

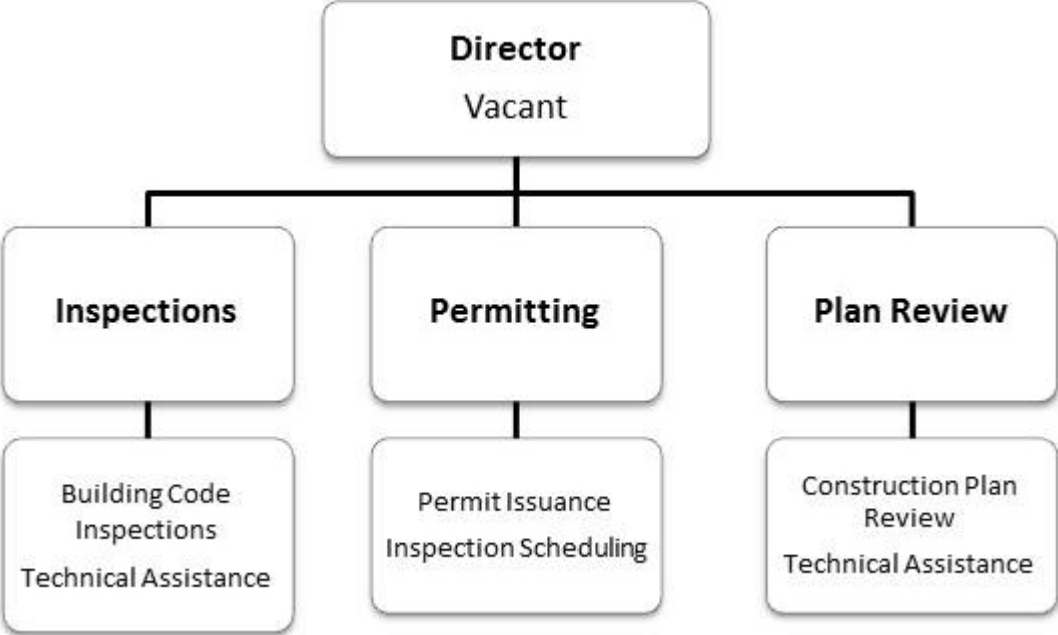
Full-Time Equivalent Positions by Department

Total Authorized FTEs	3.0	3.0	3.0	3.0	0.0%
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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 the 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



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 and desirable industrial, commercial, and residential opportunities with high quality and sustainable 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 supervisor quality control inspections	200.00	200.00	150.00
# of total of building/trade inspections (building, mechanical, electrical, plumbing)	58,336.00	50,000.00	50,000.00
% of all inspections completed within the established service level (1 1/2 day or appointment scheduled)	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

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 and desirable industrial, commercial, and residential opportunities with high quality and sustainable infrastructure.

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of permits issued	18,477.00	15,862.00	17,000.00
Permit fees collected	\$3,504,033.00	\$1,976,824.00	\$1,987,253.00

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 and desirable industrial, commercial, and residential opportunities with high quality and sustainable 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	260.00	260.00	260.00
% of construction plans reviewed within the established deadlines	95.00%	90.00%	90.00%

Permitting and Inspections

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>
Inspections	\$1,232,725	\$1,436,756	\$1,423,956	\$1,423,956	-0.9%
Permitting	282,769	273,104	316,577	316,577	15.9%
Plan Review	257,326	311,767	325,959	325,959	4.6%
Total Expenditures	\$1,772,820	\$2,021,627	\$2,066,492	\$2,066,492	2.2%

Expenditures by Type

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

Funding Sources

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

Full-Time Equivalent Positions by Department

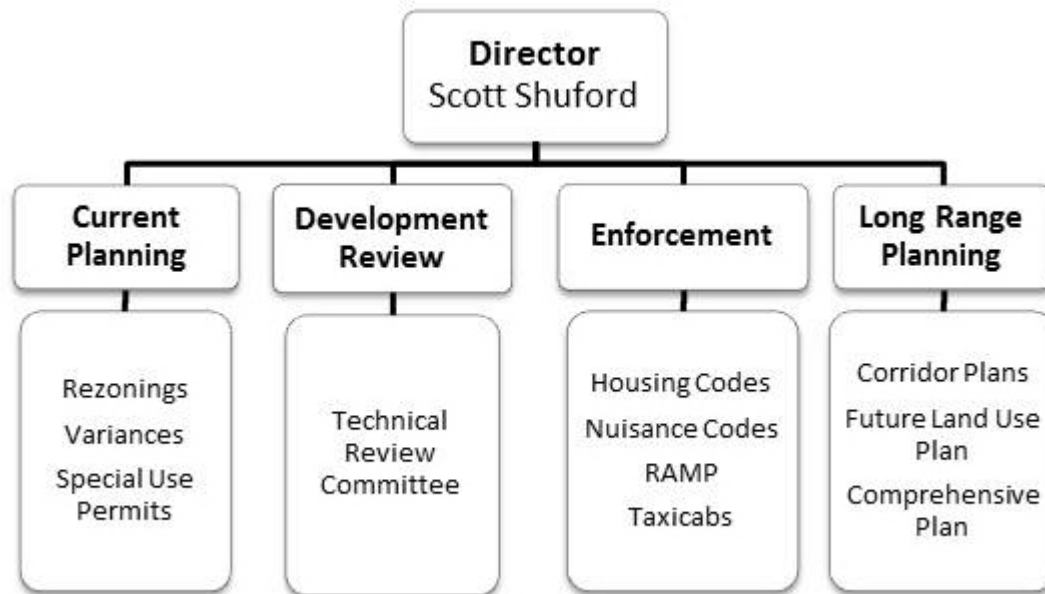
Total Authorized FTEs	25.6	25.6	27.0	27.0	5.5%
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Permitting and Inspections

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 and desirable industrial, commercial, and residential opportunities with high quality and sustainable 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</u> <u>Estimated</u>	<u>FY 2017</u> <u>Target</u>
% of staff recommendations accepted by City Council	93.00%	95.00%	95.00%
% of staff recommendations accepted by the Zoning Commission	91.00%	90.00%	90.00%

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.
- 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 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 and desirable industrial, commercial, and residential opportunities with high quality and sustainable 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</u> <u>Estimated</u>	<u>FY 2017</u> <u>Target</u>
% of site plans reviewed within established deadlines	100.00%	100.00%	100.00%

Program: Enforcement

General Fund \$1,177,264 / 13.5 FTEs

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.

Planning and Code Enforcement

City Goal:

The City of Fayetteville will be designed to include vibrant focal points and desirable industrial, commercial, and residential opportunities with high quality and sustainable 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 code enforcement violation cases	13,727.00	14,050.00	15,000.00
# of demolition cases (involuntary)	83.00	90.00	100.00
% of proactive code enforcement cases	71.00%	70.00%	75.00%
% of residents very satisfied or satisfied with the overall image and appearance of the City per the biennial City Resident Satisfaction Survey	44.70%	50.00%	60.00%
Average # of violation cases per FTE	1,248.00	1,300.00	1,340.00

<p><i>Program: Long-Range Planning</i></p>

<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.

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 and desirable industrial, commercial, and residential opportunities with high quality and sustainable 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 per the biennial City Resident Satisfaction Survey	32.10%	31.00%	31.00%

Planning and Code Enforcement

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>
Current Planning	\$573,582	\$577,370	\$556,941	\$556,941	-3.5%
Development Review	376,555	442,533	454,903	454,903	2.8%
Enforcement	1,405,274	1,491,596	1,177,264	1,177,264	-21.1%
Long-Range Planning	51,618	231,843	295,884	295,884	27.6%
Total Expenditures	\$2,407,029	\$2,743,342	\$2,484,992	\$2,484,992	-9.4%

Expenditures by Type

Personnel Services	\$1,696,669	\$1,806,428	\$1,956,344	\$1,956,344	8.3%
Operating	122,109	206,067	147,182	147,182	-28.6%
Contract Services	586,548	729,072	371,466	371,466	-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	10,000	463.4%
Total Expenditures	\$2,407,029	\$2,743,342	\$2,484,992	\$2,484,992	-9.4%

Funding Sources

General Fund					
General Fund Functional Revenues	\$414,300	\$360,300	\$427,200	\$427,200	18.6%
Other General Fund Funding	1,992,729	2,383,042	2,057,792	2,057,792	-13.6%
General Fund Subtotal	2,407,029	2,743,342	2,484,992	2,484,992	-9.4%
Total Funding Sources	\$2,407,029	\$2,743,342	\$2,484,992	\$2,484,992	-9.4%

Full-Time Equivalent Positions by Department

Total Authorized FTEs	25.4	26.4	27.0	27.0	2.3%
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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

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FY 2017

Annual Budget

Adopted



City of
Fayetteville
North Carolina

Section F

Operations Portfolio

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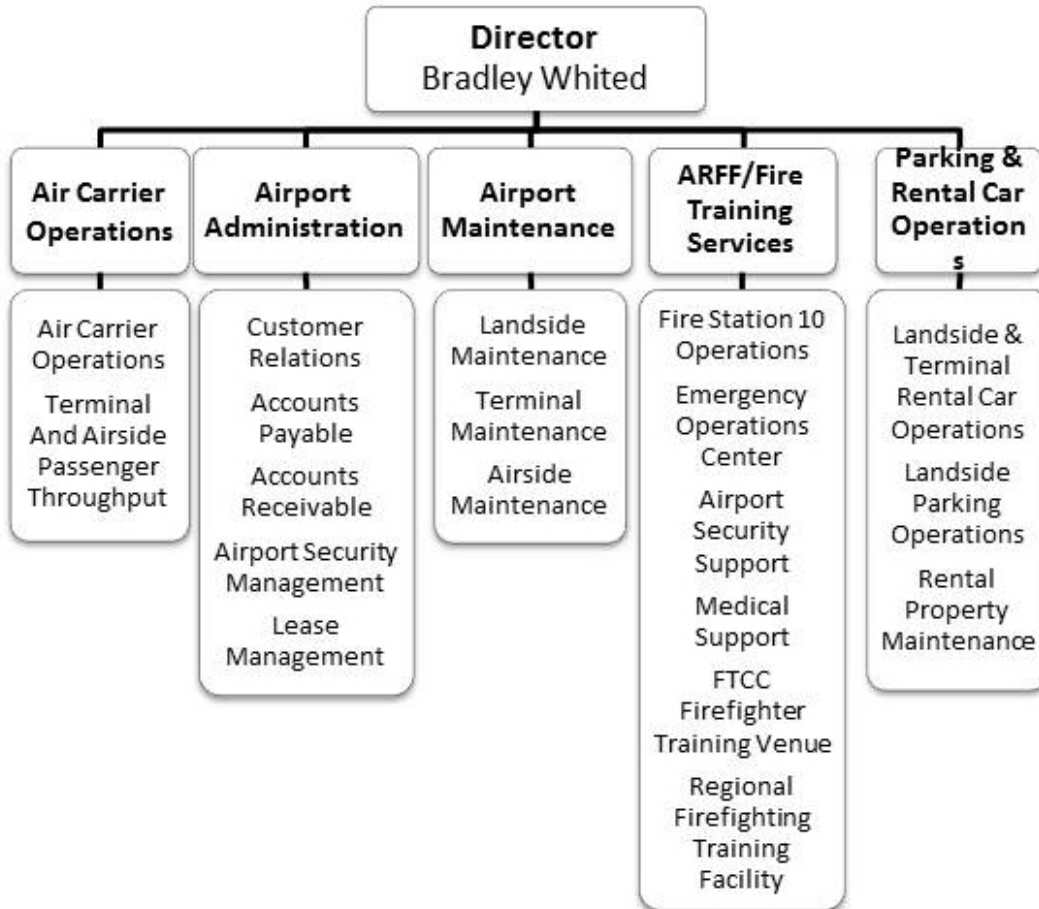
Operations

	2014-15	2015-16	2016-17	2016-17	% Change
Expenditures by Department	<u>Actual</u>	<u>Original Budget</u>	<u>Recommended Budget</u>	<u>Adopted Budget</u>	<u>vs 2015-16 Original Budget</u>
Airport	\$4,639,313	\$4,541,115	\$9,420,274	\$9,420,274	107.4%
Environmental Services	11,101,569	11,195,336	11,513,710	11,483,002	2.6%
Fire & Emergency Management	24,290,889	26,641,704	27,610,072	27,640,072	3.7%
Parks, Recreation & Maintenance	18,614,481	19,706,192	20,847,647	20,109,966	2.0%
Police	49,167,881	51,215,035	52,485,564	52,485,564	2.5%
Transit	7,942,353	8,235,607	8,749,521	8,756,021	6.3%
Total Expenditures	\$115,756,486	\$121,534,989	\$130,626,788	\$129,894,899	6.9%
Expenditures by Type					
Personnel Services	\$79,101,562	\$83,628,873	\$86,669,883	\$86,842,901	3.8%
Operating	19,133,186	22,246,470	20,865,511	20,895,541	-6.1%
Contract Services	4,840,002	5,198,060	5,444,577	5,499,619	5.8%
Capital Outlay	4,765,179	4,636,105	6,131,097	5,631,097	21.5%
Transfers to Other Funds	5,690,403	2,566,426	8,495,144	8,005,165	211.9%
Debt Service	116,631	247,373	376,959	376,959	52.4%
Other Charges	2,109,523	3,011,682	2,643,617	2,643,617	-12.2%
Total Expenditures	\$115,756,486	\$121,534,989	\$130,626,788	\$129,894,899	6.9%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$7,703,024	\$6,896,717	\$8,525,631	\$8,532,131	23.7%
Other General Fund Funding	83,116,457	89,638,172	91,327,255	90,613,074	1.1%
General Fund Subtotal	90,819,481	96,534,889	99,852,886	99,145,205	2.7%
Airport Fund	4,639,313	4,541,115	9,420,274	9,420,274	107.4%
Emergency Telephone System Fund	1,253,770	1,028,042	1,090,397	1,090,397	6.1%
Environmental Services Fund	11,101,569	11,195,336	11,513,710	11,483,002	2.6%
Transit Fund	7,942,353	8,235,607	8,749,521	8,756,021	6.3%
Total Funding Sources	\$115,756,486	\$121,534,989	\$130,626,788	\$129,894,899	6.9%

Operations

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

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</u> <u>Estimated</u>	<u>FY 2017</u> <u>Target</u>
# of enplaned and deplaned passengers	440,739.00	437,887.00	438,000.00
% of residents very satisfied or satisfied with the condition and usability of the Fayetteville Regional Airport per the biennial City Resident Satisfaction Survey	71.20%	93.00%	93.00%

Airport

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.

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 residents.

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 Estimated</u>	<u>FY 2017 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 residents.

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 residents.

Airport

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 Estimated</u>	<u>FY 2017 Target</u>
# of participants at Firefighting Training Facility	6,037.00	6,278.00	6,278.00

<p><i>Program: Parking and Rental Car Operation</i></p>
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<p><i>Airport Fund \$125,229 / 0.9 FTEs</i></p>

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 residents.

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

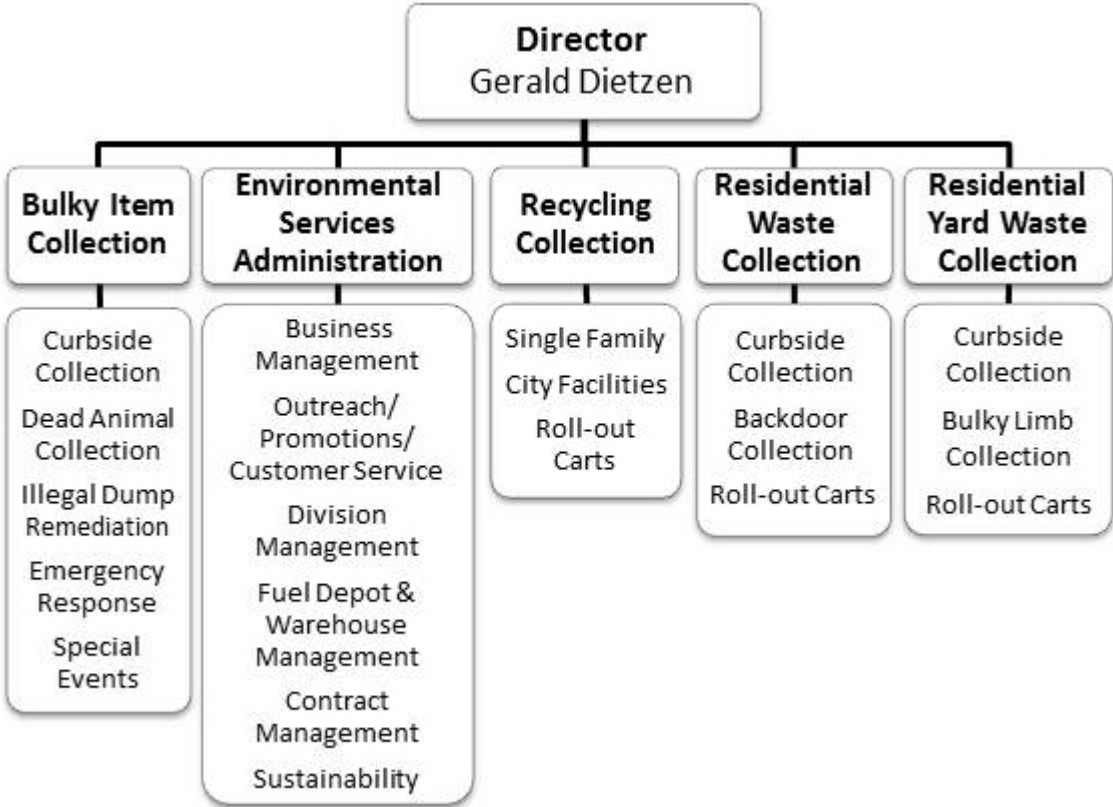
Expenditures by Program	2014-15 <u>Actual</u>	2015-16 <u>Original Budget</u>	2016-17 <u>Recommended Budget</u>	2016-17 <u>Adopted Budget</u>	% Change vs 2015-16 <u>Original Budget</u>
Air Carrier Operations	\$1,515,391	\$1,462,736	\$1,511,826	\$1,511,826	3.4%
Airport Administration	1,787,773	721,554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



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 residents.

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 per biennial city survey	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 and 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

Environmental Services

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 residents.

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
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
- 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

Environmental Services

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 residents.

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 per biennial city survey	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 \$4,153,722 / 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.

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
- The department 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

Environmental Services

- 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
- The department 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 residents.

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 per biennial city survey	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.

Environmental Services

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 the City's 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 residents.

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 per biennial city survey	71.00%	70.00%	70.00%

Environmental Services

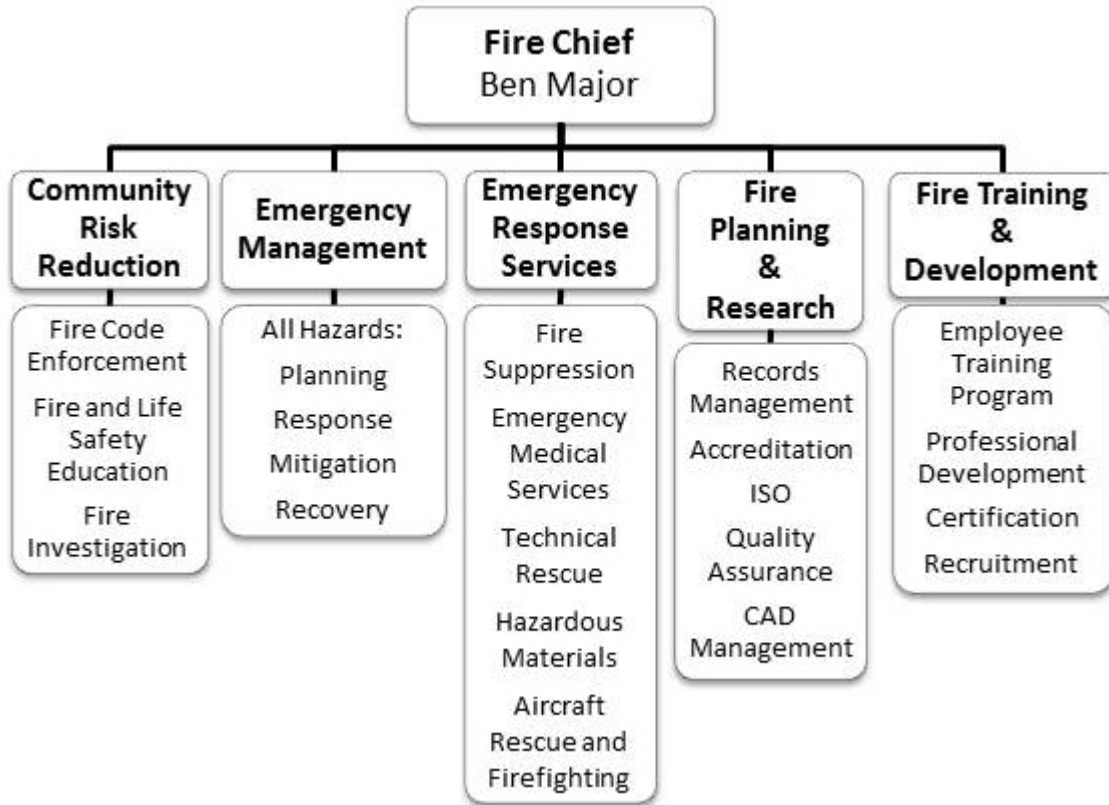
	2014-15	2015-16	2016-17	2016-17	% Change
	<u>Actual</u>	<u>Original</u>	<u>Recommended</u>	<u>Adopted</u>	<u>vs 2015-16</u>
Expenditures by Program		Budget	Budget	Budget	Original
					Budget
Bulky Item Collection	\$1,214,958	\$848,704	\$812,790	\$812,790	-4.2%
Environmental Services Administration	938,903	735,234	767,692	767,692	4.4%
Non-Program Expenditures	768,837	874,344	1,075,075	1,075,075	23.0%
Recycling Collection	2,299,069	2,363,042	2,361,898	2,361,898	0.0%
Residential Waste Collection	4,403,678	4,121,886	4,184,430	4,153,722	0.8%
Residential Yard Waste Collection	1,476,124	2,252,126	2,311,825	2,311,825	2.7%
Total Expenditures	\$11,101,569	\$11,195,336	\$11,513,710	\$11,483,002	2.6%
Expenditures by Type					
Personnel Services	\$3,738,755	\$3,937,700	\$4,133,200	\$4,133,200	5.0%
Operating	2,750,443	3,082,787	2,901,735	2,901,735	-5.9%
Contract Services	2,353,664	2,226,864	2,257,799	2,227,091	0.0%
Capital Outlay	1,526,679	1,260,000	1,255,000	1,255,000	-0.4%
Transfers to Other Funds	117,848	0	0	0	0.0%
Debt Service	0	150,002	279,588	279,588	86.4%
Other Charges	614,180	537,983	686,388	686,388	27.6%
Total Expenditures	\$11,101,569	\$11,195,336	\$11,513,710	\$11,483,002	2.6%
Funding Sources					
Environmental Services Fund	\$11,101,569	\$11,195,336	\$11,513,710	\$11,483,002	2.6%
Total Funding Sources	\$11,101,569	\$11,195,336	\$11,513,710	\$11,483,002	2.6%
Full-Time Equivalent Positions by Department					
Total Authorized FTEs	73.2	74.2	75.2	75.2	1.3%

Environmental Services

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
- 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 per the biennial City Resident Satisfaction Survey	63.50%	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 fires where smoke detectors alerted occupants	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 Fire Department public education events	1,555.00	1,405.00	1,450.00
# of fires originating in the cooking area or kitchen	184.00	201.00	150.00
% of residents very satisfied or satisfied with City efforts to prevent fires per the biennial City Resident Satisfaction Survey	65.20%	62.00%	65.00%

<p><i>Program: Emergency Management</i></p>
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<p><i>General Fund \$128,617 / 1.0 FTEs</i></p>

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 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 citizens attending public outreach events	44.00	64.00	70.00
# of Emergency Management exercises and drills conducted	88.00	86.00	89.00

<p><i>Program: Emergency Response Services</i></p>

<p><i>General Fund \$25,152,318 / 301.0 FTEs</i></p>
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Purpose Statement:

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

Highlights:

- The department responded to 29,871 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%.
- 936 of the responses were fire related calls, of which 249 were structure fires. Fire related incidents decreased from the 2014 total by 6.7%.
- At the 90th percentile, the total response time for the first due response unit to emergency incidents is 7 minutes 42 seconds, a slight increase from 2014 (7:22).

City Goal:

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

Fire & Emergency Management

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 of origin	109.00	108.00	105.00
90th percentile total first response time for emergency calls	442.00 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 fire inspections completed per 1,000 population	15.37	21.30	22.00
# of Total Fire Department calls for service	29,404.00	29,871.00	30,000.00
# 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 per the biennial City Resident Satisfaction Survey	85.60%	95.00%	95.00%

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.

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.

Fire & Emergency Management

- 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 Estimated</u>	<u>FY 2017 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</u> <u>Estimated</u>	<u>FY 2017</u> <u>Target</u>
% of Fire personnel obtaining 240 hrs. of established training goal	60.00%	63.00%	80.00%

Fire & Emergency Management

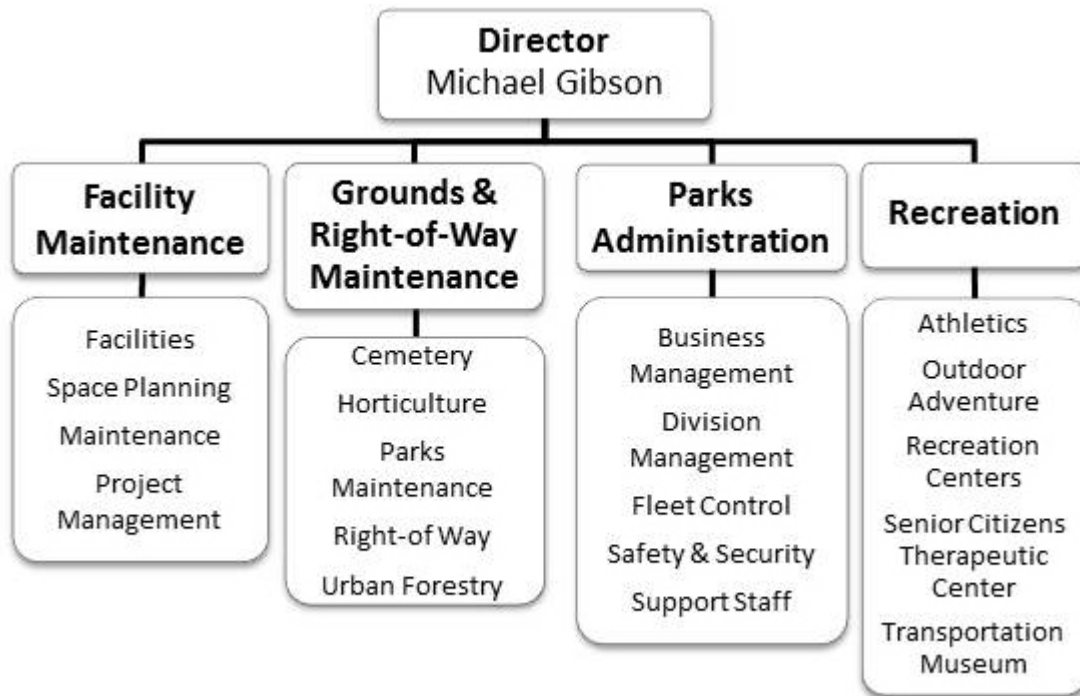
Expenditures by Program	2014-15 Actual	2015-16 Original Budget	2016-17 Recommended Budget	2016-17 Adopted Budget	% Change vs 2015-16 Original Budget
Community Risk Reduction	\$723,451	\$792,857	\$926,406	\$926,406	16.8%
Emergency Management	90,853	98,674	128,617	128,617	30.3%
Emergency Response Services	22,204,590	24,260,881	25,122,318	25,152,318	3.7%
Fire Administration, Planning and Research	980,157	1,142,339	1,144,962	1,144,962	0.2%
Fire Training and Development	291,838	346,953	287,769	287,769	-17.1%
Total Expenditures	\$24,290,889	\$26,641,704	\$27,610,072	\$27,640,072	3.7%
 Expenditures by Type					
Personnel Services	\$20,451,164	\$21,109,464	\$22,195,850	\$22,225,850	5.3%
Operating	2,429,096	4,020,191	2,685,777	2,685,777	-33.2%
Contract Services	715,487	742,355	767,275	767,275	3.4%
Capital Outlay	570,969	760,032	1,936,574	1,936,574	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	24,596	154.6%
Total Expenditures	\$24,290,889	\$26,641,704	\$27,610,072	\$27,640,072	3.7%
 Funding Sources					
General Fund					
General Fund Functional Revenues	\$867,719	\$966,272	\$933,030	\$933,030	-3.4%
Other General Fund Funding	23,423,170	25,675,432	26,677,042	26,707,042	4.0%
General Fund Subtotal	24,290,889	26,641,704	27,610,072	27,640,072	3.7%
	\$24,290,889	\$26,641,704	\$27,610,072	\$27,640,072	3.7%
 Full-Time Equivalent Positions by Department					
Total Authorized FTEs	325.0	325.0	325.0	325.0	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, the implementation of the education incentive plan, and \$30,000 for command staff compensation adjustments
- 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 early August.
- 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 residents.

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 Estimated</u>	<u>FY 2017 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

Program: Grounds and Right-of-Way Maintenance

General Fund \$7,331,612 / 72.0 FTEs

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's 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 residents.

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
Land acres of all municipal parks per 10,000 population	43.82	43.82	43.82

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 of Parks and Recreation facilities and programs per the biennial City Resident Satisfaction Survey	61.10%	77.00%	70.00%
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	1.51	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

General Fund \$4,538,248 / 17.0 FTEs

Purpose Statement:

Parks Administration prepares and maintains the fiscal year budget and oversees department personnel to include daily fees collected. This program also manages facility rentals and coordinates rentals with park staff. The program maintains the Adopt a Program, which includes streets, sites, special projects and park amenities. The Administration program oversees the data setup for the department's activity registration and facility reservation software program, 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 shelters.
- 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 residents.

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%

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.

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 residents.

Parks, Recreation & Maintenance

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 per the biennial City Resident Satisfaction Survey	28.90%	43.00%	43.00%
Average # of registrations per recreation program	12.00	14.00	16.00
Recreation Centers per 10,000 population	0.55	3.45	3.45

Parks, Recreation & Maintenance

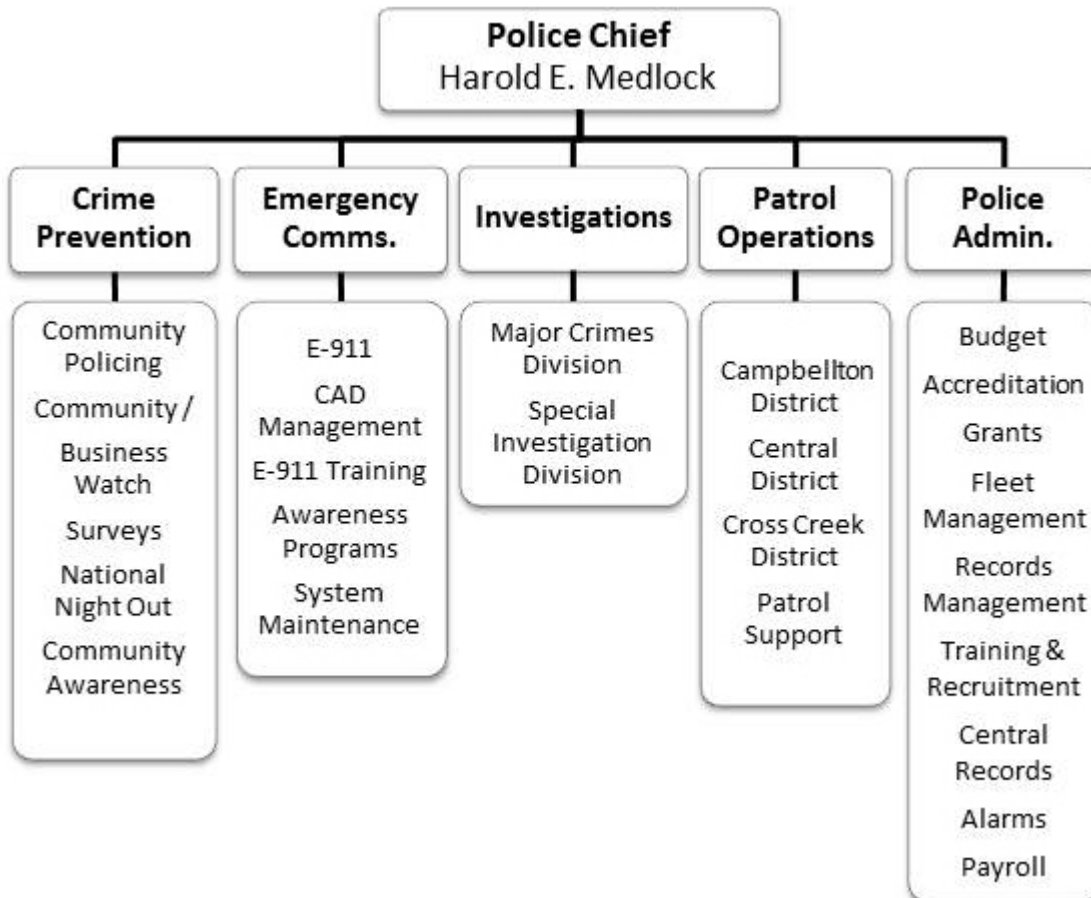
	2014-15	2015-16	2016-17	2016-17	% Change
Expenditures by Program	<u>Actual</u>	<u>Original Budget</u>	<u>Recommended Budget</u>	<u>Adopted Budget</u>	<u>vs 2015-16 Original Budget</u>
Facility Management	\$3,164,995	\$4,113,503	\$2,448,247	\$2,448,247	-40.5%
Grounds and Right-of-Way Maintenance	8,113,276	7,702,717	7,579,314	7,331,612	-4.8%
Non-Program Expenditures	15,457	20,968	422,735	422,735	1,916.1%
Parks Administration	2,299,452	2,638,402	5,028,227	4,538,248	72.0%
Recreation	5,021,301	5,230,602	5,369,124	5,369,124	2.6%
Total Expenditures	\$18,614,481	\$19,706,192	\$20,847,647	\$20,109,966	2.0%
Expenditures by Type					
Personnel Services	\$9,355,654	\$9,960,340	\$10,227,339	\$10,370,357	4.1%
Operating	4,333,954	4,785,174	4,740,971	4,771,001	-0.3%
Contract Services	857,035	1,091,651	1,134,356	1,213,606	11.2%
Capital Outlay	426,827	1,280,500	1,370,500	870,500	-32.0%
Transfers to Other Funds	3,399,594	2,262,218	2,680,225	2,190,246	-3.2%
Debt Service	0	0	0	0	0.0%
Other Charges	241,417	326,309	694,256	694,256	112.8%
Total Expenditures	\$18,614,481	\$19,706,192	\$20,847,647	\$20,109,966	2.0%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$5,356,857	\$4,086,447	\$5,713,256	\$5,719,756	40.0%
Other General Fund Funding	13,257,624	15,619,745	15,134,391	14,390,210	-7.9%
General Fund Subtotal	18,614,481	19,706,192	20,847,647	20,109,966	2.0%
Total Funding Sources	\$18,614,481	\$19,706,192	\$20,847,647	\$20,109,966	2.0%
Full-Time Equivalent Positions by Department					
Total Authorized FTEs	162.0	162.0	162.0	162.0	0.0%

Parks, Recreation & Maintenance

BUDGET HIGHLIGHTS

- Personnel includes \$143,018 for three additional litter crews, \$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, \$1,293,610 for vehicle fuel and maintenance, and \$1,016,522 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, \$65,000 for a contracted right-of-way mowing pilot project, \$20,400 for portable toilets, \$34,250 for county landfill fees and \$17,200 for background checks
- Capital includes \$470,000 for CIP projects including \$200,000 for Gateway Improvements, \$150,000 for the Amtrak Station Canopy Repairs, and \$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 \$1,860,246 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 to projected County district revenues
- 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
- This budget includes \$4,356,966 for the County Parks and Recreation District; funded by \$3,724,350 of District and Eastover recreation tax proceeds, \$613,816 of participant and facility rental fees, and \$18,800 of investment income

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</u> <u>Estimated</u>	<u>FY 2017</u> <u>Target</u>
# 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 per the biennial City Resident Satisfaction Survey	45.10%	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</u> <u>Estimated</u>	<u>FY 2017</u> <u>Target</u>
# of active residential community watch groups	130.00	155.00	160.00

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, 2 seconds (482 seconds) 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 per the biennial City Resident Satisfaction Survey	53.10%	95.00%	95.00%

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 E911 telecommunicator per year	6,680.00	6,052.00	6,133.00

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.

Police

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 Estimated</u>	<u>FY 2017 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%.

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
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 the efforts of patrol and investigations to reduce 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.

- 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 a fatality	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 per the biennial City Resident Satisfaction Survey	47.20%	49.70%	49.70%
Total # of traffic stops annually	57,528.00	63,280.00	69,608.00

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 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 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 per the biennial City Resident Satisfaction Survey	40.40%	40.60%	40.60%

Objective:

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

Police

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of agg. Assaults (violent crime)	478.00	431.00	409.00
# 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
# of total violent crimes	1,040.00	1,198.00	1,138.00
Part 1 Crimes per 1,000 population	54.95	51.97	51.90

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 our 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.
- 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 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 Estimated</u>	<u>FY 2017 Target</u>
% of residents very satisfied or satisfied with the overall police relationship with the community per the biennial City Resident Satisfaction Survey	53.50%	43.00%	43.00%
% of residents very satisfied or satisfied with the overall quality of police protection per the biennial City Resident Satisfaction Survey	86.00%	87.00%	88.00%
Turnover rate for sworn officers	7.64%	3.78%	2.00%
# of use of force incidents reviewed	46.00	41.00	36.00
# of fire arm discharges at suspects annually	0.00	0.00	0.00

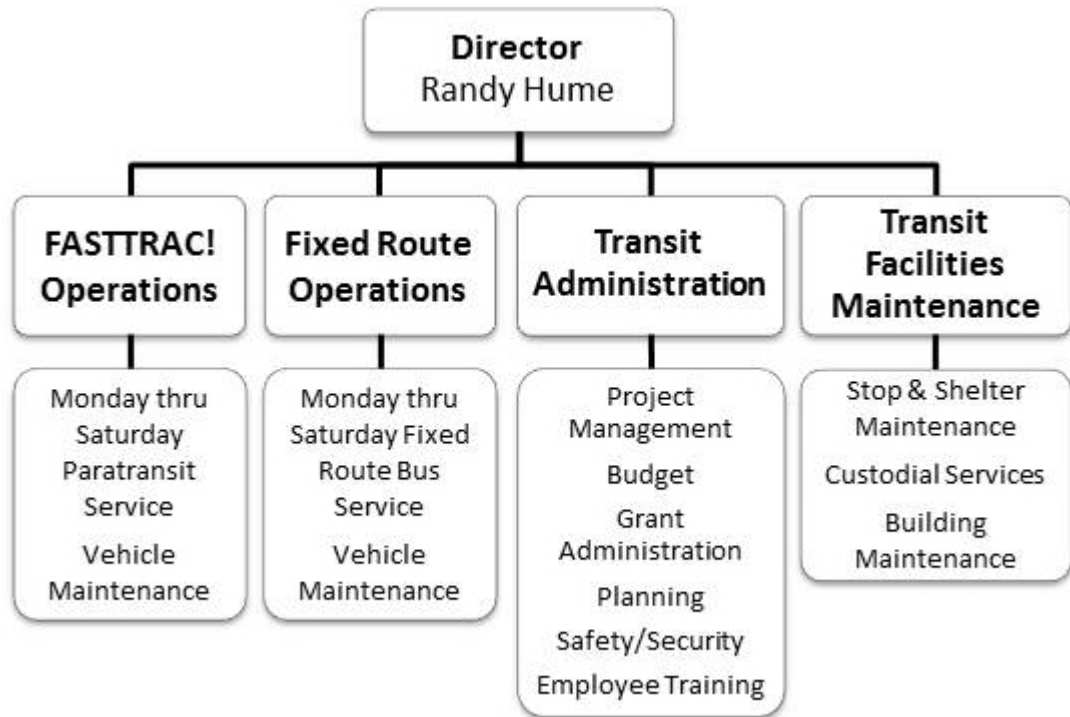
Police

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

Police

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 completed an update to the Paratransit Plan, which was approved by the City Council in March 2016. This plan had not been updated since it was originally written in 1991. The updated plan incorporates recent changes to FTA Circular 4710.1.
- 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 residents.

Objective:

To make efficient use of the phone system software to reduce 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 for reservations	26,278.00	34,500.00	34,000.00
FASTTRAC! average wait time per call (in seconds)	12.00 seconds	65.00 seconds	30.00 seconds

Objective:

To provide efficient FASTTRAC! service by utilizing schedule optimization software to reduce the number of trip denials and no-shows and increase passengers per revenue hour by 5%.

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of FASTTRAC! passengers	60,639.00	61,845.00	66,120.00
# of FASTTRAC! revenue hours	29,273.31	28,500.00	29,000.00
# of no shows	2,426.00	2,400.00	2,200.00
Average FASTTRAC! passengers per revenue hour	2.07	2.17	2.28
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, Cliffdale Road & 71st School Road, Methodist University, Walmart on Ramsey Street, Walmart on Skibo Road, the Veterans Affairs Medical Center and the Main Transfer Center, located at 147 Old Wilmington Road.

Highlights:

- FAST contracted with Hoke County HATS to operate a new route (Route 32) serving 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 residents.

Objective:

To increase total fixed route ridership by 2.5% annually.

Transit

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of Fixed Route passengers	1,575,292.00	1,600,862.00	1,640,884.00
# of Fixed Route revenue hours	85,947.89	89,100.00	95,000.00
% of farebox recovery (total passenger fare revenue/by total operating cost)	21.25%	18.50%	18.50%
Average weekday fixed route ridership	5,525.00	5,663.00	5,804.00

Objective:

To provide reliable fixed route service by improving on-time performance 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 the FTCC to provide beginner Spanish classes for 11 employees
- The Civil Rights Program Analyst/DBELO has developed a "FAST Forward" program to guide employees in developing the skills needed to advance within the department and the City
- FAST has improved its public outreach efforts by increasing staff participation in public meetings, educational seminars, and community events
- FAST has increased marketing efforts through the development of new informational brochures and maps, increased advertising efforts using local media, and regular updates to our website
- A Transit Planner position was added in FY2016 to focus on GIS efforts in the department. This position has been instrumental in the development of new routes and changes to existing routes related to the relocation of the FAST Center

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 residents.

Objective:

To improve FAST Customer Survey and biennial Resident Survey overall satisfaction levels by 5%.

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
% of customers very satisfied or satisfied with FAST services (Annual FAST Customer survey)	80.00%	65.00%	80.00%
% of residents very satisfied or satisfied with the availability of public transportation per the biennial City Resident Satisfaction Survey	42.80%	43.00%	43.00%
% of residents very satisfied or satisfied with the overall quality of public transportation per the biennial City Resident Satisfaction Survey	37.70%	69.00%	69.00%
% of respondents who use public transportation (Biennial Citizen Survey)	17.40%	14.30%	14.30%

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 \$395,265 / 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 ADA accessible bus stops and walkways, bus shelters, and benches to make it easier for customers to use the FAST system
- FAST is updating the landscaping in the front of the Grove Street facility in spring 2016
- The Transit Planner and Transit Apprentice have been updating the inventory list of all bus stops, to include photos and identification of shelters, benches, trash cans, solar lights, ADA accessible sidewalks, and other amenities. This information will be available in an interactive map on the FAST website

Transit

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 residents.

Objective:

To provide comfortable, ADA accessible stops for our 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 and/or a bench	11.50%	13.00%	14.00%

Transit

	2014-15	2015-16	2016-17	2016-17	% Change
Expenditures by Program	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	vs 2015-16
		<u>Budget</u>			<u>Budget</u>
FASTTRAC! Operations	\$1,553,191	\$1,696,035	\$1,572,780	\$1,572,780	-7.3%
Fixed Route Operations	4,597,827	4,878,229	5,344,221	5,344,221	9.6%
Non-Program Expenditures	70,282	136,472	144,027	144,027	5.5%
Transit Administration	1,493,852	1,278,292	1,299,728	1,299,728	1.7%
Transit Facilities Maintenance	227,201	246,579	388,765	395,265	60.3%
Total Expenditures	\$7,942,353	\$8,235,607	\$8,749,521	\$8,756,021	6.3%
Expenditures by Type					
Personnel Services	\$5,161,429	\$5,734,943	\$6,071,845	\$6,071,845	5.9%
Operating	1,524,243	1,623,766	1,564,165	1,564,165	-3.7%
Contract Services	169,026	138,126	304,953	311,453	125.5%
Capital Outlay	28,255	8,350	34,800	34,800	316.8%
Transfers to Other Funds	456,399	233,733	253,350	253,350	8.4%
Debt Service	19,260	0	0	0	0.0%
Other Charges	583,741	496,689	520,408	520,408	4.8%
Total Expenditures	\$7,942,353	\$8,235,607	\$8,749,521	\$8,756,021	6.3%
Funding Sources					
Transit Fund	\$7,942,353	\$8,235,607	\$8,749,521	\$8,756,021	6.3%
Total Funding Sources	\$7,942,353	\$8,235,607	\$8,749,521	\$8,756,021	6.3%
Full-Time Equivalent Positions by Department					
Total Authorized FTEs	104.5	114.5	119.5	119.5	4.4%

Transit

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 \$34,500 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

FY 2017

Annual Budget

Adopted



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
	<u>Actual</u>	<u>Original</u>	<u>Recommended</u>	<u>Adopted</u>	<u>vs 2015-16</u>
Expenditures by Department		Budget	Budget	Budget	Original
					Budget
Budget & Evaluation	\$317,051	\$437,163	\$462,667	\$462,667	5.8%
City Attorney's Office	1,682,467	1,540,731	1,562,081	1,562,081	1.4%
City Manager's Office	1,908,451	2,044,097	2,063,665	2,103,665	2.9%
Corporate Communications	582,035	746,701	812,439	812,439	8.8%
Finance	5,488,073	5,935,299	6,040,164	6,068,855	2.3%
Human Resources Development	18,166,695	17,362,928	18,809,644	18,809,644	8.3%
Information Technology	4,497,119	5,548,994	5,491,307	5,491,307	-1.0%
Mayor, Council & City Clerk	690,462	1,154,676	739,634	739,634	-35.9%
Total Expenditures	\$33,332,353	\$34,770,589	\$35,981,601	\$36,050,292	3.7%
Expenditures by Type					
Personnel Services	\$7,924,717	\$8,896,197	\$9,605,045	\$9,633,736	8.3%
Operating	18,361,992	20,389,626	22,339,239	22,339,239	9.6%
Contract Services	2,659,371	2,973,765	2,119,472	2,159,472	-27.4%
Capital Outlay	159,645	173,000	190,415	190,415	10.1%
Transfers to Other Funds	4,178,000	1,703,085	819,941	819,941	-51.9%
Debt Service	0	0	0	0	0.0%
Other Charges	48,628	634,916	907,489	907,489	42.9%
Total Expenditures	\$33,332,353	\$34,770,589	\$35,981,601	\$36,050,292	3.7%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$1,400	\$2,000	\$2,000	\$2,000	0.0%
Other General Fund Funding	12,990,538	15,020,520	14,690,838	14,759,529	-1.7%
General Fund Subtotal	12,991,938	15,022,520	14,692,838	14,761,529	-1.7%
Risk Management Fund	20,340,415	19,748,069	21,288,763	21,288,763	7.8%
Total Funding Sources	\$33,332,353	\$34,770,589	\$35,981,601	\$36,050,292	3.7%

Support Services & Administration

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

City Goal:

The City of Fayetteville will have unity of purpose and sustainable capacity across 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 in General Fund actual expenditures, year-end encumbrances and assignments vs. budgeted expenditures (excluding other financing uses)	(2.93%)	(0.93%)	(3.00%)
% variance in General Fund vs. budgeted revenues (excluding other financing sources)	1.77%	0.86%	3.00%
General Fund unassigned fund balance as a % of the subsequent year's budget	13.82%	13.60%	12.00%

Budget & Evaluation

	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>
Budget and Evaluation	\$317,051	\$437,163	\$462,667	\$462,667	5.8%
Total Expenditures	\$317,051	\$437,163	\$462,667	\$462,667	5.8%
 Expenditures by Type					
Personnel Services	\$291,698	\$418,428	\$443,107	\$443,107	5.9%
Operating	25,166	18,535	18,755	18,755	1.2%
Contract Services	187	75	650	650	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	155	24.0%
Total Expenditures	\$317,051	\$437,163	\$462,667	\$462,667	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	462,667	5.8%
General Fund Subtotal	317,051	437,163	462,667	462,667	5.8%
Total Funding Sources	\$317,051	\$437,163	\$462,667	\$462,667	5.8%
 Full-Time Equivalent Positions by Department					
Total Authorized FTEs	0.0	5.1	5.1	5.1	0.0%

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 and sustainable capacity across the organization.

Objective:

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

City Attorney's Office

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 and sustainable capacity across the organization.

Objective:

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

City Attorney's Office

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%

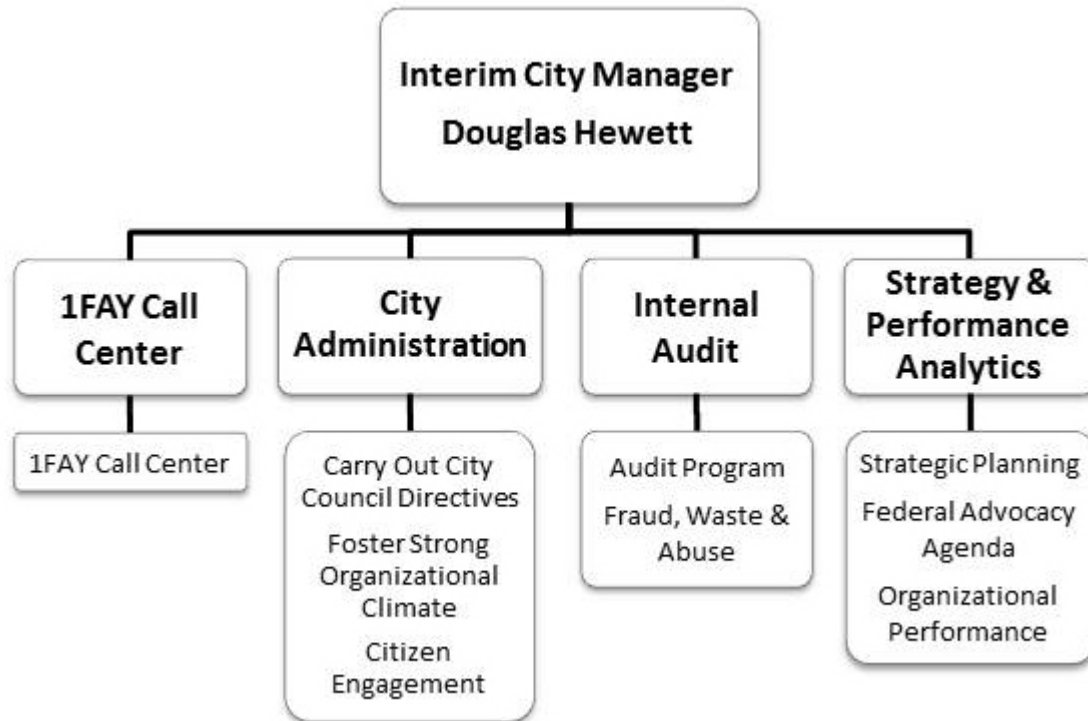
City Attorney's Office

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	\$622,311	6.5%
Litigation	1,138,262	956,367	939,770	939,770	-1.7%
Total Expenditures	\$1,682,467	\$1,540,731	\$1,562,081	\$1,562,081	1.4%
 Expenditures by Type					
Personnel Services	\$832,613	\$918,211	\$930,449	\$930,449	1.3%
Operating	49,323	48,997	57,954	57,954	18.3%
Contract Services	826,873	600,100	600,100	600,100	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)	(26,422)	-0.6%
Total Expenditures	\$1,682,467	\$1,540,731	\$1,562,081	\$1,562,081	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	1,562,081	1.4%
General Fund Subtotal	1,682,467	1,540,731	1,562,081	1,562,081	1.4%
Total Funding Sources	\$1,682,467	\$1,540,731	\$1,562,081	\$1,562,081	1.4%
 Full-Time Equivalent Positions by Department					
Total Authorized FTEs	9.0	9.0	9.0	9.0	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: 1FAY Call Center

General Fund \$299,557 / 5.0 FTEs

Purpose Statement:

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

Highlights:

- 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 FY 2016
- 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 FY2016
- Developed a Quality Monitoring Program for FayFixIt

City Goal:

The City of Fayetteville will have unity of purpose and sustainable capacity across the organization.

Objective:

To provide a courteous and timely customer service experience. We will achieve this by reaching a 90% average customer satisfaction score, 95% average quality control score, 180 second or less wait time, and a 180 second talk time.

City Manager's Office

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 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
Internal quality control rating for 1FAY Call Center	95.00%	95.00%	95.00%

Program: City Administration

General Fund \$1,157,858 / 7.3 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 and sustainable capacity across the organization.

Objective:

To increase the mean response of employee job satisfaction 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 satisfied with their job (0 = very dissatisfied, 6 = very satisfied)	4.50	4.50	4.70

City Manager's Office

Objective:

To increase the mean response of employees recognizing how their contributions support the City's mission and goals 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 (0 = strongly disagree, 6 =strongly agree)	4.08	4.08	4.70

Objective:

To increase the mean response of employees recommending the City as a place of employment 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 (0 = very dissatisfied, 6 = very satisfied)	4.36	4.36	4.70

Objective:

To increase the mean response of employees who plan to continue working for the City 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 (0 = very dissatisfied, 6 = very satisfied)	4.68	4.68	4.70

Objective:

To increase the mean response of employees who think the City is well managed 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 believe the City Manager's Office demonstrates a strong personal commitment toward achieving the City's goals (0 = strongly disagree, 6 =strongly agree)	4.06	4.06	4.70
Mean response of employees who think the City is well managed (0 = strongly disagree, 6 =strongly agree)	3.85	3.85	4.35

City Manager's Office

Objective:

To increase the positive response rate in the City's biennial Resident Survey towards a target of 75% very satisfied or satisfied with the level of public involvement in City government.

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 per the biennial City Resident Satisfaction Survey	37.60%	33.60%	33.60%

Objective:

To increase the positive response rate in the City's biennial Resident Survey towards a target of 75% 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 per the biennial City Resident Satisfaction Survey	59.40%	57.80%	57.80%

Objective:

To increase the positive response rate in the City's biennial Resident Survey towards a target of 75% 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 per the biennial City Resident Satisfaction Survey	60.10%	95.00%	95.00%

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

City Manager's Office

Program: Internal Audit

General Fund \$316,450 / 3.1 FTEs

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 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 Manager's Office

City Goal:

The City of Fayetteville will have unity of purpose and sustainable capacity across 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</u> <u>Estimated</u>	<u>FY 2017</u> <u>Target</u>
% of Internal Audit Fraud Hotline tips substantiated	50.00%	50.00%	50.00%

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</u> <u>Estimated</u>	<u>FY 2017</u> <u>Target</u>
% of Internal Audit recommendations accepted by management	100.00%	100.00%	100.00%

<p><i>Program: Strategy & Performance Analytics</i></p>
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<p><i>General Fund \$329,800 / 2.5 FTEs</i></p>

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

City Manager’s Office

- 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
- 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 and sustainable capacity across the organization.

Objective:

To achieve a 100% City Council approval rating for performance reports.

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 and analytics.

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 resident knowledge and engagement of the City's strategic plan and performance programs.

City Manager's Office

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	17.00%	21.00%	21.00%

Objective:

To increase the reliability of the City's performance measures by 3% each fiscal year toward a target of 95%.

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

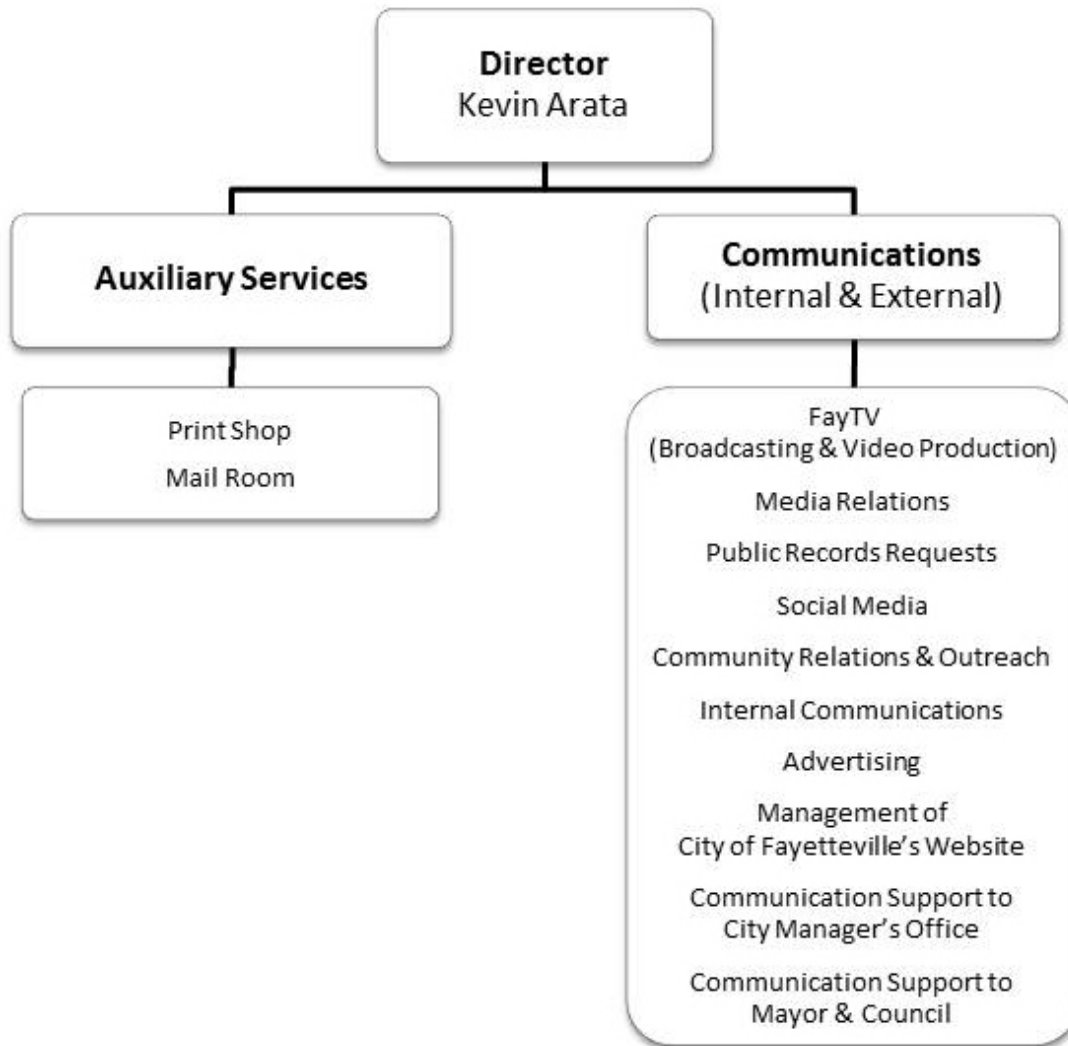
City Manager's Office

	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>	<u>vs 2015-16 Original Budget</u>
1FAY Call Center	\$263,053	\$290,763	\$299,557	\$299,557	3.0%
City Administration	1,235,929	1,187,237	1,117,858	1,157,858	-2.5%
Internal Audit	164,596	296,376	316,450	316,450	6.8%
Strategy & Performance Analytics	244,873	269,721	329,800	329,800	22.3%
Total Expenditures	\$1,908,451	\$2,044,097	\$2,063,665	\$2,103,665	2.9%
Expenditures by Type					
Personnel Services	\$1,534,226	\$1,736,413	\$1,846,199	\$1,846,199	6.3%
Operating	140,400	194,261	128,162	128,162	-34.0%
Contract Services	231,140	109,443	86,079	126,079	15.2%
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	3,225	-19.0%
Total Expenditures	\$1,908,451	\$2,044,097	\$2,063,665	\$2,103,665	2.9%
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	2,103,665	2.9%
General Fund Subtotal	1,908,451	2,044,097	2,063,665	2,103,665	2.9%
Total Funding Sources	\$1,908,451	\$2,044,097	\$2,063,665	\$2,103,665	2.9%
Full-Time Equivalent Positions by Department					
Total Authorized FTEs	12.5	17.9	17.9	17.9	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, \$40,000 for City Manager recruitment, \$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



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 continue to develop and expand strong and active community connections.

Objective:

To achieve a 5% increase in internal customer satisfaction in Print Shop and Mail Room services (based on internal customer survey).

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 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 continue to develop and expand strong and active community connections.

Objective:

To achieve a 5% increase in both media engagement (press releases) and resident satisfaction with City communications per City biennial resident survey.

Corporate Communications

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of press releases	138.00	145.00	210.00
% of residents very satisfied or satisfied with the availability of information about City programs and services per the biennial City Resident Satisfaction Survey	60.60%	56.10%	56.10%
% of residents very satisfied or satisfied with the overall flow of traffic in the City per the biennial City Resident Satisfaction Survey	51.20%	51.10%	51.10%

Objective:

To achieve a 5% increase in FayTV viewership (based on biennial resident survey) and a 5% increase in YouTube views.

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 FayTV per the biennial City Resident Satisfaction Survey	30.00%	30.00%	40.00%

Objective:

To achieve a 5% increase in social media engagement on Corporate Communications-maintained Facebook and Twitter platforms.

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

Objective:

To achieve a 5% increase in total webpage views (Fayettevillenc.gov and FCPR.us).

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 Target</u>
# of total webpage views (FayettevilleNC.gov)	950,000.00	1,000,000.00	2,500,000.00

Corporate Communications

	2014-15	2015-16	2016-17	2016-17	% Change
	<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>
Expenditures by Program					
Auxiliary Services	\$160,306	\$164,842	\$180,691	\$180,691	9.6%
Communications	421,729	581,859	631,748	631,748	8.6%
Total Expenditures	\$582,035	\$746,701	\$812,439	\$812,439	8.8%
Expenditures by Type					
Personnel Services	\$564,540	\$665,025	\$692,805	\$692,805	4.2%
Operating	131,282	142,976	171,069	171,069	19.6%
Contract Services	9,660	67,900	14,300	14,300	-78.9%
Capital Outlay	0	0	57,415	57,415	100.0%
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)	(123,150)	-4.7%
Total Expenditures	\$582,035	\$746,701	\$812,439	\$812,439	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	812,439	8.8%
General Fund Subtotal	582,035	746,701	812,439	812,439	8.8%
Total Funding Sources	\$582,035	\$746,701	\$812,439	\$812,439	8.8%
Full-Time Equivalent Positions by Department					
Total Authorized FTEs	9.5	9.5	9.5	9.5	0.0%

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 totalling 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.

Finance

City Goal:

The City of Fayetteville will have unity of purpose and sustainable capacity across 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

Program: Financial Reporting

General Fund \$456,491 / 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 and sustainable capacity across the organization.

Finance

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:	FY 2015	FY 2016 Estimated	FY 2017 Target
# of completed projects closed	18.00	50.00	50.00
# 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.

City Goal:

The City of Fayetteville will have unity of purpose and sustainable capacity across 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</u> <u>Estimated</u>	<u>FY 2017</u> <u>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</u> <u>Estimated</u>	<u>FY 2017</u> <u>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 and sustainable capacity across the organization.

Finance

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

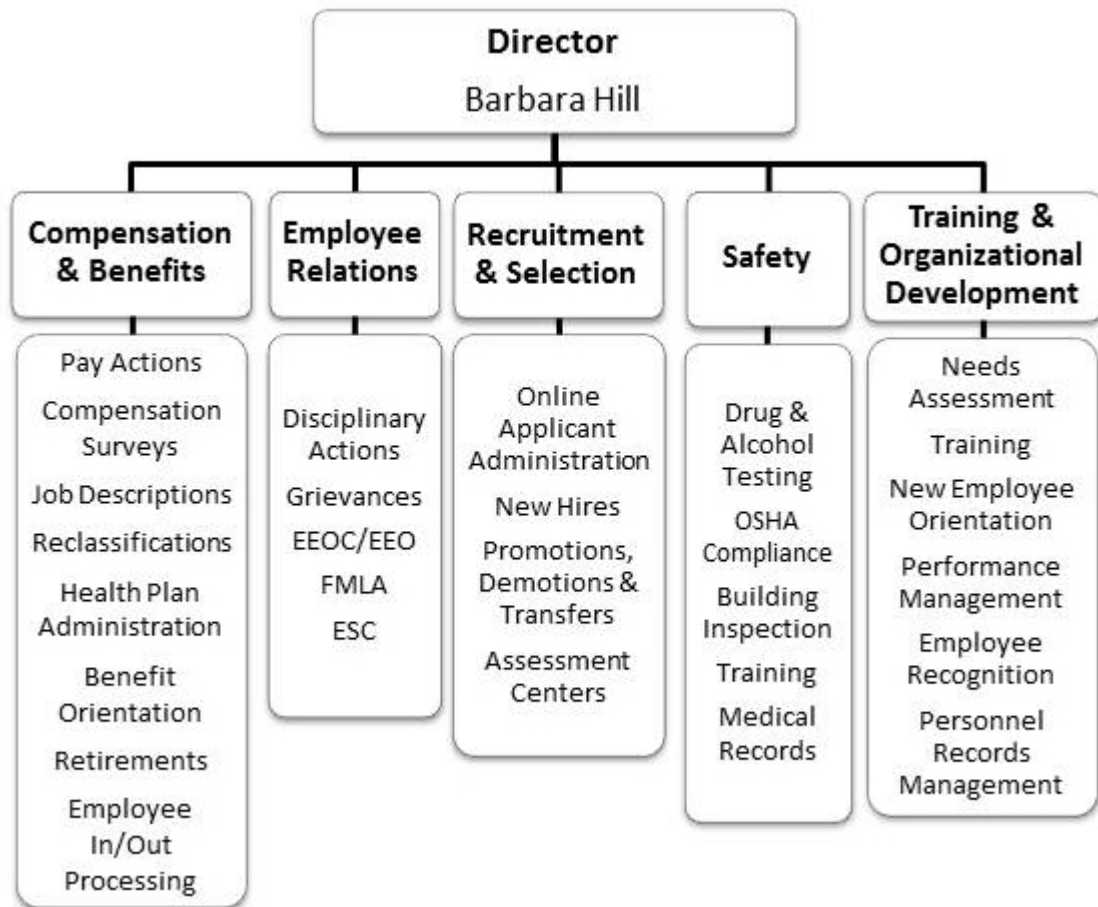
	2014-15	2015-16	2016-17	2016-17	% Change
	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	vs 2015-16
		<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>
Expenditures by Program					
Accounting Operations	\$1,392,318	\$1,464,924	\$1,544,749	\$1,544,749	5.4%
Financial Reporting	380,822	407,984	427,800	456,491	11.9%
Non-Program Expenditures	72	72	72	72	0.0%
Procurement and Asset Disposal	396,388	434,200	356,384	356,384	-17.9%
Risk Management	3,318,473	3,628,119	3,711,159	3,711,159	2.3%
Total Expenditures	\$5,488,073	\$5,935,299	\$6,040,164	\$6,068,855	2.3%
Expenditures by Type					
Personnel Services	\$1,265,489	\$1,325,824	\$1,725,720	\$1,754,411	32.3%
Operating	3,184,482	3,494,115	3,604,419	3,604,419	3.2%
Contract Services	1,037,874	1,115,075	709,400	709,400	-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	625	119.3%
Total Expenditures	\$5,488,073	\$5,935,299	\$6,040,164	\$6,068,855	2.3%
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	2,357,624	2.2%
General Fund Subtotal	2,169,528	2,307,108	2,328,933	2,357,624	2.2%
Risk Management Fund	3,318,545	3,628,191	3,711,231	3,711,231	2.3%
Total Funding Sources	\$5,488,073	\$5,935,299	\$6,040,164	\$6,068,855	2.3%
Full-Time Equivalent Positions by Department					
Total Authorized FTEs	23.0	20.0	25.0	25.0	25.0%

Finance

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, \$7,588 for retirement rate adjustments, and \$28,691 for a temporary, part-time Financial Analyst
- 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 and sustainable capacity across 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 (0 = very dissatisfied, 6 = very satisfied)	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 are satisfied with their pay (0 = very dissatisfied, 6 = very satisfied)	2.97	2.97	3.50
Mean response of employees that feel they are paid fairly for the work they do (0 = very dissatisfied, 6 = very satisfied)	3.10	3.10	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 (0 = very dissatisfied, 6 = very satisfied)	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 and sustainable capacity across 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 Estimated</u>	<u>FY 2017 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 and sustainable capacity across 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

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 and sustainable capacity across 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.

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

Human Resources Development

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 and sustainable capacity across 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.

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 (0 = strongly disagree, 6 =strongly agree)	2.93	2.93	3.00
Mean response of employees that feel performance is fairly evaluated and delivered in a timely manner (0 = strongly disagree, 6 =strongly agree)	4.35	4.35	4.50
Mean response of employees that understand how the City's performance evaluation system works (0 = strongly disagree, 6 = strongly agree)	4.21	4.21	4.50

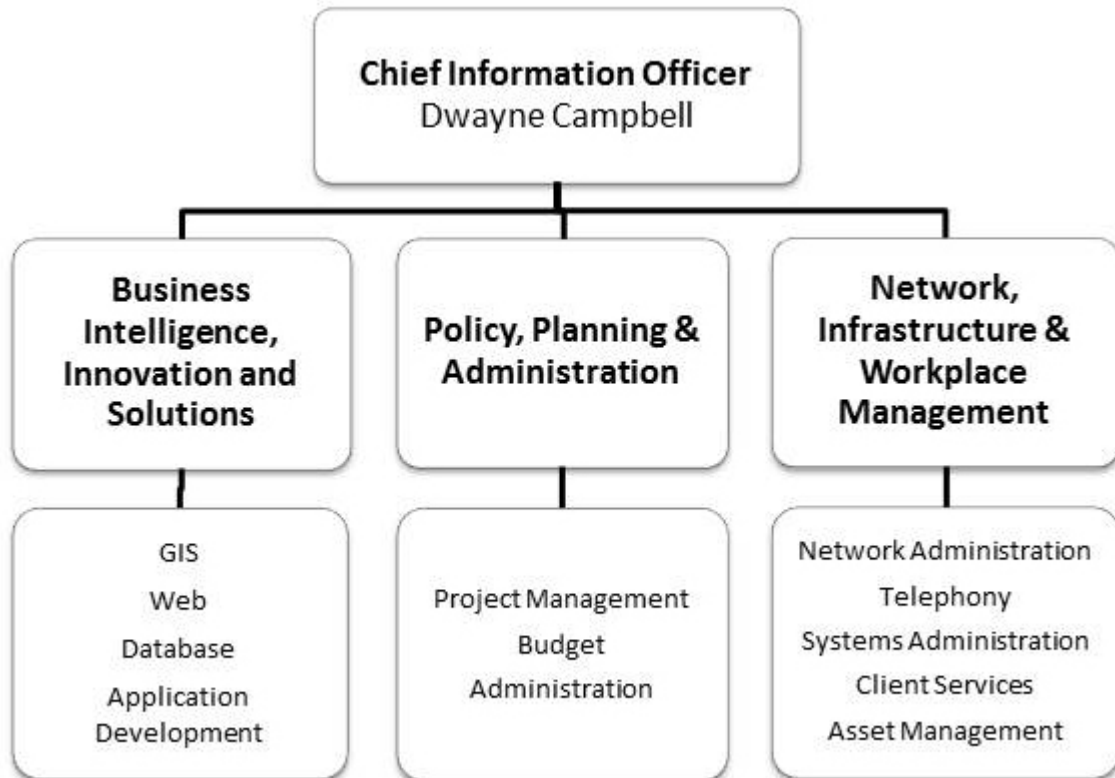
Human Resources Development

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	\$16,744,213	10.9%
Employee Relations	168,464	178,746	187,042	187,042	4.6%
Non-Program Expenditures	3,510,977	1,174,715	944,230	944,230	-19.6%
Recruitment	268,931	263,067	284,257	284,257	8.1%
Safety	206,625	229,953	241,819	241,819	5.2%
Training and Organizational Development	391,438	413,005	408,083	408,083	-1.2%
Total Expenditures	\$18,166,695	\$17,362,928	\$18,809,644	\$18,809,644	8.3%
 Expenditures by Type					
Personnel Services	\$1,165,859	\$1,336,386	\$1,346,056	\$1,346,056	0.7%
Operating	13,081,911	14,361,932	16,075,099	16,075,099	11.9%
Contract Services	227,416	324,939	279,441	279,441	-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	1,109,048	31.3%
Total Expenditures	\$18,166,695	\$17,362,928	\$18,809,644	\$18,809,644	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	1,232,112	-0.9%
General Fund Subtotal	1,144,825	1,243,050	1,232,112	1,232,112	-0.9%
Risk Management Fund	17,021,870	16,119,878	17,577,532	17,577,532	9.0%
Total Funding Sources	\$18,166,695	\$17,362,928	\$18,809,644	\$18,809,644	8.3%
 Full-Time Equivalent Positions by Department					
Total Authorized FTEs	19.0	19.0	19.0	19.0	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 Performance and Analytics Office.
- Completed public safety reporting server and application migration.
- Launched the Fayetteville Police Department's (FPD) online volunteer form for residents.
- Upgraded FPD's house/party check online form for residents.
- Launched a safety section on Cofweb intranet site for City employees.
- Launched Fire department (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 (EBD) FayettevilleNow website.
- Assisted with the design and development of the FPD Marvli's Business Intelligence dashboards.
- Developed a contract routing application.
- Launched the Fayetteville Fire Department's (FFD) closet unit automatic vehicle locator (AVL) for 911 dispatch.
- Implemented Environmental Services' schedule and Fleet Mind application integration.
- Developed Quality of Life Indicator data tool.
- Completed GIS data collection activities for the homelessness project with the 96th Civil Affairs Brigade.
- Completed GIS data layers, maps, and web applications for Engineering, Stormwater and Planning for the City Council onboarding session.

Information Technology

- 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 and sustainable capacity across 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 technology solutions developed, implemented and supported	61.00	65.00	66.00
# of unique visitors to the City's website fayettevillenc.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 AVL units to the code enforcement and building trade 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 Human Resource Department's (HRD) new employee orientation by introducing new employees to the technology processes and procedures.
- Created an inventory tracking database and coordinated training for FFD to track its equipment.
- Collaborated with the Budget Office in an electronic device review project in an effort to reduce the number of technology 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 vehicle dispatch.

City Goal:

The City of Fayetteville will have unity of purpose and sustainable capacity across 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	98.22%	97.00%	98.00%

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.

Information Technology

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 FPD'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 and sustainable capacity across the organization.

Objective:

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

Key Performance Measures:	<u>FY 2015</u>	<u>FY 2016 Estimated</u>	<u>FY 2017 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 that affects user access	98.50%	99.00%	99.20%

Information Technology

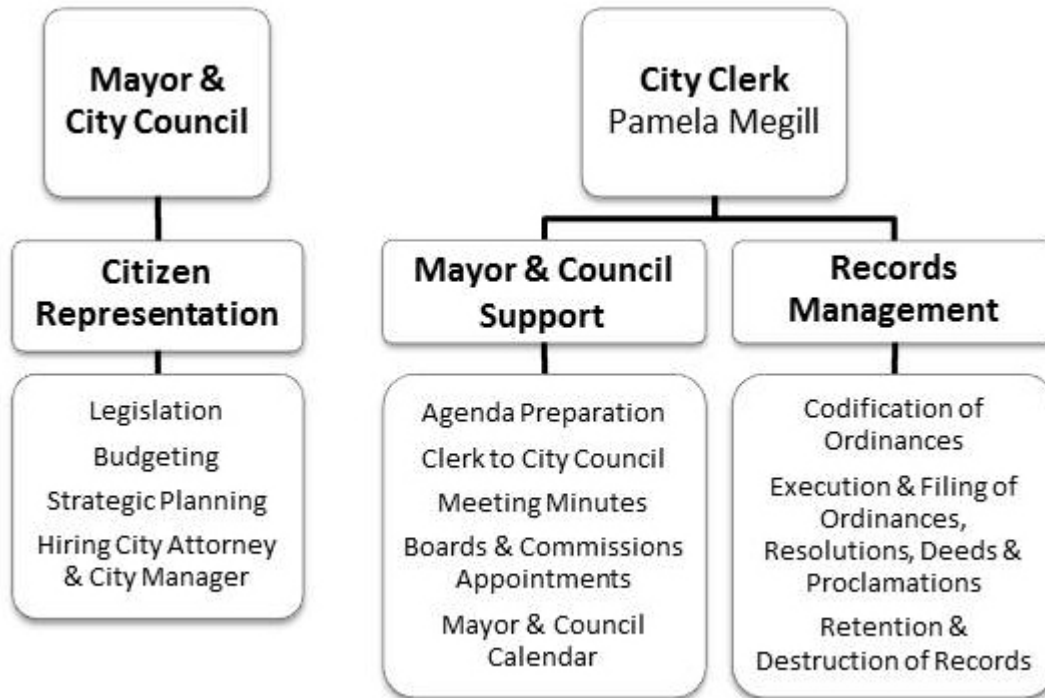
	2014-15	2015-16	2016-17	2016-17	% Change
Expenditures by Program	<u>Actual</u>	<u>Original Budget</u>	<u>Recommended Budget</u>	<u>Adopted Budget</u>	vs 2015-16 Original Budget
Business Intelligence, Innovation and Solutions	\$789,841	\$877,689	\$1,019,566	\$1,019,566	16.2%
Information Technology Policy,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

<p>Program: Citizen Representation</p>

<p><i>General Fund \$548,339 / 1.0 FTEs</i></p>

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 25 Boards and Commissions.

City Goal:

The City of Fayetteville will continue to develop and expand strong and active community connections.

Objective:

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

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 per the biennial City Resident Satisfaction Survey	50.20%	47.00%	47.00%
% of residents that feel the City is moving in the right direction per the biennial City Resident Satisfaction Survey	48.40%	48.00%	48.00%

Mayor, Council & City Clerk

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, and 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 the Mayor, City Council members, residents, and City staff.

City Goal:

The City of Fayetteville will continue to develop and expand 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

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%

Mayor, Council & City Clerk

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

Program: Records Management

General Fund \$47,331 / 0.5 FTEs

Purpose Statement:

The City Clerk's Office archives permanent records and advises other departments on record retention. This office oversees the record facility on Grove Street and executes contracts and other documents as well as maintaining minutes, deeds, contracts and other official records in the legal vault. Records Management issues cemetery deeds and going-out-of-business licenses, coordinates codification of the Fayetteville City Code, accepts public record requests, certifies documents and accepts appeal requests.

Highlights:

- 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 continue to develop and expand strong and active community connections.

Objective:

To comply with North Carolina General Statutes.

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

Mayor, Council & City Clerk

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</u> <u>Estimated</u>	<u>FY 2017</u> <u>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 <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>
Citizen Representation	\$489,153	\$986,099	\$548,339	\$548,339	-44.4%
Mayor & Council Support	127,448	130,471	143,964	143,964	10.3%
Records Management	73,861	38,106	47,331	47,331	24.2%
Total Expenditures	\$690,462	\$1,154,676	\$739,634	\$739,634	-35.9%
 Expenditures by Type					
Personnel Services	\$422,892	\$465,156	\$499,201	\$499,201	7.3%
Operating	166,717	206,500	192,745	192,745	-6.7%
Contract Services	97,362	477,407	41,500	41,500	-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	6,188	10.2%
Total Expenditures	\$690,462	\$1,154,676	\$739,634	\$739,634	-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	739,634	-35.9%
General Fund Subtotal	690,462	1,154,676	739,634	739,634	-35.9%
Total Funding Sources	\$690,462	\$1,154,676	\$739,634	\$739,634	-35.9%
 Full-Time Equivalent Positions by Department					
Total Authorized FTEs	3.0	3.0	3.0	3.0	0.0%

Mayor, Council & City Clerk

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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City of
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North Carolina

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

- \$7,051,370 from the General Fund to the Environmental Services Fund to support operations.
- \$3,419,833 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.
- \$1,715,622 from the General Fund to the Capital Funding Plan for future capital expenditures.
- \$3,161,300 originally budgeted for transfers to the City's Public Works Commission for contributions for Phase V Annexation water and sewer extensions (\$2,666,100), prior annexation-related debt service (\$385,200), and the cost differential for assessment interest rates (\$110,000). *After adoption of the Fiscal Year 2016-2017 budget ordinance, the NC General Assembly ratified amendments to the City Charter which established the PWC as a public authority for budget purposes and transitioned the financial reporting status of the utility funds from enterprise funds to a separate component unit. Amendments to the budget ordinance adopted for Fiscal Year 2016-2017 will be submitted for City Council consideration to revise and reclassify revenues and expenditure budgets to reflect the revised relationship of the City and its PWC.*

Debt Service

- \$5,069,403 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	\$33,006,771	8.8%
Total Expenditures	\$33,779,800	\$30,337,613	\$29,874,879	\$33,006,771	8.8%

Expenditures by Type

Personnel Services	\$1,973,652	\$2,156,741	\$2,249,644	\$2,249,644	4.3%
Operating	2,045,900	1,891,571	1,247,564	1,247,564	-34.0%
Contract Services	7,030,318	7,401,807	118,500	118,500	-98.4%
Capital Outlay	0	0	49,500	49,500	100.0%
Transfers to Other Funds	16,580,347	12,088,349	12,960,471	16,320,915	33.1%
Debt Service	5,860,129	6,271,418	5,297,955	5,069,403	-15.5%
Other Charges	289,454	527,727	7,951,245	7,951,245	1406.7%
Total Expenditures	\$33,779,800	\$30,337,613	\$29,874,879	\$33,006,771	8.8%

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	31,843,197	12.0%
General Fund Subtotal	32,354,404	28,432,504	28,711,305	31,843,197	12.0%
Lake Valley Drive MSD Fund	43,964	59,063	57,355	57,355	-2.9%
City of Fayetteville Finance Corp	795,825	787,550	0	0	-100%
LEOSSA Fund	585,607	1,058,496	1,106,219	1,106,219	4.5%
Total Funding Sources	\$33,779,800	\$30,337,613	\$29,874,879	\$33,006,771	8.8%

Full-Time Equivalent Positions by Department

Total Authorized FTEs	0.3	0.3	0.3	0.3	0.0%
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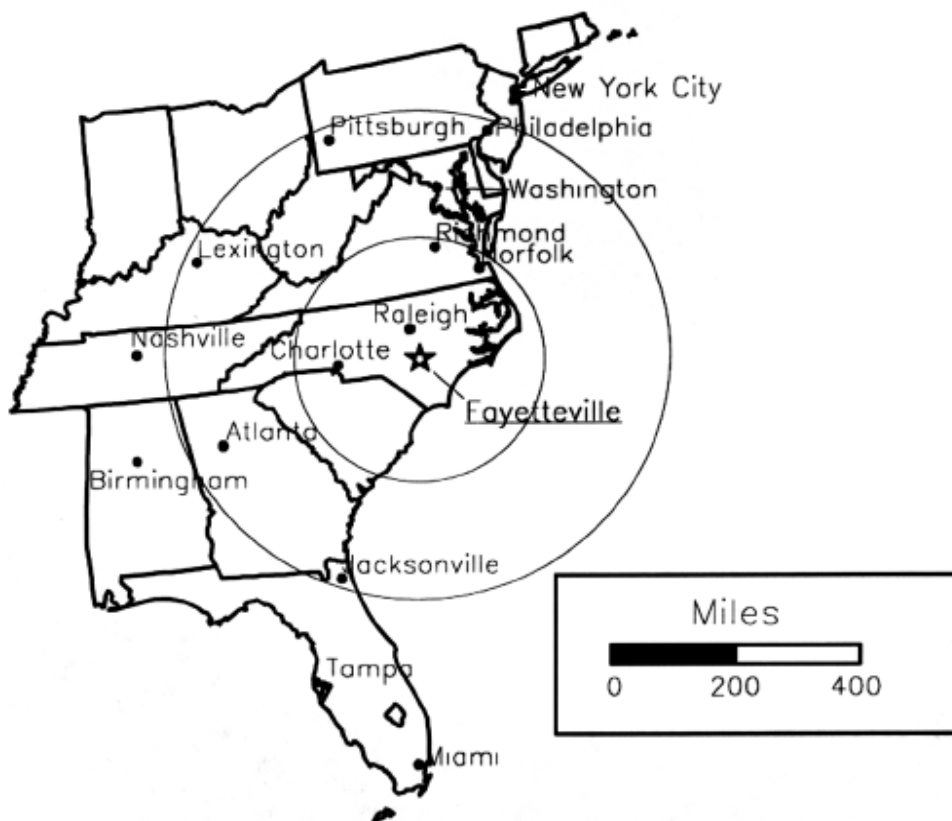
Section I

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

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City of
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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, and the budget was separately reported in a budget document produced by the City’s Public Works Commission. Following revisions of the City Charter ratified by the NC General Assembly on June 29, 2016, the electric fund will now be reported as an enterprise fund under the City’s Public Works Commission as a separate component unit of the City.
- **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, and the budget was separately reported in a budget document produced by the City’s Public Works Commission. Following revisions of the City Charter ratified by the NC General Assembly on June 29, 2016, the water and wastewater fund will now be reported as an enterprise fund under the City’s Public Works Commission as a separate component unit of the City.

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 was used to account for revenues and expenses associated with providing fleet maintenance services for City and PWC vehicles and equipment, and the budget was separately reported in a budget document produced by the City’s Public Works Commission. Following revisions of the City Charter ratified by the NC General Assembly on June 29, 2016, the fleet maintenance fund will now be reported as an enterprise fund under the City’s Public Works Commission as a separate component unit of the City.

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.

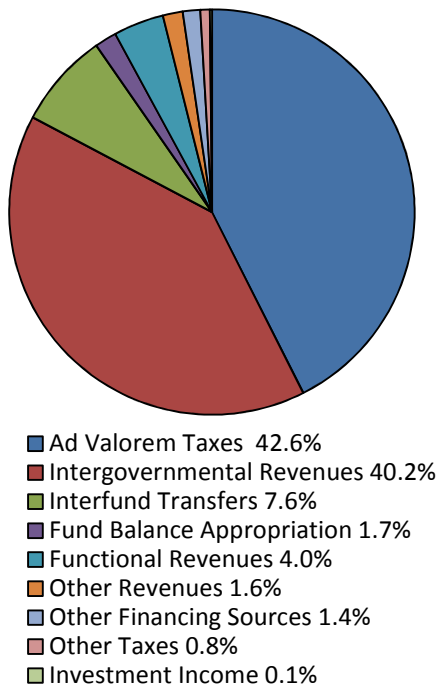
Overview

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 42.6 percent, and intergovernmental revenues, estimated at 40.2 percent for fiscal year 2017. Additionally, interfund transfers are projected to account for 7.6 percent, and functional revenues are estimated to provide 4.0 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 \$14,215,121,342 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.

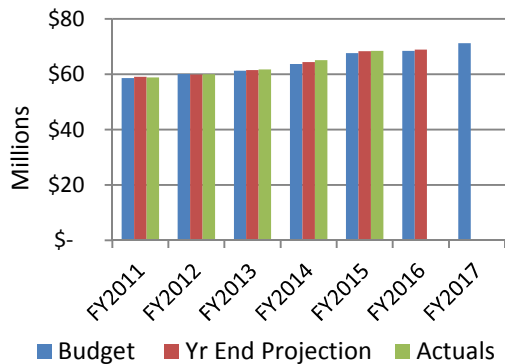
Fiscal year 2017 current year property tax collections are projected to be \$70,499,707, which represents a 3.43 percent increase over the fiscal year 2016 year-end estimate. The recommended 1.35 cent tax rate increase accounts for \$1,860,247, or 2.73 percent, of the revenue increase. Natural growth in values accounts for 0.70 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 \$1,326,363,368, which represents an increase of \$25,668,566 or 2.0 percent over projected fiscal year 2016 values. The projected growth rate assumes a slight moderation of the 2.4 percent growth realized through April 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.

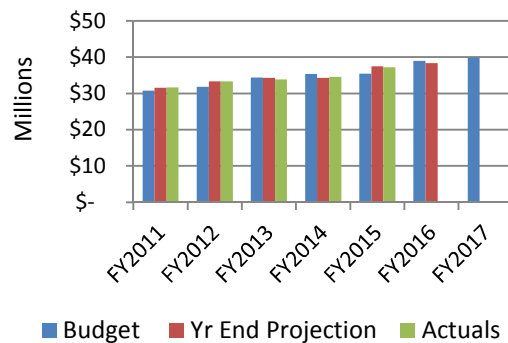
For fiscal year 2016, the NCLM is projecting overall statewide sales tax collections to be up 4.5 percent over fiscal year 2015. For the remaining six months of fiscal year 2016, the City's sales tax revenue projections assume that sales taxes collections based on statewide sales will be 2.75 percent 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.

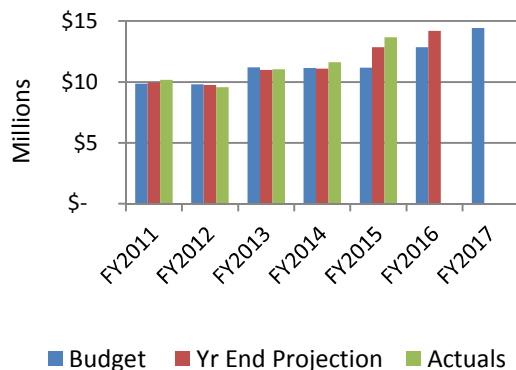
For fiscal year 2017, \$14,424,500 is projected to be received from utility taxes. This projection is influenced by forecast information provided by the NCLM for electric, natural gas, telecommunications and video programming sales. Declines of 2.0 percent are projected for utility taxes on

Revenue Assumptions

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 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.

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

Revenue Assumptions

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, calculated based upon 5.2% of metered, residential, commercial and industrial electric sales for fiscal year 2014. For fiscal year 2017, this transfer was revised during budget deliberations to be \$12,611,000, calculated based upon 3.1% of the Electric Fund Net Position as of June 30, 2015. From that transfer amount, the City is to make a contribution of \$2,666,100 to the PWC for water and sewer installation projects in the Phase V annexation area. *After adoption of the Fiscal Year 2016-2017 budget ordinance, the NC General Assembly ratified amendments to the City Charter which established the PWC as a public authority for budget purposes and transitioned the financial reporting status of the utility funds from enterprise funds to a separate component unit. Amendments to the budget*

ordinance adopted for Fiscal Year 2016-2017 will be submitted for City Council consideration to revise and reclassify revenues and expenditures to reflect the revised relationship of the City and its PWC.

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 \$2,355,977 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 \$2,933,364 and is associated with specific planned expenditures.

The funded expenditures include: a total of \$987,069 for capital and technology improvement plan projects comprised of \$250,000 for a business incubator project with the Center for Economic Empowerment and Development (CEED), \$550,000 for bridge replacement projects, \$158,000 for continuing implementation of the FayWorx system, 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; \$174,298 for a pilot project adding three litter crews; \$65,000 for a pilot project for contracted mowing of rights-of-way; \$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; \$28,691 to fund a temporary financial analyst; \$176,000 for non-recurring contract and training services across several departments; and, \$204,806 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 \$819,348 reflecting an adjustment 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.

Revenue Assumptions

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.

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 \$7,051,370 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

Revenue Assumptions

are projected to total \$2,372,227 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. 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 \$3,419,833.

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	147,264
Social Security & Pension	18,016	21,663	17,352	23,308	23,308
Insurance & Benefits	17,533	19,114	15,309	22,991	22,991
Temporary Services	0	0	0	0	0
Personnel Services	164,449	186,334	152,205	193,563	193,563
Utilities	424	460	460	490	490
Supplies	4,165	6,000	4,700	3,500	3,500
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	3,170
Travel and Development	2,507	5,050	4,200	7,700	7,700
Memberships and Dues	1,837	1,170	1,170	1,195	1,195
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
Operating	11,377	16,190	14,613	16,055	16,055
Accounting, Auditing & Legal	6,545	12,000	11,500	12,000	12,000
Medical Services	0	0	0	0	0
Other Contract Services	104,372	95,000	95,150	100,500	100,500
Contract Services	110,917	107,000	106,650	112,500	112,500
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	272,958
Debt Service	0	0	0	0	0
Other Charges	1,690	500	136	500	500
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	28,125	35,353	35,353	35,353	35,353
Inventory	0	0	0	0	0
Cost Redistribution	-22,636	0	0	0	0
Other Charges	7,179	35,853	35,489	35,853	35,853
Total Expenditures	463,111	763,633	727,213	630,929	630,929

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	301,580
Social Security & Pension	10,001	38,467	23,063	47,796	47,796
Insurance & Benefits	2,832	30,416	7,975	36,300	36,300
Temporary Services	0	0	13,997	0	0
Personnel Services	85,638	328,813	199,522	385,676	385,676
Utilities	0	0	0	0	0
Supplies	16,038	11,500	14,700	26,800	26,800
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	21,380
Travel and Development	6,429	17,500	15,000	22,000	22,000
Memberships and Dues	0	3,000	3,000	13,300	13,300
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
Operating	64,096	56,676	54,273	83,480	83,480
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	314,624
Contract Services	234,561	742,789	836,223	314,624	314,624
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	234,565
Debt Service	0	0	0	0	0
Other Charges	23	4,500	1,030	2,429	2,429
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	214,726	665,000	628,802	1,115,000	665,000
Inventory	0	0	0	0	0
Cost Redistribution	22,636	-315,000	-315,000	-315,000	-315,000
Other Charges	237,385	354,500	314,832	802,429	352,429
Total Expenditures	646,680	1,649,573	1,571,659	1,756,274	1,370,774

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	4,998,306
Social Security & Pension	676,618	726,406	714,281	797,948	797,948
Insurance & Benefits	801,045	837,642	861,102	922,396	922,396
Temporary Services	43,091	32,480	33,758	33,080	33,080
Personnel Services	6,230,232	6,477,275	6,515,999	6,751,730	6,751,730
Utilities	355,235	366,410	367,110	384,300	384,300
Supplies	538,772	577,628	556,438	611,504	611,504
Small Equipment/ Computers	11,340	1,500	15,938	0	0
General Maintenance	155,515	175,624	174,934	177,711	177,711
Vehicle Maintenance	719,624	837,170	918,486	943,850	943,850
Vehicle Fuel	244,068	258,500	169,230	170,750	170,750
Communications	88,473	113,677	118,688	118,180	118,180
Travel and Development	46,486	79,340	83,670	71,390	71,390
Memberships and Dues	9,496	12,429	12,654	11,899	11,899
Insurance/Claims	22,365	25,922	170,931	46,157	46,157
Other Services	120,863	47,700	47,700	45,500	45,500
Operating	2,312,237	2,495,900	2,635,779	2,581,241	2,581,241
Accounting, Auditing & Legal	625	3,500	3,500	3,500	3,500
Medical Services	1,262	1,288	1,388	1,398	1,398
Other Contract Services	1,230,432	2,018,477	2,385,704	2,293,549	2,293,549
Contract Services	1,232,319	2,023,265	2,390,592	2,298,447	2,298,447
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	29,864
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	189,441	385,000	384,994	134,000	134,000
Infrastructure	8,384	0	155	1,000	1,000
Capital Outlay	210,424	385,000	409,105	164,864	164,864
Transfers to Other Funds	8,329,606	6,899,538	8,134,833	8,580,974	9,075,974
Debt Service	1,326,075	1,388,037	1,353,348	1,398,102	1,398,102
Other Charges	8,032	18,727	8,429	4,425	4,425
Indirect Cost Allocation	199,366	198,697	204,316	204,658	204,658
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	75,000	75,000	75,000	75,000	75,000
Other Charges	282,398	292,424	287,745	284,083	284,083
Total Expenditures	19,923,291	19,961,439	21,727,401	22,059,441	22,554,441

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	231,582
Social Security & Pension	26,485	29,516	22,627	36,326	36,326
Insurance & Benefits	23,068	24,314	20,528	27,377	27,377
Temporary Services	0	0	3,800	0	0
Personnel Services	234,203	251,998	202,824	295,285	295,285
Utilities	0	0	0	0	0
Supplies	10,149	15,450	8,813	10,400	10,400
Small Equipment/ Computers	3,241	0	1,628	2,000	2,000
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	11,340
Travel and Development	1,457	4,950	2,732	10,200	10,200
Memberships and Dues	928	1,070	1,070	2,570	2,570
Insurance/Claims	0	0	0	0	0
Other Services	1,368	1,500	3,136	3,136	3,136
Operating	24,134	29,083	23,369	39,646	39,646
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	11,974
Contract Services	11,155	575	36,249	11,974	11,974
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	4,900
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	8,463	9,840	10,500	10,500	10,500
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	10,350	12,540	13,200	15,400	15,400
Total Expenditures	279,842	294,196	275,642	362,305	362,305

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	1,383,616
Social Security & Pension	161,318	197,019	187,494	221,016	221,016
Insurance & Benefits	171,964	197,086	203,516	227,381	227,381
Temporary Services	67,893	0	84,403	0	0
Personnel Services	1,532,099	1,724,182	1,786,111	1,832,013	1,832,013
Utilities	0	0	0	0	0
Supplies	19,384	27,045	32,793	15,838	15,838
Small Equipment/ Computers	1,448	44,000	57,272	0	0
General Maintenance	17,489	2,625	6,039	7,574	7,574
Vehicle Maintenance	20,129	21,000	16,010	16,480	16,480
Vehicle Fuel	20,692	19,200	16,260	15,290	15,290
Communications	38,582	41,904	43,445	44,330	44,330
Travel and Development	25,524	40,300	67,378	41,036	41,036
Memberships and Dues	3,635	5,751	5,751	5,931	5,931
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
Operating	146,883	201,825	244,948	146,479	146,479
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	28,500
Contract Services	16,540	45,500	30,920	28,500	28,500
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	58,500
Debt Service	0	0	0	0	0
Other Charges	210	120	120	1,000	1,000
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	1,000
Total Expenditures	1,772,820	2,021,627	2,124,599	2,066,492	2,066,492

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	1,488,768
Social Security & Pension	190,916	206,607	211,417	237,337	237,337
Insurance & Benefits	182,087	205,183	190,316	230,239	230,239
Temporary Services	235	0	5,214	0	0
Personnel Services	1,696,669	1,806,428	1,851,104	1,956,344	1,956,344
Utilities	0	0	0	0	0
Supplies	11,133	11,053	14,496	16,501	16,501
Small Equipment/ Computers	1,758	66,000	80,072	0	0
General Maintenance	675	650	1,802	1,152	1,152
Vehicle Maintenance	14,501	17,340	15,000	15,450	15,450
Vehicle Fuel	10,181	10,300	8,110	7,630	7,630
Communications	62,592	74,174	77,920	78,390	78,390
Travel and Development	15,741	19,300	17,973	18,050	18,050
Memberships and Dues	5,528	7,250	7,768	10,009	10,009
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
Operating	122,109	206,067	223,141	147,182	147,182
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	371,466
Contract Services	586,548	729,072	663,274	371,466	371,466
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	10,000
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	1,703	1,775	13,500	10,000	10,000
Total Expenditures	2,407,029	2,743,342	2,751,019	2,484,992	2,484,992

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	1,199,467
Social Security & Pension	150,093	163,734	159,674	191,171	191,171
Insurance & Benefits	168,144	194,092	194,291	220,303	220,303
Temporary Services	53,269	51,894	51,700	56,629	56,629
Personnel Services	1,421,135	1,513,152	1,498,150	1,667,570	1,667,570
Utilities	432,584	455,800	454,990	475,950	475,950
Supplies	125,224	125,070	119,728	146,000	146,000
Small Equipment/ Computers	9,610	18,100	36,092	6,592	6,592
General Maintenance	274,995	370,195	366,472	371,195	371,195
Vehicle Maintenance	73,459	96,360	131,006	134,270	134,270
Vehicle Fuel	37,656	40,900	36,850	34,650	34,650
Communications	25,067	109,324	70,290	208,630	208,630
Travel and Development	22,105	26,750	26,750	32,700	32,700
Memberships and Dues	2,260	2,000	6,700	4,842	4,842
Insurance/Claims	49,107	52,488	52,589	55,600	55,600
Other Services	0	0	0	0	0
Operating	1,052,067	1,296,987	1,301,467	1,470,429	1,470,429
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	42	280	122	122
Other Contract Services	93,362	148,025	163,437	122,887	122,887
Contract Services	93,362	148,067	163,717	123,009	123,009
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	44,000
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	44,000
Transfers to Other Funds	1,285,994	0	0	5,500,000	5,500,000
Debt Service	0	0	0	0	0
Other Charges	447,211	1,362,901	420,907	417,948	417,948
Indirect Cost Allocation	135,213	177,008	182,013	182,318	182,318
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	8,804	15,000	15,000	15,000	15,000
Cost Redistribution	0	0	0	0	0
Other Charges	591,228	1,554,909	617,920	615,266	615,266
Total Expenditures	4,639,313	4,541,115	3,727,948	9,420,274	9,420,274

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	2,856,142
Social Security & Pension	370,439	404,555	403,227	455,461	455,461
Insurance & Benefits	540,939	576,172	562,723	640,064	640,064
Temporary Services	237,956	231,744	198,720	181,533	181,533
Personnel Services	3,738,755	3,937,700	3,933,174	4,133,200	4,133,200
Utilities	28,752	31,120	30,020	31,230	31,230
Supplies	415,670	429,771	407,135	461,613	461,613
Small Equipment/ Computers	5,480	0	0	32,317	32,317
General Maintenance	23,581	61,417	42,253	59,556	59,556
Vehicle Maintenance	1,529,534	1,708,920	1,673,028	1,732,790	1,732,790
Vehicle Fuel	534,853	574,200	359,760	366,640	366,640
Communications	93,657	108,986	112,623	108,560	108,560
Travel and Development	2,110	5,630	5,630	8,630	8,630
Memberships and Dues	2,050	4,783	4,783	5,080	5,080
Insurance/Claims	114,756	157,960	96,267	95,319	95,319
Other Services	0	0	0	0	0
Operating	2,750,443	3,082,787	2,731,499	2,901,735	2,901,735
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	1,501	1,706	1,656	1,494	1,494
Other Contract Services	2,352,163	2,225,158	2,224,792	2,256,305	2,225,597
Contract Services	2,353,664	2,226,864	2,226,448	2,257,799	2,227,091
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	1,255,000
Infrastructure	0	0	0	0	0
Capital Outlay	1,526,679	1,260,000	2,000,084	1,255,000	1,255,000
Transfers to Other Funds	117,848	0	0	0	0
Debt Service	0	150,002	147,579	279,588	279,588
Other Charges	3,977	4,910	4,668	16,768	16,768
Indirect Cost Allocation	610,203	533,073	665,670	666,785	666,785
Non-Profit/Gov't Agencies	0	0	0	2,835	2,835
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	614,180	537,983	670,338	686,388	686,388
Total Expenditures	11,101,569	11,195,336	11,709,122	11,513,710	11,483,002

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	16,708,214
Social Security & Pension	2,231,540	2,396,324	2,337,913	2,666,884	2,670,921
Insurance & Benefits	2,597,479	2,591,184	2,698,069	2,846,032	2,846,715
Temporary Services	0	0	0	0	0
Personnel Services	20,451,164	21,109,464	21,273,079	22,195,850	22,225,850
Utilities	197,639	208,420	211,750	220,220	220,220
Supplies	594,876	644,155	625,515	692,328	692,328
Small Equipment/ Computers	142,459	1,473,623	1,473,623	167,530	167,530
General Maintenance	142,284	354,120	359,179	174,245	174,245
Vehicle Maintenance	930,296	816,710	943,816	972,330	972,330
Vehicle Fuel	289,514	289,600	201,300	204,780	204,780
Communications	72,387	82,956	74,960	76,840	76,840
Travel and Development	42,768	79,531	74,322	106,429	106,429
Memberships and Dues	16,873	23,176	23,267	24,075	24,075
Insurance/Claims	0	42,900	42,900	45,000	45,000
Other Services	0	5,000	4,000	2,000	2,000
Operating	2,429,096	4,020,191	4,034,632	2,685,777	2,685,777
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	108,287	127,713	127,713	136,307	136,307
Other Contract Services	607,200	614,642	615,079	630,968	630,968
Contract Services	715,487	742,355	742,792	767,275	767,275
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	58,074
Equipment - Motor Vehicles	505,265	678,000	799,493	1,878,500	1,878,500
Infrastructure	0	0	0	0	0
Capital Outlay	570,969	760,032	873,175	1,936,574	1,936,574
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	18,750
Indirect Cost Allocation	73,770	78,492	80,711	80,846	80,846
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	-75,000	-75,000	-75,000	-75,000	-75,000
Other Charges	62	9,662	6,881	24,596	24,596
Total Expenditures	24,290,889	26,641,704	26,930,559	27,610,072	27,640,072

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	7,184,961
Social Security & Pension	934,626	1,027,418	993,263	1,110,886	1,110,886
Insurance & Benefits	1,153,847	1,247,677	1,256,924	1,365,345	1,365,345
Temporary Services	542,864	566,147	692,819	566,147	709,165
Personnel Services	9,355,654	9,960,340	10,039,297	10,227,339	10,370,357
Utilities	1,244,942	1,266,530	1,318,470	1,359,422	1,359,422
Supplies	897,378	977,764	969,898	1,007,952	1,016,522
Small Equipment/ Computers	63,127	15,000	20,927	29,000	29,000
General Maintenance	593,073	742,394	705,336	649,668	649,668
Vehicle Maintenance	851,038	1,025,050	1,037,618	1,066,980	1,079,940
Vehicle Fuel	263,284	259,400	206,300	205,170	213,670
Communications	195,068	213,705	225,501	225,154	225,154
Travel and Development	46,801	47,404	45,455	54,489	54,489
Memberships and Dues	3,629	7,195	7,970	7,765	7,765
Insurance/Claims	125,496	138,764	43,301	44,268	44,268
Other Services	50,118	91,968	90,003	91,103	91,103
Operating	4,333,954	4,785,174	4,670,779	4,740,971	4,771,001
Accounting, Auditing & Legal	0	0	17,500	0	0
Medical Services	485	910	749	749	749
Other Contract Services	856,550	1,090,741	1,210,071	1,133,607	1,212,857
Contract Services	857,035	1,091,651	1,228,320	1,134,356	1,213,606
Land	0	0	0	0	0
Buildings	0	80,000	80,000	120,000	120,000
Improvements	46,404	360,000	572,721	1,005,000	505,000
Equipment - Office	0	0	4,933	0	0
Equipment - Other	243,309	167,500	341,540	137,500	137,500
Equipment - Motor Vehicles	137,114	673,000	671,734	108,000	108,000
Infrastructure	0	0	0	0	0
Capital Outlay	426,827	1,280,500	1,670,928	1,370,500	870,500
Transfers to Other Funds	3,399,594	2,262,218	2,371,392	2,680,225	2,190,246
Debt Service	0	0	0	0	0
Other Charges	2,167	87,059	72,978	455,006	455,006
Indirect Cost Allocation	60,000	60,000	60,000	60,000	60,000
Non-Profit/Gov't Agencies	179,250	179,250	179,250	179,250	179,250
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	241,417	326,309	312,228	694,256	694,256
Total Expenditures	18,614,481	19,706,192	20,292,944	20,847,647	20,109,966

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	30,133,493
Social Security & Pension	6,250,983	6,600,733	6,521,364	6,952,677	6,952,677
Insurance & Benefits	4,161,373	4,749,220	4,504,392	5,201,083	5,201,083
Temporary Services	210,223	219,771	122,150	86,826	86,826
Personnel Services	38,973,425	41,373,274	41,001,192	42,374,079	42,374,079
Utilities	222,328	232,570	242,170	252,850	252,850
Supplies	1,245,764	1,134,131	1,163,057	1,139,123	1,139,123
Small Equipment/ Computers	360,572	74,057	166,476	105,143	105,143
General Maintenance	628,623	1,237,923	985,110	1,526,016	1,526,016
Vehicle Maintenance	1,737,453	2,061,060	2,144,032	1,817,010	1,817,010
Vehicle Fuel	1,142,139	1,160,500	926,420	870,870	870,870
Communications	886,020	682,952	988,930	824,347	824,347
Travel and Development	249,605	253,795	253,871	270,420	270,420
Memberships and Dues	10,687	10,035	10,305	10,165	10,165
Insurance/Claims	0	0	0	0	0
Other Services	560,192	590,542	584,245	686,490	686,490
Operating	7,043,383	7,437,565	7,464,616	7,502,434	7,502,434
Accounting, Auditing & Legal	550	4,000	550	550	550
Medical Services	34,229	53,263	52,800	57,613	57,613
Other Contract Services	616,649	793,734	994,648	799,022	799,022
Contract Services	651,428	850,997	1,047,998	857,185	857,185
Land	0	0	0	0	0
Buildings	0	0	300,000	0	0
Improvements	0	0	0	0	0
Equipment - Office	1,758	0	258,995	20,223	20,223
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	1,470,000
Infrastructure	0	0	0	0	0
Capital Outlay	2,016,922	1,299,223	4,157,749	1,490,223	1,490,223
Transfers to Other Funds	306,457	70,475	71,932	61,569	61,569
Debt Service	97,371	97,371	97,371	97,371	97,371
Other Charges	118,738	134,196	136,196	161,101	161,101
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	3,000	3,000	3,000	3,000	3,000
Inventory	0	0	0	0	0
Cost Redistribution	-42,843	-51,066	-49,278	-61,398	-61,398
Other Charges	78,895	86,130	89,918	102,703	102,703
Total Expenditures	49,167,881	51,215,035	53,930,776	52,485,564	52,485,564

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	4,338,882
Social Security & Pension	557,199	619,673	589,335	692,272	692,272
Insurance & Benefits	706,620	926,671	807,015	1,040,691	1,040,691
Temporary Services	25,854	0	10,156	0	0
Personnel Services	5,161,429	5,734,943	5,544,349	6,071,845	6,071,845
Utilities	38,492	49,960	41,250	97,731	97,731
Supplies	119,372	109,752	103,356	128,511	128,511
Small Equipment/ Computers	4,956	32,235	35,811	7,441	7,441
General Maintenance	82,346	69,100	84,130	88,076	88,076
Vehicle Maintenance	396,544	414,200	566,908	487,965	487,965
Vehicle Fuel	734,458	772,500	549,180	565,329	565,329
Communications	91,231	84,691	85,858	108,158	108,158
Travel and Development	7,017	7,765	7,765	24,036	24,036
Memberships and Dues	3,840	4,099	4,099	4,760	4,760
Insurance/Claims	45,987	79,464	47,556	52,158	52,158
Other Services	0	0	0	0	0
Operating	1,524,243	1,623,766	1,525,913	1,564,165	1,564,165
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	3,584	4,586	4,736	5,004	5,004
Other Contract Services	165,442	133,540	196,132	299,949	306,449
Contract Services	169,026	138,126	200,868	304,953	311,453
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	16,000
Equipment - Motor Vehicles	3,037	8,350	33,047	18,800	18,800
Infrastructure	0	0	0	0	0
Capital Outlay	28,255	8,350	45,528	34,800	34,800
Transfers to Other Funds	456,399	233,733	519,501	253,350	253,350
Debt Service	19,260	0	0	0	0
Other Charges	13,703	108,310	64,249	113,397	113,397
Indirect Cost Allocation	666,017	621,068	638,630	639,700	639,700
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	-232,689
Other Charges	583,741	496,689	502,879	520,408	520,408
Total Expenditures	7,942,353	8,235,607	8,339,038	8,749,521	8,756,021

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	343,108
Social Security & Pension	33,703	48,940	49,744	54,828	54,828
Insurance & Benefits	21,281	41,106	25,622	45,171	45,171
Temporary Services	0	0	0	0	0
Personnel Services	291,698	418,428	418,096	443,107	443,107
Utilities	0	0	0	0	0
Supplies	1,440	2,230	1,900	2,000	2,000
Small Equipment/ Computers	17,179	0	12,250	0	0
General Maintenance	588	3,330	3,326	3,490	3,490
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	3,078	3,690	3,870	3,920	3,920
Travel and Development	2,781	9,035	13,502	9,095	9,095
Memberships and Dues	100	250	250	250	250
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
Operating	25,166	18,535	35,098	18,755	18,755
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	187	75	18,430	650	650
Contract Services	187	75	18,430	650	650
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	155
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	155
Total Expenditures	317,051	437,163	471,779	462,667	462,667

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	724,857
Social Security & Pension	100,073	113,524	110,552	122,658	122,658
Insurance & Benefits	73,247	76,561	81,913	82,934	82,934
Temporary Services	0	0	0	0	0
Personnel Services	832,613	918,211	906,117	930,449	930,449
Utilities	0	0	0	0	0
Supplies	34,756	28,100	34,497	37,200	37,200
Small Equipment/ Computers	0	0	1,424	500	500
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	4,220
Travel and Development	7,257	11,209	11,209	11,209	11,209
Memberships and Dues	4,223	4,707	4,707	4,825	4,825
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
Operating	49,323	48,997	56,047	57,954	57,954
Accounting, Auditing & Legal	826,873	600,000	589,792	600,000	600,000
Medical Services	0	0	0	0	0
Other Contract Services	0	100	137	100	100
Contract Services	826,873	600,100	589,929	600,100	600,100
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	578
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	-27,000
Other Charges	-26,342	-26,577	-26,427	-26,422	-26,422
Total Expenditures	1,682,467	1,540,731	1,525,666	1,562,081	1,562,081

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	1,452,695
Social Security & Pension	170,847	201,974	214,323	228,270	228,270
Insurance & Benefits	119,960	150,482	160,323	165,234	165,234
Temporary Services	56,038	0	12,188	0	0
Personnel Services	1,534,226	1,736,413	2,006,812	1,846,199	1,846,199
Utilities	0	0	0	0	0
Supplies	16,288	15,589	15,707	19,600	19,600
Small Equipment/ Computers	28,479	63,935	71,235	0	0
General Maintenance	1,052	17,692	11,242	11,314	11,314
Vehicle Maintenance	0	0	706	730	730
Vehicle Fuel	0	0	1	0	0
Communications	20,480	28,230	26,290	25,747	25,747
Travel and Development	52,295	52,026	67,101	52,669	52,669
Memberships and Dues	21,806	16,789	16,864	18,102	18,102
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
Operating	140,400	194,261	209,146	128,162	128,162
Accounting, Auditing & Legal	0	10,000	168,000	10,000	10,000
Medical Services	0	0	0	0	0
Other Contract Services	231,140	99,443	146,928	76,079	116,079
Contract Services	231,140	109,443	314,928	86,079	126,079
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	3,225
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	3,225
Total Expenditures	1,908,451	2,044,097	2,566,612	2,063,665	2,103,665

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	531,639
Social Security & Pension	62,332	75,279	75,709	83,466	83,466
Insurance & Benefits	52,786	70,914	64,449	77,700	77,700
Temporary Services	8,124	0	0	0	0
Personnel Services	564,540	665,025	665,574	692,805	692,805
Utilities	0	0	0	0	0
Supplies	13,376	13,600	20,832	18,622	18,622
Small Equipment/ Computers	16,229	3,240	7,175	7,310	7,310
General Maintenance	1,539	5,500	5,500	7,500	7,500
Vehicle Maintenance	410	1,190	1,500	1,550	1,550
Vehicle Fuel	246	400	190	180	180
Communications	70,414	81,598	143,213	90,655	90,655
Travel and Development	4,469	11,300	12,877	17,400	17,400
Memberships and Dues	2,339	3,888	3,888	5,223	5,223
Insurance/Claims	0	0	0	0	0
Other Services	22,260	22,260	22,260	22,629	22,629
Operating	131,282	142,976	217,435	171,069	171,069
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	14,300
Contract Services	9,660	67,900	17,975	14,300	14,300
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	57,415
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	57,415
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	286	300	320	350	350
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	95,900
Cost Redistribution	-222,586	-254,000	-218,600	-219,400	-219,400
Other Charges	-123,447	-129,200	-123,180	-123,150	-123,150
Total Expenditures	582,035	746,701	777,804	812,439	812,439

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	1,332,090
Social Security & Pension	133,987	149,727	170,638	207,828	209,817
Insurance & Benefits	125,971	154,575	156,692	211,802	212,504
Temporary Services	54,370	0	20,823	0	0
Personnel Services	1,265,489	1,325,824	1,532,274	1,725,720	1,754,411
Utilities	0	0	0	0	0
Supplies	13,344	16,005	16,118	19,775	19,775
Small Equipment/ Computers	15,365	900	46,645	0	0
General Maintenance	16,387	16,600	16,315	20,105	20,105
Vehicle Maintenance	95,721	107,000	226,453	130,000	130,000
Vehicle Fuel	0	0	0	0	0
Communications	25,138	33,900	29,100	32,230	32,230
Travel and Development	10,291	19,675	21,927	36,655	36,655
Memberships and Dues	1,419	3,785	3,785	3,654	3,654
Insurance/Claims	3,006,817	3,296,250	4,069,712	3,362,000	3,362,000
Other Services	0	0	0	0	0
Operating	3,184,482	3,494,115	4,430,055	3,604,419	3,604,419
Accounting, Auditing & Legal	86,198	69,500	108,091	69,750	69,750
Medical Services	22,296	24,000	23,040	24,200	24,200
Other Contract Services	929,380	1,021,575	942,600	615,450	615,450
Contract Services	1,037,874	1,115,075	1,073,731	709,400	709,400
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	625
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	625
Total Expenditures	5,488,073	5,935,299	7,036,345	6,040,164	6,068,855

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	1,011,697
Social Security & Pension	129,116	152,248	136,152	161,650	161,650
Insurance & Benefits	134,003	160,016	136,413	172,709	172,709
Temporary Services	0	0	2,587	0	0
Personnel Services	1,165,859	1,336,386	1,207,681	1,346,056	1,346,056
Utilities	0	0	0	0	0
Supplies	39,556	54,601	44,188	62,136	62,136
Small Equipment/ Computers	15,199	0	3,361	1,400	1,400
General Maintenance	47,054	16,569	16,303	16,057	16,057
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	20,785	29,112	27,080	30,014	30,014
Travel and Development	63,686	105,741	95,120	78,871	78,871
Memberships and Dues	4,889	5,865	5,865	6,989	6,989
Insurance/Claims	12,890,402	14,149,664	14,534,647	15,879,252	15,879,252
Other Services	340	380	380	380	380
Operating	13,081,911	14,361,932	14,726,944	16,075,099	16,075,099
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	26,840	52,166	36,175	58,869	58,869
Other Contract Services	200,576	272,773	221,304	220,572	220,572
Contract Services	227,416	324,939	257,479	279,441	279,441
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	1,109,048
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	1,109,048
Total Expenditures	18,166,695	17,362,928	16,858,104	18,809,644	18,809,644

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	1,630,337
Social Security & Pension	205,313	232,625	229,698	257,111	257,111
Insurance & Benefits	187,267	211,595	209,260	234,060	234,060
Temporary Services	18,141	0	0	0	0
Personnel Services	1,847,400	2,030,754	2,030,962	2,121,508	2,121,508
Utilities	0	0	0	0	0
Supplies	21,189	26,440	27,665	25,890	25,890
Small Equipment/ Computers	77,424	84,522	108,939	122,626	122,626
General Maintenance	1,179,963	1,416,631	1,564,668	1,604,910	1,604,910
Vehicle Maintenance	3,459	4,970	3,056	3,140	3,140
Vehicle Fuel	552	600	430	410	410
Communications	179,339	194,700	175,897	178,640	178,640
Travel and Development	76,016	150,500	157,840	112,025	112,025
Memberships and Dues	38,649	42,417	42,417	43,395	43,395
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	2,091,036
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	388,002
Contract Services	228,859	278,826	770,669	388,002	388,002
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	133,000
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	133,000
Transfers to Other Funds	678,000	1,208,085	1,208,085	819,941	819,941
Debt Service	0	0	0	0	0
Other Charges	504	6,019	6,742	7,820	7,820
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	-70,000
Other Charges	504	-63,981	-63,258	-62,180	-62,180
Total Expenditures	4,497,119	5,548,994	6,205,676	5,491,307	5,491,307

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	353,529
Social Security & Pension	32,900	36,129	36,272	40,429	40,429
Insurance & Benefits	57,067	94,520	55,900	105,243	105,243
Temporary Services	16,619	0	1,776	0	0
Personnel Services	422,892	465,156	431,964	499,201	499,201
Utilities	0	0	0	0	0
Supplies	17,386	21,200	24,485	15,450	15,450
Small Equipment/ Computers	4,412	5,700	1,482	4,600	4,600
General Maintenance	7,000	7,000	7,399	10,825	10,825
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	8,658	8,755	9,030	8,670	8,670
Travel and Development	32,722	48,750	74,229	48,700	48,700
Memberships and Dues	96,539	115,095	114,008	104,500	104,500
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
Operating	166,717	206,500	230,633	192,745	192,745
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	41,500
Contract Services	97,362	477,407	311,041	41,500	41,500
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	6,188
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	6,188
Total Expenditures	690,462	1,154,676	980,338	739,634	739,634

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	679,961
Social Security & Pension	40,086	194,109	44,547	207,830	207,830
Insurance & Benefits	1,377,474	1,394,325	1,390,977	1,361,853	1,361,853
Temporary Services	0	0	0	0	0
Personnel Services	1,973,652	2,156,741	2,032,296	2,249,644	2,249,644
Utilities	52,347	24,340	25,170	26,540	26,540
Supplies	2,210	1,500	1,157	1,297	1,297
Small Equipment/ Computers	0	0	0	0	0
General Maintenance	3,814	9,000	18,000	9,000	9,000
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	1,624	1,750	1,580	1,630	1,630
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	1,209,097
Other Services	795,823	787,550	2,410,193	0	0
Operating	2,045,900	1,891,571	3,672,747	1,247,564	1,247,564
Accounting, Auditing & Legal	8,211	52,500	51,550	102,500	102,500
Medical Services	0	0	0	0	0
Other Contract Services	7,022,107	7,349,307	7,198,226	16,000	16,000
Contract Services	7,030,318	7,401,807	7,249,776	118,500	118,500
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	49,500	49,500
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	49,500
Transfers to Other Funds	16,580,347	12,088,349	12,210,629	12,960,471	16,320,915
Debt Service	5,860,129	6,271,418	7,406,828	5,297,955	5,069,403
Other Charges	322,682	582,727	239,475	576,759	576,759
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	7,431,486	7,431,486
Inventory	1,350,337	1,279,850	885,134	844,400	844,400
Cost Redistribution	-1,383,565	-1,334,850	-921,700	-901,400	-901,400
Other Charges	289,454	527,727	202,909	7,951,245	7,951,245
Total Expenditures	33,779,800	30,337,613	32,775,185	29,874,879	33,006,771

Capital Outlay By Fund

Fund	Type of Capital	Department	Description	Price	Recommended		Adopted		Replacement	
					Qty	Total	Qty	Total		
General Fund										
Buildings										
	PRM		Fire Station 7 Apparatus Floor Replacement	\$120,000	1	\$120,000		\$120,000	Yes	
Total Building								\$120,000	\$120,000	
Improvements										
	OAP		Fuel Site Concrete Slab	\$49,500	1	\$49,500		\$49,500	Yes	
	PRM		Gateway Improvements	\$700,000	1	\$700,000		\$200,000	No	
	PRM		Amtrak Canopy Repairs	\$150,000	1	\$150,000		\$150,000	Yes	
	PRM		Tokay Tennis Court Resurfacing	\$45,000	1	\$45,000		\$45,000	Yes	
	PRM		Lighting Control Links- Reid Ross Football Field and Track	\$30,000	1	\$30,000		\$30,000	No	
	PRM		Picnic Shelter at Brayboy Park	\$30,000	1	\$30,000		\$30,000	No	
	PRM		LED Light Replacement for Parking Lots	\$6,000	5	\$30,000		\$30,000	Yes	
	PRM		Fence Replacement at Glen Reilly Park	\$20,000	1	\$20,000		\$20,000	Yes	
Total Improvements								\$1,054,500	\$554,500	
Equipment - Office										
	CC		Mobile Integrated Video Production Switcher	\$57,415	1	\$57,415		\$57,415	Yes	
	E&I		Survey Equipment	\$20,000	1	\$20,000		\$20,000	No	
	E&I		Timeclock	\$4,932	2	\$9,864		\$9,864	No	
	IT		FayWorx Implementation	\$133,000	1	\$133,000		\$133,000	No	
	POL		CRU Workstations	\$7,269	2	\$14,538		\$14,538	Yes	
	POL		Spanish Language-learning Software	\$5,685	1	\$5,685		\$5,685	No	
Total Equipment - Office								\$240,502	\$240,502	
Equipment - Other Replacements										
	FIR		Thermal Imaging Camera	\$10,650	1	\$10,650		\$10,650	Yes	
	FIR		Rescue Rigging Kit	\$6,817	1	\$6,817		\$6,817	Yes	
	PRM		Zero-turn Mower	\$13,500	5	\$67,500		\$67,500	Yes	
	PRM-District		Pressure Washer	\$8,000	1	\$8,000		\$8,000	Yes	
Total Replacements								\$92,967	\$92,967	
Additions										
	FIR		Rescue Jack	\$19,170	1	\$19,170		\$19,170	No	
	FIR		Strong Arm Forcible Entry Rescue Tool	\$5,400	3	\$16,200		\$16,200	No	
	FIR		Carboxyhemoglobin Detector	\$5,237	1	\$5,237		\$5,237	No	
	PRM		Equipment Shed for 280 Lamon Street	\$30,000	1	\$30,000		\$30,000	No	
	PRM-District		Ride-on Sprayer	\$32,000	1	\$32,000		\$32,000	No	
Total Additions								\$102,607	\$102,607	
Total Equipment - Other								\$195,574	\$195,574	
Vehicles Replacements										
	E&I		Pickup Truck	\$26,500	4	\$106,000		\$106,000	Yes	
	E&I		Pickup Truck	\$28,000	1	\$28,000		\$28,000	Yes	
	FIR		Ladder Truck	\$981,000	1	\$981,000		\$981,000	Yes	
	FIR		Fire Engine	\$624,000	1	\$624,000		\$624,000	Yes	
	FIR		Squad Truck	\$193,500	1	\$193,500		\$193,500	Yes	
	FIR		Mid-Sized SUV	\$46,000	1	\$46,000		\$46,000	Yes	
	FIR		Small SUV	\$34,000	1	\$34,000		\$34,000	Yes	
	POL		Marked Sedan	\$40,000	29	\$1,160,000		\$1,160,000	Yes	
	POL		Unmarked Sedan	\$31,000	9	\$279,000		\$279,000	Yes	
	POL		Marked SUV	\$31,000	1	\$31,000		\$31,000	Yes	
	PRM		Flatbed Dump Truck, Crew Cab	\$46,000	1	\$46,000		\$46,000	Yes	
	PRM		Flatbed Truck, Crew Cab	\$39,000	1	\$39,000		\$39,000	Yes	
	PRM		Cargo Van	\$23,000	1	\$23,000		\$23,000	Yes	
Total Replacements								\$3,590,500	\$3,590,500	
Rights-of-Way										
	E&I		Rights of Way	\$1,000	1	\$1,000		\$1,000	No	
Total Rights-of-Way								\$1,000	\$1,000	

Capital Outlay By Fund

Fund	Type of	Department	Description	Price	Recommended		Adopted		
	Capital				Qty	Total	Qty	Total	
Transfers									
	CD		Transfer to Econ/Phys Development - Affordable Housing Project Fund	\$200,000		\$200,000		\$200,000	
	EBD		Transfer to General Gov't Fund - Local Small Disadvantaged Business Enterprise Program Tracking Software	\$64,500		\$0		\$64,500	
	EBD		Transfer to Econ/Phys Development - Redevelopment Project Fund	\$100,000		\$100,000		\$100,000	
	E&I		Transfer to Transportation Fund - Street Resurfacing	\$4,000,000		\$4,000,000		\$4,000,000	
	E&I		Transfer to Transportation Fund - McGilvary Road Repair	\$442,000		\$442,000		\$442,000	
	E&I		Transfer to Transportation Fund - Sidewalks	\$525,000		\$425,000		\$525,000	
	E&I		Transfer to Transportation Fund - Municipal Agreements	\$525,000		\$380,000		\$525,000	
	E&I		Transfer to Transportation Fund - Bridge Replacements	\$550,000		\$175,000		\$550,000	
	E&I		Transfer to Transportation Fund - Intersection Improvements	\$125,000		\$125,000		\$125,000	
	E&I		Transfer to Transportation Fund - Thoroughfare Streetlights	\$125,000		\$125,000		\$0	
	E&I		Transfer to Transportation Fund - Downtown Streetscape	\$75,000		\$75,000		\$75,000	
	E&I		Transfer to Transportation Fund - Multiuse Lane Markings	\$25,000		\$25,000		\$25,000	
	E&I		Transfer to General Gov't Fund - Parking Lot Maintenance	\$5,200		\$5,200		\$5,200	
	INS		Transfer to General Gov't Fund - Plan Review Software	\$58,500		\$58,500		\$58,500	
	IT		Transfer to General Gov't Fund - Computer Replacements	\$358,379		\$358,379		\$358,379	
	IT		Transfer to General Gov't Fund - Virtual Server Expansion	\$132,000		\$132,000		\$132,000	
	IT		Transfer to General Gov't Fund - Enterprise Wide GIS	\$107,507		\$107,507		\$107,507	
	IT		Transfer to General Gov't Fund - Desktop Virtualization Infrastructure	\$81,920		\$81,920		\$81,920	
	IT		Transfer to Public Safety Fund - Public Safety Security Compliance	\$39,851		\$39,851		\$39,851	
	IT		Transfer to General Gov't Fund - Microsoft Email Exchange Upgrade	\$39,252		\$39,252		\$39,252	
	IT		Transfer to General Gov't Fund - Wireless Network Expansion	\$35,622		\$35,622		\$35,622	
	IT		Transfer to General Gov't Fund - Laserfiche Quickfields	\$16,410		\$16,410		\$16,410	
	IT		Transfer to General Gov't Fund - Kronos Licenses	\$9,000		\$9,000		\$9,000	
	PRM		Transfer to Recreation/Culture Fund - Parks and Recreation Bond Projects	\$1,860,246		\$2,350,225		\$1,860,246	
	PRM		Transfer to Recreation/Culture Fund - Mazarick Park Play Area and Rails	\$55,000		\$55,000		\$55,000	
	PRM		Transfer to General Gov't Fund - Roof Replacements	\$200,000		\$200,000		\$200,000	
	PRM		Transfer to General Gov't Fund - HVAC & Boiler Replacements	\$75,000		\$75,000		\$75,000	
	Total Transfers						\$9,635,866		\$9,705,387
	Total General Fund						\$14,837,942		\$14,407,463
Airport									
	Equipment - Other Replacements								
			Batwing Mower Deck	\$44,000	1	\$44,000		\$44,000	
	Total Replacements						\$44,000		\$44,000
	Transfers								
			Transfer to Airport Capital Project Fund - Terminal Renovations	\$5,500,000		\$5,500,000		\$5,500,000	
	Total Transfers						\$5,500,000		\$5,500,000
	Total Airport						\$5,544,000		\$5,544,000

Capital Outlay by Fund

Fund	Type of		Description	Price	Qty	Recommended	Adopted	Replace- ment	
	Capital	Department				Total	Total		
<i>Environmental Services Fund</i>									
	Vehicles								
	Replacements								
			Rear Loader Waste Truck	\$251,000	4	\$1,004,000	\$1,004,000	Yes	
			Limb Truck	\$188,500	1	\$188,500	\$188,500	Yes	
			Flatbed Dump Truck	\$38,000	1	\$38,000	\$38,000	Yes	
			Pickup Truck	\$24,500	1	\$24,500	\$24,500	Yes	
	Total Vehicles					<u>\$1,255,000</u>	<u>\$1,255,000</u>		
	<i>Total Environmental Services Fund</i>						<u>\$1,255,000</u>	<u>\$1,255,000</u>	
<i>Stormwater Fund</i>									
	Transfers								
			Transfer to Water, Sewer & Stormwater - Drainage Improvements	\$2,423,274		\$2,423,274	\$2,423,274	No	
			Transfer to Water, Sewer & Stormwater - Sweeper Truck	\$250,000		\$250,000	\$250,000	Yes	
			Transfer to Water, Sewer & Stormwater - Extended Cab Flatbed Truck	\$75,000		\$75,000	\$75,000	Yes	
			Transfer to Water, Sewer & Stormwater - Crew Cab Flatbed Truck	\$55,500		\$55,500	\$55,500	Yes	
	Total Transfers					<u>\$2,803,774</u>	<u>\$2,803,774</u>		
	<i>Total Stormwater Fund</i>						<u>\$2,803,774</u>	<u>\$2,803,774</u>	
<i>Transit Fund</i>									
	Equipment - Other Additions								
			Rolling Jack	\$8,000	2	\$16,000	\$16,000	No	
	Total Equipment - Other					<u>\$16,000</u>	<u>\$16,000</u>		
	Vehicles Replacements								
			Vehicle Taxes & Tags	\$2,100	8	\$16,800	\$16,800	Yes	
			Vehicle Taxes & Tags	\$1,000	2	\$2,000	\$2,000	Yes	
	Total Vehicles					<u>\$18,800</u>	<u>\$18,800</u>		
	<i>Total Transit Fund</i>						<u>\$34,800</u>	<u>\$34,800</u>	

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		\$200,000		\$200,000	No
	Total Transfers				\$200,000		\$200,000	
Total Community Development					\$200,000		\$200,000	
Economic & Business Development								
	Transfers							
		Transfer to General Gov't Fund - Local Small Disadvantaged Business Enterprise Program Tracking Software	\$64,500		\$0		\$64,500	No
		Transfer to Econ/Phys Development - Redevelopment Project Fund	\$100,000		\$100,000		\$100,000	No
	Total Transfers				\$100,000		\$164,500	
Total Economic & Business Development					\$100,000		\$164,500	
Engineering & Infrastructure								
	Equipment - Office							
		Survey Equipment	\$20,000	1	\$20,000		\$20,000	No
		Timeclock	\$4,932	2	\$9,864		\$9,864	No
	Total Equipment - Office				\$29,864		\$29,864	
	Vehicles							
		Pickup Truck	\$26,500	4	\$106,000		\$106,000	Yes
		Pickup Truck	\$28,000	1	\$28,000		\$28,000	Yes
	Total Vehicles				\$134,000		\$134,000	
	Rights of Way							
		Rights of Way	\$1,000	1	\$1,000		\$1,000	No
	Total Rights of Way				\$1,000		\$1,000	
	Transfers							
		Transfer to Transportation Fund - Street Resurfacing	\$4,000,000		\$4,000,000		\$4,000,000	Yes
		Transfer to Water, Sewer & Stormwater - Drainage Improvements	\$2,423,274		\$2,423,274		\$2,423,274	No
		Transfer to Transportation Fund - McGilvary Road Repair	\$442,000		\$442,000		\$442,000	Yes
		Transfer to Transportation Fund - Sidewalks	\$525,000		\$425,000		\$525,000	No
		Transfer to Transportation Fund - Municipal Agreements	\$525,000		\$380,000		\$525,000	No
		Transfer to Water, Sewer & Stormwater - Sweeper Truck	\$250,000		\$250,000		\$250,000	Yes
		Transfer to Transportation Fund - Bridge Replacements	\$550,000		\$175,000		\$550,000	Yes
		Transfer to Transportation Fund - Intersection Improvements	\$125,000		\$125,000		\$125,000	No
		Transfer to Transportation Fund - Thoroughfare Streetlights	\$125,000		\$125,000		\$0	No
		Transfer to Transportation Fund - Downtown Streetscape	\$75,000		\$75,000		\$75,000	No
		Transfer to Water, Sewer & Stormwater - Extended Cab Flatbed Truck	\$75,000		\$75,000		\$75,000	Yes
		Transfer to Water, Sewer & Stormwater - Crew Cab Flatbed Truck	\$55,500		\$55,500		\$55,500	Yes
		Transfer to Transportation Fund - Multiuse Lane Markings	\$25,000		\$25,000		\$25,000	No
		Transfer to General Gov't Fund - Parking Lot Maintenance	\$5,200		\$5,200		\$5,200	Yes
	Total Transfers				\$8,580,974		\$9,075,974	
Total Engineering & Infrastructure					\$8,745,838		\$9,240,838	

Capital Outlay By Portfolio By Department

Department	Type of Capital	Description	Price	Qty	Recommended Total	Adopted Qty	Adopted Total	Replace-ment
Permitting & Inspections								
	Transfers							
		Transfer to General Gov't Fund - Plan Review Software	\$58,500		<u>\$58,500</u>		<u>\$58,500</u>	No
	Total Transfers				\$58,500		\$58,500	
Total Permitting & Inspections					<u>\$58,500</u>		<u>\$58,500</u>	
Total Community Investment					<u>\$9,104,338</u>		<u>\$9,663,838</u>	
Operations								
Airport								
	Equipment - Other							
		Batwing Mower Deck	\$44,000	1	<u>\$44,000</u>		<u>\$44,000</u>	Yes
	Total Equipment - Other				\$44,000		\$44,000	
	Transfers							
		Transfer to Airport Capital Project Fund - Terminal Renovations	\$5,500,000		\$5,500,000		\$5,500,000	No
	Total Transfers				<u>\$5,500,000</u>		<u>\$5,500,000</u>	
Total Airport					<u>\$5,544,000</u>		<u>\$5,544,000</u>	
Environmental Services								
	Vehicles							
		Rear Loader Waste Truck	\$251,000	4	\$1,004,000		\$1,004,000	Yes
		Limb Truck	\$188,500	1	\$188,500		\$188,500	Yes
		Flatbed Dump Truck	\$38,000	1	\$38,000		\$38,000	Yes
		Pickup Truck	\$24,500	1	<u>\$24,500</u>		<u>\$24,500</u>	Yes
	Total Vehicles				\$1,255,000		\$1,255,000	
Total Environmental Services					<u>\$1,255,000</u>		<u>\$1,255,000</u>	
Fire								
	Equipment - Other							
		Rescue Jack	\$19,170	1	\$19,170		\$19,170	No
		Strong Arm Forcible Entry Rescue Tool	\$5,400	3	\$16,200		\$16,200	No
		Thermal Imaging Camera	\$10,650	1	\$10,650		\$10,650	Yes
		Rescue Rigging Kit	\$6,817	1	\$6,817		\$6,817	Yes
		Carboxyhemoglobin Detector	\$5,237	1	<u>\$5,237</u>		<u>\$5,237</u>	No
	Total Equipment - Other				\$58,074		\$58,074	
	Vehicles							
		Ladder Truck	\$981,000	1	\$981,000		\$981,000	Yes
		Fire Engine	\$624,000	1	\$624,000		\$624,000	Yes
		Squad Truck	\$193,500	1	\$193,500		\$193,500	Yes
		Mid-Sized SUV	\$46,000	1	\$46,000		\$46,000	Yes
		Small SUV	\$34,000	1	<u>\$34,000</u>		<u>\$34,000</u>	Yes
	Total Vehicles				\$1,878,500		\$1,878,500	
Total Fire					<u>\$1,936,574</u>		<u>\$1,936,574</u>	
Police								
	Equipment - Office							
		CRU Workstations	\$7,269	2	\$14,538		\$14,538	Yes
		Spanish Language-learning Software	\$5,685	1	<u>\$5,685</u>		<u>\$5,685</u>	No
	Total Equipment - Office				\$20,223		\$20,223	

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		\$1,160,000	Yes
		Unmarked Sedan	\$31,000	9	\$279,000		\$279,000	Yes
		Marked SUV	\$31,000	1	\$31,000		\$31,000	Yes
	Total Vehicles				\$1,470,000		\$1,470,000	
Total Police					\$1,490,223		\$1,490,223	
Parks, Recreation & Maintenance								
	Buildings							
		Fire Station 7 Apparatus Floor Replacement	\$120,000	1	\$120,000		\$120,000	Yes
	Total Buildings				\$120,000		\$120,000	
	Improvements							
		Gateway Improvements	\$700,000	1	\$700,000		\$200,000	No
		Amtrak Canopy Repairs	\$150,000	1	\$150,000		\$150,000	Yes
		Tokay Tennis Court Resurfacing	\$45,000	1	\$45,000		\$45,000	Yes
		LED Light Replacement for Parking Lots	\$6,000	5	\$30,000		\$30,000	Yes
		Lighting Control Links- Reid Ross Football Field and Track	\$30,000	1	\$30,000		\$30,000	No
		Picnic Shelter at Brayboy Park	\$30,000	1	\$30,000		\$30,000	No
		Fence Replacement at Glen Reilly Park	\$20,000	1	\$20,000		\$20,000	Yes
	Total Improvements				\$1,005,000		\$505,000	
	Equipment - Other							
		Zero-turn Mower	\$13,500	5	\$67,500		\$67,500	Yes
		Equipment Shed for 280 Lamon Street	\$30,000	1	\$30,000		\$30,000	No
	Total Equipment - Other				\$97,500		\$97,500	
	Vehicles							
		Flatbed Dump Truck, Crew Cab	\$46,000	1	\$46,000		\$46,000	Yes
		Flatbed Truck, Crew Cab	\$39,000	1	\$39,000		\$39,000	Yes
		Cargo Van	\$23,000	1	\$23,000		\$23,000	Yes
	Total Vehicles				\$108,000		\$108,000	
	Transfers							
		Transfer to Recreation/Culture Fund - Parks and Recreation Bond Projects	\$1,860,246		\$2,350,225		\$1,860,246	No
		Transfer to General Gov't Fund - Roof Replacements	\$200,000		\$200,000		\$200,000	Yes
		Transfer to General Gov't Fund - HVAC & Boiler Replacements	\$75,000		\$75,000		\$75,000	Yes
		Transfer to Recreation/Culture Fund - Mazarick Park Play Area and Rails	\$55,000		\$55,000		\$55,000	Yes
	Total Transfers				\$2,680,225		\$2,190,246	
Total Parks, Recreation & Maintenance					\$4,010,725		\$3,020,746	
Parks, Recreation & Maintenance - District								
	Equipment - Other							
		Ride-on Sprayer	\$32,000	1	\$32,000		\$32,000	No
		Pressure Washer	\$8,000	1	\$8,000		\$8,000	Yes
	Total Equipment - Other				\$40,000		\$40,000	
Total Parks, Recreation & Maintenance - District					\$40,000		\$40,000	
Transit								
	Equipment - Other							
		Rolling Jack	\$8,000	2	\$16,000		\$16,000	No
	Total Equipment - Other				\$16,000		\$16,000	

Capital Outlay By Portfolio By Department

Department	Type of Capital	Description	Price	Qty	Recommended Total	Adopted Qty	Adopted Total	Replace-ment
	Vehicles							
		Vehicle Taxes & Tags	\$2,100	8	\$16,800		\$16,800	Yes
		Vehicle Taxes & Tags	\$1,000	2	<u>\$2,000</u>		<u>\$2,000</u>	Yes
	Total Vehicles				<u>\$18,800</u>		<u>\$18,800</u>	
Total Transit					<u>\$34,800</u>		<u>\$34,800</u>	
Total Operations					<u>\$14,311,322</u>		<u>\$13,321,343</u>	
Support Services and Administration								
Corporate Communications								
	Equipment - Office							
		Mobile Integrated Video Production Switcher	\$57,415	1	<u>\$57,415</u>		<u>\$57,415</u>	Yes
	Total Equipment - Office				<u>\$57,415</u>		<u>\$57,415</u>	
Total Corporate Communications					<u>\$57,415</u>		<u>\$57,415</u>	
Information Technology								
	Equipment - Office							
		FayWorx Implementation	\$133,000	1	<u>\$133,000</u>		<u>\$133,000</u>	No
	Total Equipment - Office				<u>\$133,000</u>		<u>\$133,000</u>	
	Transfers							
		Transfer to General Gov't Fund - Computer Replacements	\$358,379		\$358,379		\$358,379	Yes
		Transfer to General Gov't Fund - Virtual Server Expansion	\$132,000		\$132,000		\$132,000	No
		Transfer to General Gov't Fund - Enterprise Wide GIS	\$107,507		\$107,507		\$107,507	No
		Transfer to General Gov't Fund - Desktop Virtualization Infrastructure	\$81,920		\$81,920		\$81,920	Yes
		Transfer to Public Safety Fund - Public Safety Security Compliance	\$39,851		\$39,851		\$39,851	No
		Transfer to General Gov't Fund - Microsoft Email Exchange Upgrade	\$39,252		\$39,252		\$39,252	Yes
		Transfer to General Gov't Fund - Wireless Network Expansion	\$35,622		\$35,622		\$35,622	No
		Transfer to General Gov't Fund - Laserfiche Quickfields	\$16,410		\$16,410		\$16,410	No
		Transfer to General Gov't Fund - Kronos Licenses	\$9,000		<u>\$9,000</u>		<u>\$9,000</u>	No
	Total Transfers				<u>\$819,941</u>		<u>\$819,941</u>	
Total Information Technology					<u>\$952,941</u>		<u>\$952,941</u>	
Total Support Services and Administration					<u>\$1,010,356</u>		<u>\$1,010,356</u>	
Other Appropriations								
Other Appropriations								
	Improvements							
		Fuel Site Concrete Slab	\$49,500	1	<u>\$49,500</u>		<u>\$49,500</u>	Yes
	Total Improvements				<u>\$49,500</u>		<u>\$49,500</u>	
Total Other Appropriations					<u>\$49,500</u>		<u>\$49,500</u>	
Total Capital Outlay					<u>\$24,475,516</u>		<u>\$24,045,037</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 \$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 \$17,635,651, at fixed rates of 1.21%, 1.77%, 4.19%, 5.10% and 2.25% (planned), and at a variable rate of 65.1% of the LIBOR rate plus 0.62%.
- 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, \$1,599,000 to fund a major renovation of City Hall, and \$3,359,977 to finance vehicles and equipment as part of a strategy to fund capital improvement projects. The fire station and City Hall renovation financings are 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
		<u>\$ 4,336,988</u>	<u>\$ 1,016,398</u>
<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 - 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
		<u>\$ 17,635,651</u>	<u>\$ 4,439,812</u>
		<u>\$ 21,972,639</u>	<u>\$ 5,456,210</u>

* 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	FY2019	FY2020	FY2021		
Economic Development									
Affordable Housing Project Fund	-	100,000	200,000	-	-	-	-	300,000	-
Dr. E.E. Smith House Restoration	-	255,000	-	-	-	-	-	255,000	-
FSU Farmers Market Contributions	14,726	13,802	-	-	-	-	-	28,528	-
CEED Food Business Incubator	100,000	100,000	250,000	-	-	-	-	450,000	-
Hay Street Parking Deck & Redevelopment Infrastructure	-	-	-	-	10,350,000	-	-	10,350,000	-
Hope VI - City Contributions	5,961,068	21,250	543,682	-	-	-	-	6,526,000	-
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	-	-	-	-	-	100,000	-
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	937,517	1,486,135	350,000	10,700,000	300,000	300,000	21,548,147	-
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 Funding	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	
FSU Farmers Market Contributions	28,528	-	-	-	-	28,528	
CEED Food Business Incubator	200,000	250,000	-	-	-	450,000	
Hay Street Parking Deck & Redevelopment Infrastructure	-	2,850,000	7,500,000	-	-	10,350,000	
Hope VI - City Contributions	6,526,000	-	-	-	-	6,526,000	
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	-	-	-	-	100,000	
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	9,528,147	4,430,000	7,500,000	-	90,000	21,548,147	
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	FY2019	FY2020	FY2021		
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	-	-	-	-	-	-	-	-	-
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	355,000	202,000	967,660	1,668,546	901,313	30,261,651	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	-	-	-	-	-	-	
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	Projected Grants, Investment Income, 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	1,164,354	-	-	1,925,621	30,261,651	
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	FY2019	FY2020	FY2021		
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	218,521	-	-	-	-	-	2,301,208	-
Intersection Improvements	-	25,000	125,000	-	-	350,000	2,885,000	3,385,000	-
Langdon Street Widening	28,009	-	-	-	-	-	-	28,009	-
Legend Avenue Relocation	130,762	487,860	-	1,600,000	-	-	-	2,218,622	-
McGilvary Street 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	1,169,565	525,000	100,000	210,000	600,000	450,000	3,165,158	-
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	-	250,000	-	-	-	-	-	250,000	1,000
Transportation Improvement Projects (NCDOT Municipal Agreements)	601,891	3,114,971	568,905	525,000	75,000	200,000	-	5,085,767	-
Winslow Street Railroad Cabinet Relocation	15,000	131,744	-	-	-	-	-	146,744	-
Total - Transportation	8,645,243	14,073,343	6,810,905	6,475,000	5,485,000	5,700,000	8,035,000	55,224,491	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 Funding	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	460,242	-	-	-	1,840,966	2,301,208	
Intersection Improvements	25,000	3,360,000	-	-	-	3,385,000	
Langdon Street Widening	28,009	-	-	-	-	28,009	
Legend Avenue Relocation	618,622	1,600,000	-	-	-	2,218,622	
McGilvary Street 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	1,885,000	-	-	436,500	3,165,158	NCDOT Funding for Owen Drive
Street Resurfacing	11,310,784	21,500,000	-	-	-	32,810,784	
Thoroughfare Street Lighting	250,000	-	-	-	-	250,000	
Transportation Improvement Projects (NCDOT Municipal Agreements)	3,385,802	1,699,965	-	-	-	5,085,767	
Winslow Street Railroad Cabinet Relocation	146,744	-	-	-	-	146,744	
Total - Transportation	20,610,060	32,336,965	-	-	2,277,466	55,224,491	
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	FY2019	FY2020	FY2021		
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	57,877,166	40,818,506	29,148,177	52,039,859	11,548,656	24,539,957	278,115,406	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 Funding	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	126,582,379	40,974,957	13,952,795	37,779,018	58,826,257	278,115,406	

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		
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
Benefits Administration System	-	-	-	-	-	-	-	-	-
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	14,715	-	-	-	-	-	162,899	-
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	768,860	602,000	2,243,000	2,058,000	150,000	-	7,299,608	639,010

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	
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	
Benefits Administration System	-	-	-	-	-	-	
Enterprise Resource Planning System (ERP) Replacement	350,000	350,000	3,800,000	-	-	4,500,000	
Enterprise eDocument Retrieval (Laserfiche Upgrade)	162,899	-	-	-	-	162,899	
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	2,574,101	925,507	3,800,000	-	-	7,299,608	

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	26,169	-	-	-	-	-	94,527	-
Fleet Mind (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	1,422,516	431,222	-	436,775	-	-	7,168,411	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	3,382,592	2,346,388	6,391,284	10,437,244	3,030,010	627,339	36,222,075	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)	94,527	-	-	-	-	94,527	
Fleet Mind (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	
Marvlis 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	6,344,726	272,265	-	-	551,420	7,168,411	
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	14,126,729	6,956,000	7,149,165	708,289	7,281,892	36,222,075	

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FY 2017

Annual Budget

Adopted



City of
Fayetteville
North Carolina

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 Crew Leader Customer Service Representative	\$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 NIBIN Technician
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
Emergency Management Coordinator
Environmental Services Superintendent
Facilities Manager
Forensic Manager
G. I. S. Manager
Historic Properties Manager
Housing & Code Enforcement Division 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 Disadvantaged Business 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 **\$33,280 - \$59,239**

Firefighter

Grade 303 **\$44,319 - \$63,246**

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	\$33,065 - \$47,166
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	
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	
Solid Waste Director	
Strategic & Performance Analytics Director	
Transit Director	

Senior Executive Pay Band	\$110,000 - \$185,000
Deputy City Manager	

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<i>Default Civil Penalty for Code Violation</i>	
<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
<i>City Song and Music Video DVD's</i>	
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>Administrative Fee (Abatement Actions)</i>	
<i>Backdoor Pickup Fee</i>	
<i>Bulky Item or Limb Debris Pickup</i>	
<i>Household Construction Debris Pickup</i>	
<i>Loose Leaf Pickup</i>	
<i>Set-Out Pickup</i>	
<i>Rollout Carts</i>	
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Finance.....	K-26
<i>Beer and Wine Licenses</i>	
<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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Fire & Emergency Management.....	K-27
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<i>Immobilization Fee</i>	
<i>Leased Parking Spaces</i>	
<i>Hourly Paid Parking</i>	
<i>Contractor Parking Permit</i>	
<i>Annual Contractor Parking Permit</i>	
<i>Residential Parking Permit</i>	
Parks, Recreation & Maintenance.....	K-30
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<i>Recreation Center Rentals</i>	
<i>Park Rental Fees</i>	
<i>Mini-Bus Rental for Partnering Agencies</i>	
<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>	
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Permitting and Inspections..... K-35

- 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-38

- 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-40
<i>Code Violations</i>	
<i>Police False Alarm Fee</i>	
<i>IDB Photo Reports</i>	
<i>Photographic CD</i>	
<i>Wrecker Fees</i>	
<i>Officer Fees</i>	
<i>Range Fee</i>	
Stormwater	K-41
<i>Stormwater Fee (Quality & Improvements)</i>	
<i>Best Management Practice Inspection Fee</i>	
<i>Stormwater Control Ordinance Variance Filing Fee</i>	
<i>Stormwater Control Ordinance Civil Penalties</i>	
<i>Other Violations of Stormwater Control Ordinance</i>	
Transit	K-41
<i>Motor Vehicle License Tax for Transit</i>	
<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
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

Fee Schedule

Description	Current Fee	Established or Last Changed
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
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 emplanements less security reimbursement from TSA	1991
Advertising Space	\$883.33 plus commissions	1998
Exhibition Flight Permit	\$5.00 per flight, or \$25.00 per six-month	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

Fee Schedule

Description	Current Fee	Established or Last Changed
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	
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	2016

Fee Schedule

Description	Current Fee	Established or Last Changed
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) Less than full truck load pickups	\$357.00 per truckload No Charge	2007 2012
Household Construction Debris Pickup Generated by Contractor Resulting from homeowner renovations	Not offered \$50.00	2011
Loose Leaf Pickup Collection during scheduled neighborhood loose leaf collection Collection outside of scheduled neighborhood loose leaf collection Collection of 25 cubic yards or less Collection of more than 25 cubic yards	No Charge \$75.00 \$250.00	2012 2012
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 Optional Recycling Cart Exchange- Small for Large Delivery Fee	Variable based upon actual City purchase price \$20.00 \$11.50	2007 2013 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) Wine Dealers (Wholesale) Beer and Wine Dealers (Wholesale) Beer Dealers (Retail, on premises)	\$37.50 \$37.50 \$62.50 \$15.00	Set by State Set by State Set by State Set by State

Fee Schedule

Description	Current Fee	Established or Last Changed
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
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

Fee Schedule

Description	Current Fee	Established or Last Changed
Educational:		
Day Cares (Not in residential home)	Up to 2,500 sq. ft. \$75	2008
Public and Private Schools (Inspected every 6 months)	2,501 - 10,000 sq. ft. \$100	2008
	10,001 - 50,000 sq. ft. \$150	2008
	50,001 - 100,000 sq. ft. \$200	2008
	100,001 - 150,000 sq. ft. \$250	2008
	150,001 - 200,000 sq. ft. \$300	2008
	Over 200,000 sq. ft. \$350	2008
Hazardous:		
	Up to 2,500 sq. ft. \$75	2008
	2,501 - 10,000 sq. ft. \$100	2008
	10,001 - 50,000 sq. ft. \$150	2008
	50,001 - 100,000 sq. ft. \$200	2008
	100,001 - 150,000 sq. ft. \$250	2008
	150,001 - 200,000 sq. ft. \$300	2008
	Over 200,000 sq. ft. \$350	2008
Institutional:		
Nursing Home, Hospital, Mental Health Facility, Jail or Detox Center	Up to 2,500 sq. ft. \$75	2008
	2,501 - 10,000 sq. ft. \$100	2008
	10,001 - 50,000 sq. ft. \$150	2008
	50,001 - 100,000 sq. ft. \$200	2008
	100,001 - 150,000 sq. ft. \$250	2008
	150,001 - 200,000 sq. ft. \$300	2008
	Over 200,000 sq. ft. \$350	2008
High-Rise		
	Up to 2,500 sq. ft. \$75	2008
	2,501 - 10,000 sq. ft. \$100	2008
	10,001 - 50,000 sq. ft. \$150	2008
	50,001 - 100,000 sq. ft. \$200	2008
	100,001 - 150,000 sq. ft. \$250	2008
	150,001 - 200,000 sq. ft. \$300	2008
	Over 200,000 sq. ft. \$350	2008
Residential:		
Group home	\$75 per visit	2008
Day Care (in a residence)	\$75 per visit	2008
Apartments, Hotels, Dorms	1-10 units \$75	2008
	11-20 units \$100	2008
	21-40 units \$125	2008
	41-100 units \$150	2008
	101-200 units \$200	2008
	201-300 units \$250	2008
	301-400 units \$300	2008
	401-500 units \$350	2008
Over 500 units \$400	2008	
<u>3-Year Inspection Fee:</u>		
Business, Mercantile, Storage, Church/Synagogue, Miscellaneous (Group U)	Up to 2,500 sq. ft. \$75	2008
	2,501 - 10,000 sq. ft. \$100	2008
	10,001 - 50,000 sq. ft. \$150	2008
	50,001 - 100,000 sq. ft. \$200	2008
	100,001 - 150,000 sq. ft. \$250	2008
	150,001 - 200,000 sq. ft. \$300	2008
	Over 200,000 sq. ft. \$350	2008

Fee Schedule

Description	Current Fee	Established or Last Changed
<u>Permits:</u>		
Permits and Final Inspections		
Fire Sprinkler System, up to 14 sprinkler heads	\$75 plus tap connection fee	2012
Each additional sprinkler head	\$1.05	2012
Tap Connection	\$21	2012
Flammable or Combustible Liquid Tank (Installation or Removal)	\$125	2012
Hood Suppression System	\$125	2012
Paint Booth	\$125	2012
Private Fire Hydrants/Valves	\$125	2012
Fire Alarms	\$125	2012
Standpipes	\$125	2012
Fireworks/Explosives Permit	\$250.00 per event	2004
Tent Permit	\$75 per visit	2008
<u>Additional Inspections:</u>		
Reinspection Fee	\$50 per visit	2004
A.L.E.	\$75 per visit	2008
Amusement Buildings	\$75 per visit	2008
Carnival and Fair	\$75 per visit	2008
Circus Tent	\$250.00	2004
Courtesy/Requested Inspections	\$75 per visit	2008
Covered Mall Building Displays	\$75 per visit	2008
Additional Equipment Testing (alarm, sprinkler, hood suppression and flammable or combustible liquid systems and paint booths)	\$75.00 per visit plus \$50.00 per additional hour for weekend or after hours request	2012
Exhibits/Trade Show	\$75 per visit	2008
Foster Home	\$75 per visit	2008
LP or gas equip. in assemble	\$75 per visit	2008
Training Facility Fees		
ARFF - One-Day Training	\$250.00 per person	2010
ARFF - Three-Day Training	\$425.00 per person	2010
ARFF - Five-Day Training	\$550.00 per person	2011
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
Hazardous Material Protection Fee		
Haz-Mat Unit Response	\$555.00 per hour	2010
Haz-Mat Battalion Commander Response	\$60.00 per hour	2010
Engine Company Response	\$205.00 per hour	2010
Truck Company Response	\$205.00 per hour	2010
Rescue Company	\$175.00 per hour	2010
Fire Suppression Battalion Commander Response	\$60.00 per hour	2010
Material, Equipment, and Long Distance	Replacement Cost	1992
Recalled Personnel	Time and half of the hourly salary of recalled personnel	1992
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
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	2016
<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		
<p>The Fayetteville-Cumberland Parks and Recreation Department is supported by taxes paid on property in the City of Fayetteville, the Towns of Eastover, Linden, Falcon, Godwin, Stedman, and Wade, and in the unincorporated areas of Cumberland County, excluding the Manchester District. Residents of these areas qualify for resident fees for Parks and Recreation programs and services. Organizations or businesses with physical addresses in these areas also qualify for resident fees for services such as facility rental.</p>		
<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

Fee Schedule

Description	Current Fee	Established or Last Changed
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
Recreation Center Rentals		
Program Room Rental (nonprofit organizations)	Resident - \$200 deposit & \$65 for 1 to 4 hours, plus \$25 each additional hour up to 8 hours maximum Non-Resident - \$200 deposit & \$130 for non-residents for 1 to 4 hours, plus \$50 each additional hour up to 8 hours maximum	2007 2015
Multipurpose Room Rental (nonprofit organizations)	Resident - \$200 deposit & \$130 for 1 to 4 hours, plus \$25 each additional hour up to 8 hour maximum Non-Resident - \$200 deposit & \$260 for 1 to 4 hours, plus \$50 each additional hour up to 8 hour maximum	2007 2015
Gym Rental (nonprofit organizations)	Resident - \$200 deposit & \$200 up to 4 hours, \$50 each additional hour; if event requires floor covering \$300 up to 4 hours, \$50 each additional hour Non-Resident - \$200 deposit & \$400 up to 4 hours, \$100 each additional hour; if event requires floor covering \$600 up to 4 hours, \$100 each additional hour	1999 2015
Kitchen Rental (nonprofit organizations)	Resident - \$200 deposit & \$50 up to 4 hours plus \$25 each additional hour up to 8 hours maximum Non-resident - \$200 deposit & \$100 up to 4 hours plus \$50 each additional hour up to 8 hours maximum	1999 or prior 2015
After Hours Fee (nonprofit organizations)	Resident - \$25 additional per hour for rentals after center closings Non-Resident - \$50 additional per hour for rentals after center closings	2007 2015
Sunday or Legal Holiday Use (nonprofit organizations)	Resident - \$100 for 1 to 4 hours maximum plus deposit and rental fee Non-Resident - \$200 for 1 to 4 hours maximum plus deposit and rental fee	2007 2015
Program Room Rental (for profit organizations)	Resident - \$200 deposit & \$130 per hour for 1 to 4 hours, plus \$50 each additional hour up to 8 hours maximum Non-Resident - \$200 deposit & \$260 per hour for 1 to 4 hours, plus \$100 each additional hour up to 8 hours maximum	2007 2015
Multipurpose Room Rental (for profit organizations)	Resident - \$200 deposit & \$260 for 1 to 4 hours, plus \$50 each additional hour up to 8 hour maximum Non-Resident - \$200 deposit & \$520 for 1 to 4 hours, plus \$100 each additional hour up to 8 hour maximum	2007 2015

Fee Schedule

Description	Current Fee	Established or Last Changed
Gym Rental (for profit organizations)	Resident - \$200 deposit & \$400 up to 4 hours, \$100 each additional hour. If event requires floor covering \$600 up to 4 hours, \$100 each additional hour Non-Resident - \$200 deposit & \$800 up to 4 hours, \$200 each additional hour. If event requires floor covering \$1,200 up to 4 hours, \$200 each additional hour	2007
Kitchen Rental (for profit organizations)	Resident - \$200 deposit & \$100 up to 4 hours plus \$50 each additional hour up to 8 hours maximum Non-Resident - \$200 deposit & \$200 up to 4 hours plus \$100 each additional hour up to 8 hours maximum	2015
After Hours Fees (for profit organizations)	Resident - \$50 additional per hour for rentals after center closings Non-Resident - \$100 additional per hour for rentals after center closings	2010
Sunday or Legal Holiday Use (for profit organizations)	Resident - \$200 for 1 to 4 hours maximum plus deposit and rental fee Non-Resident - \$400 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	Resident - \$175 per day, plus \$250 deposit Non-Resident \$350 per day, plus \$250 deposit	2015
Field use	Resident - \$35 for up to 4 hours or \$50 per day, plus \$100 deposit Non-Resident - \$70 for up to 4 hours or \$100 per day, plus \$100 deposit	2015
Field lighting	Resident - \$25 per hour, plus \$100 deposit Non-Resident - \$50 per hour, plus \$100 deposit	2015
Basketball Court (Outdoor)	Resident - \$100 deposit plus \$35 (up to 4 hours); \$50 (over 4 hours) Non-Resident - \$100 deposit plus \$70 (up to 4 hours); \$100 (over 4 hours)	2010
Cross Creek Park Rental	Resident - \$100 (1-4 hours), \$25 each additional hour Non-Resident - \$200 (1-4 hours), \$50 each additional hour	2015
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

Fee Schedule

Description	Current Fee	Established or Last Changed
Lamon Street Park Complex	Resident - \$500 per day plus \$250 deposit Non-Resident - \$1,000 per day plus \$250 deposit	2007 2015
Martin Luther King Park	Resident - \$40 (1-4 hours), \$70 over 4 hours Non-Resident - \$80 (1-4 hours), \$140 over 4 hours	1999 2015
Mazarick Building	Resident - \$65 (1-4 hours), \$25 each additional hour plus \$200 deposit Non-Resident - \$130 (1-4 hours), \$50 each additional hour plus \$200 deposit	2011 2015
North Carolina Veterans Park Visitors' Center and Outdoor Garden	Resident - \$725 (1-4 hours), \$100 each additional hour plus \$700 deposit Non-Resident - \$1,450 (1-4 hours), \$200 each additional hour plus \$700 deposit	2011 2015
North Carolina Veterans Park Amphitheater		
Category 1 - Non-profit event sponsored by a 501(c) organization	\$250 deposit plus \$500 per calendar day	2011
Category 2 - Community event open to the public when no admission is charged, sponsored by any entity other than a non-profit	\$375 deposit plus \$750 per calendar day	2011
Category 3 - Commercial ticketed events - concerts, paid admission shows	\$500 deposit plus \$1,000 per calendar day plus 15% of gross ticket sales	2011
Category 4 - Park rental open to the public (e.g. Family reunions, weddings, company picnics, etc.)	\$125 deposit plus \$250 per calendar day	2011
Sunday or Legal Holiday use	\$150 plus deposit and rental fee	2011
Reid Ross Track	Resident - \$500 per day plus \$250 deposit Non-Resident - \$1,000 per day plus \$250 deposit	2007 2015
Shelter - Small	Resident - \$40 (1-4 hours), \$70 over 4 hours Non-Resident - \$80 (1-4 hours), \$140 over 4 hours	2008 2015
Shelter - Large	Resident - \$60 (1-4 hours), \$110 over 4 hours Non-Resident - \$120 (1-4 hours), \$220 over 4 hours	2008 2015
Tokay Park Complex	Resident - \$500 per day plus \$250 deposit Non-Resident - \$1,000 per day plus \$250 deposit	2010 2015
Boating	Resident - \$2 per hour, \$5 per half day, \$10 per day Non-Resident - \$4 per hour, \$10 per half day, \$20 per day	1998 2015
Camping Fees (organized groups)	Resident - \$1 per person per night, \$25 minimum Non-Resident - \$2 per person per night, \$50 minimum	1995 or prior 2015
Family Campsite	Resident - \$10 per night Non-Resident - \$20 per night	1995 or prior 2015
Mobile Stage - Large (nonprofit organizations)	Resident - \$500 per calendar day, plus \$500 deposit Non-Resident - \$1,000 per calendar day, plus \$500 deposit	2008 2015
Mobile Stage - Small (nonprofit organizations)	Resident - \$400 per calendar day, plus \$500 deposit Non-Resident - \$800 per calendar day, plus \$500 deposit	2008 2015
Mobile Bleachers (nonprofit organizations)	Resident - \$400 per calendar day, plus \$500 deposit Non-Resident - \$800 per calendar day, plus \$500 deposit	2007 2015

Fee Schedule

Description	Current Fee	Established or Last Changed
Mobile Stage - Large (for profit organizations)	Resident - \$1,000 per calendar day, plus \$500 deposit	2008
	Non-Resident - \$2,000 per calendar day, plus \$500 deposit	2015
Mobile Stage - Small (for profit organizations)	Resident - \$800 per calendar day, plus \$500 deposit	2008
	Non-Resident - \$1,600 per calendar day, plus \$500 deposit	2015
Mobile Bleachers (for profit organizations)	Resident - \$800 per calendar day, plus \$500 deposit	2007
	Non-Resident - \$1,600 per calendar day, plus \$500 deposit	2015
Mini-Bus Rental for Partnering Agencies	100% recovery of direct costs	
Athletic Programs		
Adult Open Play Athletics	Resident - \$2 Non-Resident - \$4	2004 2015
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	Resident - \$20 Non-Resident - \$40	1999 2015
Youth Cheerleading	Resident - \$20 Non-Resident - \$40	2009 2015
Youth Football	Resident - \$25 Non-Resident - \$50	1999 2015
Late Registration for Youth Sports Programs	\$5.00	2001
Swimming Pool Fees		
Swimming Lessons	Resident - \$30 Non-Resident - \$60	2009 2015
Pool Entry Fee	Resident - \$2 for adults, \$1 for children Non-Resident - \$4 for adults, \$2 for children	1995 or prior 2015
Pool Rental	Resident - \$200 deposit, \$175 rental fee for first 2 hours, \$50 for each additional hour; plus current rate of pay for lifeguards Non-Resident - \$200 deposit, \$350 rental fee for first 2 hours, \$100 for each additional hour; plus current rate of pay for lifeguards	2011 2015
Tennis Fees		
Tennis Lessons	Variable	1995 or prior
Courts	Resident - \$150 deposit; rental fee of \$35 (up to four hours); \$50 (over four hours); \$175 additional charge for use of lights Non-Resident - \$150 deposit; rental fee of \$70 (up to four hours); \$100 (over four hours); \$350 additional charge for use of lights	2010 2015
Senior Programs / Leisure Activities		
Leisure Activities	Variable	1995 or prior
After-School Program		
Program Fee	Resident - \$80 per month/\$25 per week Non-Resident - \$160 per month/\$50 per week	2014 2015
Early/Late Fee	\$5 per 5 minute period	2008

Fee Schedule

Description	Current Fee	Established or Last Changed
Summer Camp/Playground		
Summer Day Camp	Resident - \$55 per week Non-Resident - \$110 per week	2014 2015
Summer Playground	Resident - \$25 per week Non-Resident - \$50 per week	2014 2015
Late Pickup Fee	\$5 per 5 minute period	2009
Athletic Protest Fee	\$25.00	2002
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

Fee Schedule

Description	Current Fee	Established or Last Changed
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
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

Fee Schedule

Description	Current Fee	Established or Last Changed
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
<i>Mechanical Permits</i>		
New Construction or Additions		
Commercial	\$0.09 per sq. ft.	2014
Residential	\$0.08 per sq. ft.	2012
Major Renovations or Upfits of Existing Structures		
Extensive reconstruction involving 50% or more of existing square footage on one or more floors	60% of fee for new construction of additions	2012
Minor Renovations or Upfits of Existing Structures		
Small and medium reconstruction involving less than 50% of existing square footage on one or more floors	40% of fee for new construction of additions	2012
Permit associated with Alteration, Replacement, Modification, etc.		
Residential Heat or AC	\$55.00 for the first unit, \$30.00 for each additional unit plus total BTU listing multiplied by .0001	2014
Commercial Heat or AC	\$60.00 for the first unit, \$40.00 for each additional unit plus total BTU listing multiplied by .0002	2014
Commercial Hood/Canopy over Cooking Equipment	\$60.00	2014
Floor Furnaces, Unit Heaters, etc.	\$35.00	2014
Commercial Refrigeration	\$60.00 for the first unit, \$40.00 for each additional unit plus total BTU listing multiplied by .0002	2014
Gas Piping	\$25.00	2014
Each Additional Unit	\$10.00	2014
Each LP Tank and Piping	\$30.00	2014
Duct Extensions and Alterations	\$30.00	2014
Commercial Exhaust and Duct System	\$10.00	2014
Minimum Fee	\$30.00	2014
<i>Plumbing Permits</i>		
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

Fee Schedule

Description	Current Fee	Established or Last Changed
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
Watershed Protection Inspection Fee and Permit		
Inspection Fee for Required Improvement	\$35.00 per inspection	2014
Low Density Development Permit	\$35.00 per project	2014
High Density Development Permits CD, AR, SF15, SF10, SF6, MR5, MH	\$140 (less than 5 acres), \$275 (5 to 50 acres), \$350 (50 to 100 acres), \$450 (more than 100 acres)	2014
O&I, NC, LC, CC, MU, BP, DT, LI, HI, PD	\$275 (less than 5 acres), \$300 (5 to 50 acres), \$350 (50 to 100 acres), \$450 (more than 100 acres)	2014
Planning and Code Enforcement		
Code Enforcement Fees:		
Administrative Fee (Abatement Actions)	\$125.00	2014
Citations		
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

Fee Schedule

Description	Current Fee	Established or Last Changed
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
Graffiti Removal Fee	\$100.00	2012
Lot Cleaning	Based on contract	2002
Rental Action Management Program (RAMP)		
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
Taxicab Permits		
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>		
Administrative Adjustment Fee	\$35.00 per standard for which adjustment requested	2014
Alternative Signage Plan Review	\$250.00	2014
Appeal Fee	\$500.00	2011
Board of Adjustment Hearing Fee	\$500.00	2007
Clear Cutting Permit		
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
Development Agreement (UDO)	\$2,500.00	2011
Payment in Lieu of Park Land		
Formerly Open Space Fee. Land value factor calculated in accordance with UDO section 30-9.D.	\$8,684 per acre	2016
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

Fee Schedule

Description	Current Fee	Established or Last Changed
Site Plan Review		
Non-Residential	\$500.00 plus \$20.00 per 1,000 sq. ft. of	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	2016
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
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

Fee Schedule

Description	Current Fee	Established or Last Changed
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	\$100.00 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	2016

Fee Schedule

Description	Current Fee	Established or Last Changed
Rolling 5 Day Pass	\$11.00	2016
Discount Rolling 5 Day Pass (Elderly and Disabled)	\$5.50	2016
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	2016
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
Cumberland County Schools		
After School Activity Pass	Free Fare	2014
Youth (18 & Under) Day Passes, Student Rolling 30 Day Passes, Summer Fun Passes	Passes up to \$5,000 in value per fiscal year at no charge	2016
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.

Component Unit: A legally separate organization for which the elected officials of the primary government are financially accountable. A component unit may be a governmental organization, a nonprofit corporation, or a for-profit corporation.

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.

Glossary

Non-Operating Revenues: Revenues that are generated from other sources (i.e., interest income) and are not directly related to service activities.

Objective: A statement of specific direction, purpose or intent to be accomplished by a department.

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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