

FAYETTEVILLE CITY COUNCIL
AGENDA
INFORMATION MEETING
NOVEMBER 23, 1992
7:00 P.M.

INVOCATION - PLEDGE OF ALLEGIANCE

RECOGNITION:

ITEM 1. Approval of Agenda

ITEM 2. Presentation of User Fee Study.

PRESENTED BY: David M. Griffith & Associates

RECOMMENDED ACTION: Information Only

ITEM 3. Presentation of proposed logo.

PRESENTED BY: Fayetteville Advocates

RECOMMENDED ACTION: Information Only

ITEM 4. Consideration of design and consultant contracts on the following:

- A. Police Administration Building
- B. Parks Capital Improvements
- C. ADA CBD Parking Study
- D. Golf Course Feasibility Study

PRESENTED BY: City Manager

RECOMMENDED ACTION: Authorize City Manager to negotiate contracts

ITEM 5. Consideration of Fayetteville Regional Airport proposal for location of F-16 Fighter Wing

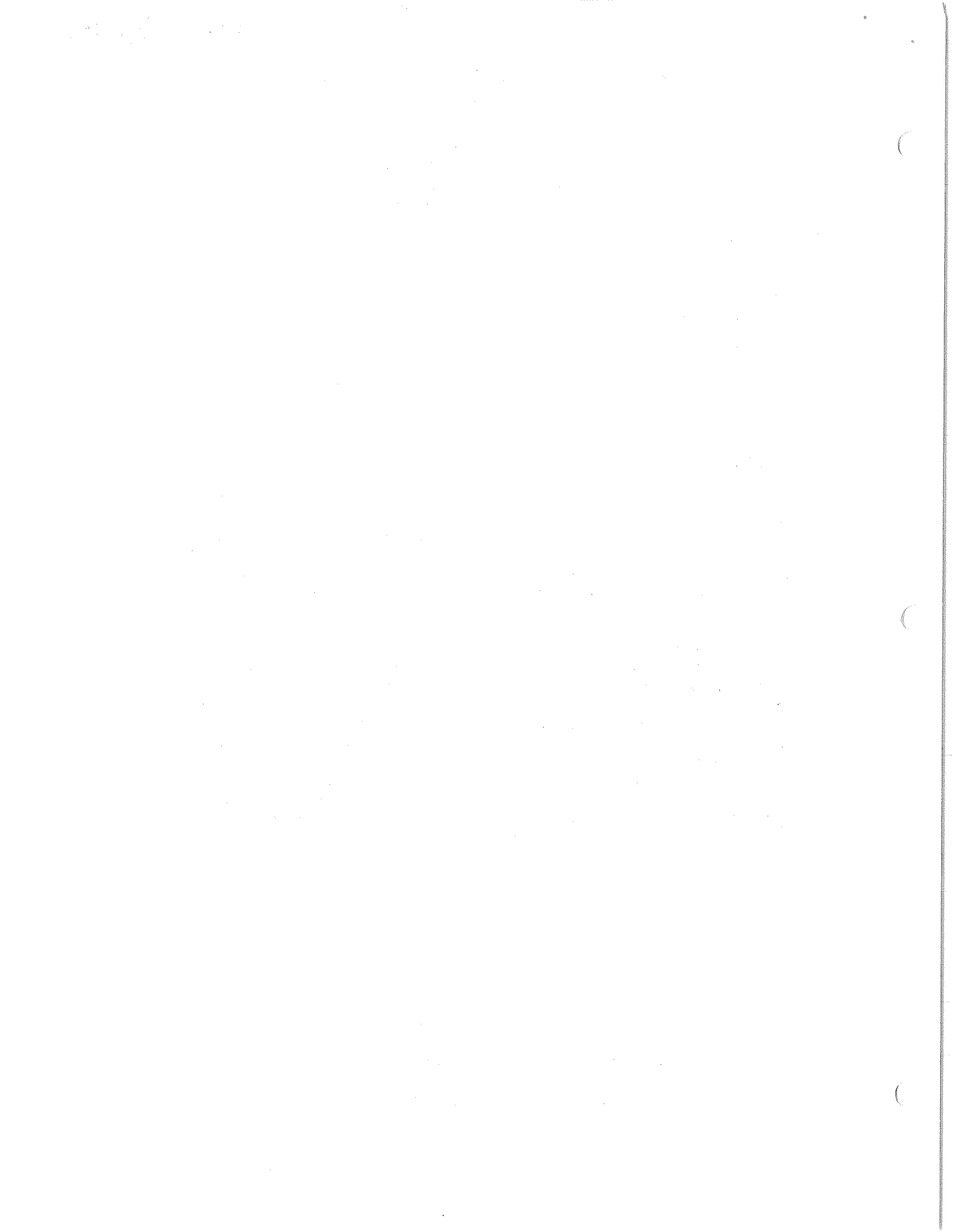
PRESENTED BY: Airport Manager

RECOMMENDED ACTION: Adoption of resolution requesting expansion of environmental impact study to consider Fayetteville Regional Airport option

ITEM 6. Discussion of long range planning issues.

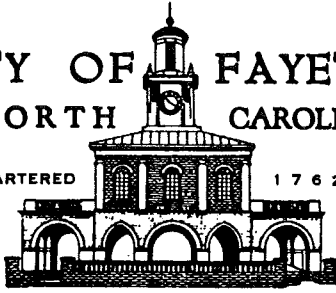
PRESENTED BY: City Manager

RECOMMENDED ACTION: Information Only



THE CITY OF FAYETTEVILLE
NORTH CAROLINA

CHARTERED 1762



CITY MANAGER

FAYETTEVILLE, NC 28301-5537

433 HAY STREET

NOVEMBER 20, 1992

MEMORANDUM

TO: The Mayor and Members of City Council
FROM: John P. Smith, City Manager *JPS*
SUBJECT: User Fee Study

Enclosed is an executive summary of the user fee study done by DMG. Representatives of the firm will be present Monday to formally present the study to you and answer your questions. This study is more than just a recommended set of fees. It is a comprehensive analysis of unit costs, that will continue to be a useful management tool for several years.

At a future meeting, I will be presenting to you a set of recommendations based upon this study. Clearly I will not be recommending the adoption of everything recommended in the study. I will not be recommending the establishment of residential garbage collection fees. However, the information in the cost analysis will be useful to us. Nor will I be recommending any changes this year in inspection fees. Some fees, such as HazMat, can be set administratively. Eliminating Environmental Services and Inspections, the potential additional revenue is \$626,626. My initial recommendations will be around \$250,000 in the first year.

JPS:ssm

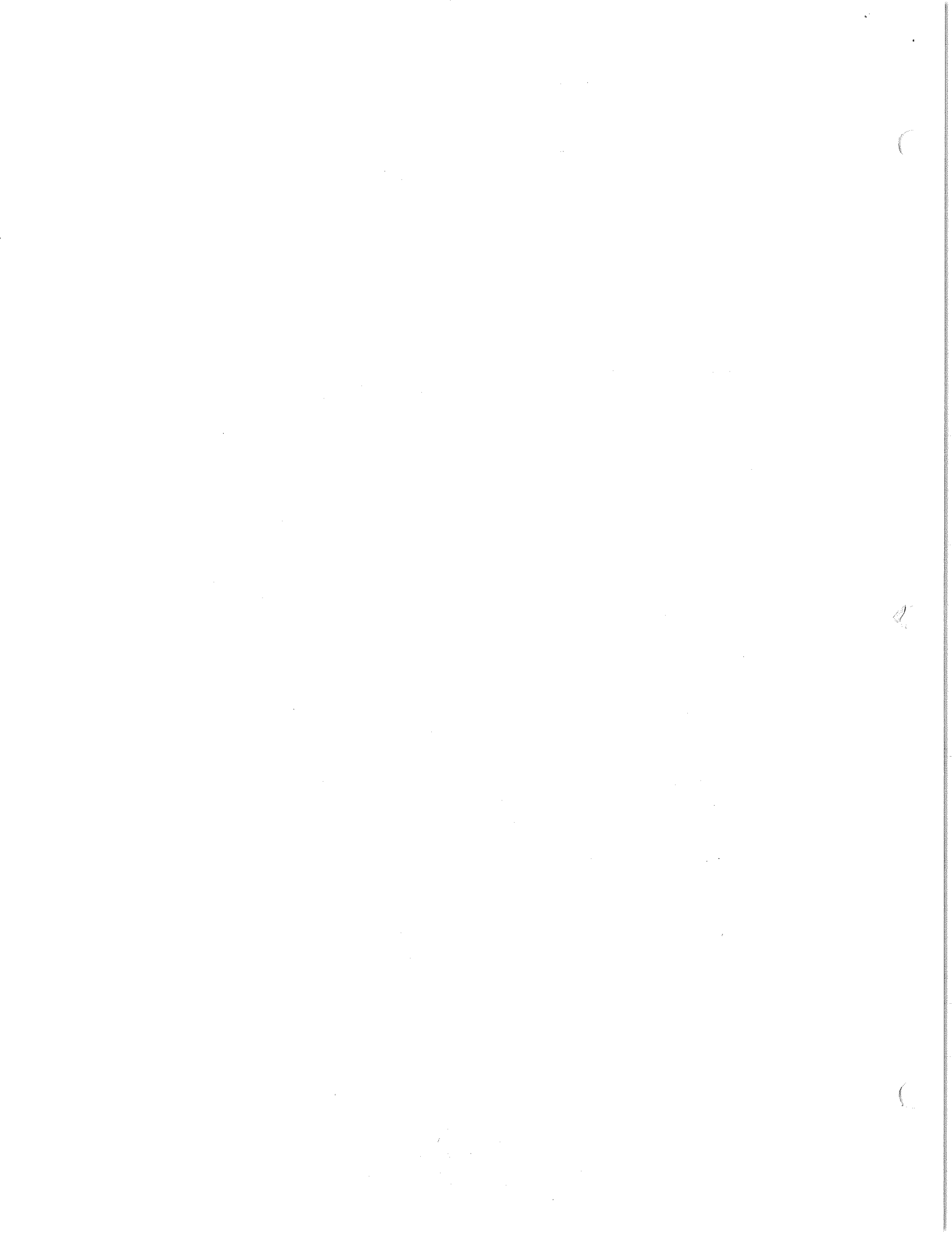
Enclosure

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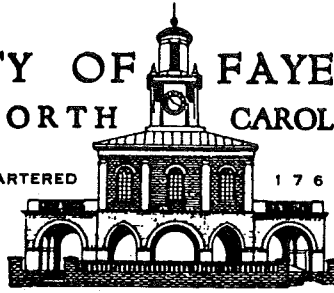
Affirmative Action Employer
Dogwoods

ITEM 2



THE CITY OF FAYETTEVILLE
NORTH CAROLINA

CHARTERED 1762



CITY MANAGER

FAYETTEVILLE, NC 28301-5537

433 HAY STREET

NOVEMBER 20, 1992

MEMORANDUM

TO: John P. Smith, City Manager
FROM: Roger L. Stancil, Deputy City Manager *RS*
RE: Selection of Architects

To solicit proposals for architectural services for the design of the Police Administration Building and four (4) Recreation Centers, we published a Request for Proposals (RFP) in the Observer-Times and mailed that RFP to all local architects. As a result we received 8 proposals for the Police Building and 10 for Recreation Centers.

Proposals for the Police Building were forwarded to the Police Department for review; likewise, the Parks and Recreation staff reviewed the proposals for Recreation Center design. All proposals were also reviewed independently by a group that included Jimmy Teal, Assistant City Manager; Ron Rice, Engineering Department; Mac Furr, Building Maintenance; and Craig Hampton, Purchasing Agent. The priorities established by these reviews were discussed and the firms considered most qualified by consensus were selected for interview.

Four firms were interviewed for the Police Building and five for the Recreation Centers. Jimmy Teal, Craig Hampton, Ron Rice, and I participated in all interviews. The Police interviews included Chief Ron Hansen, Major George Moyd, and Sergeant Kenneth Wiseman. Recreation Center interviews included Robert Barefoot, Gerald Dietzen, and Jeff Rainwater.

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ITEM 4. A+B

John P. Smith
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November 20, 1992

After much discussion with the interview teams, we recommend that Council authorize you to negotiate with the architects listed below and to execute a contract if negotiations are acceptable:

Police Administration Building-MacMillan and Ellinwood
Recreation Centers-Shuller and Associates

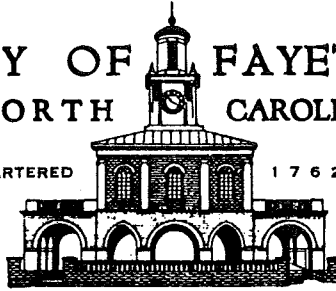
We have also reviewed Louis Chalmers' comments regarding the ADA study and recommend that Council authorize you to negotiate a contract with LSV Partnership for this study.

RLS:ssm

Hande

THE CITY OF FAYETTEVILLE
NORTH CAROLINA

CHARTERED 1762



TRAFFIC SERVICES DEPARTMENT
433 HAY STREET
FAYETTEVILLE, NC 28301-5797
TEL. (919) 433-1660

SIGNS AND MARKINGS DIVISION 433-1795
SIGNAL MANAGEMENT DIVISION 433-1796
339 ALEXANDER STREET
FAYETTEVILLE, NC 28301-5797

October 21, 1992

MEMORANDUM

TO: John P. Smith, City Manager

FROM: Louis A. Chalmers, Jr., P.E., City Traffic Engineer *LAC*

REFERENCE: Consultant Selection
CBD ADA Parking Facilities Plan

The City's Consultant Selection Committee received eight responses to our RFP's for development of our CBD ADA Parking Facilities Plan. Four firms were selected for proposal interviews based on firm/design team qualifications, ADA expertise, and responsiveness of proposal to our request.

Proposal interviews were conducted on October 7, 1992. The Consultant Selection Committee met on October 14, 1992 to finalize our recommendations. Listed below, in recommended order, are firms which we feel have the design team, ADA expertise, and project design approach to successfully develop an ADA Parking Facilities Plan for our C.B.D.:

<u>Firm/Contact</u>	<u>Proposal Strengths</u>
1. Howard Needles Tammen & Bergendoff 333 St. Albans Suite 206 Raleigh, NC 27609	Design Team - Architects and Engineers
Keith Strickland, P.E. Project Manager Phone: (919) 782-7770	Staff ADA Specialist - Bruce Fisher, AIA
	Demonstrated ADA Compliance Project Experience

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ITEM 4.C.

Mr. John P. Smith
Page Two
October 21, 1992

- | | |
|---|---|
| 2. DSA Design Group
5511 Capitol Center Drive
Suite P-100
Raleigh, NC 27606

Keith Lewis, P.E.
Project Manager
Phone: (919) 851-6866 | Design Team - Engineers
and Construction Inspector

Staff ADA Specialist -
David McGee, P.E.

Demonstrated ADA Compliance
Project Experience |
| 3. LSV Partnership/
Barrier Free Environments
P. O. Box 53713
Fayetteville, NC 28305

Walter Vick, AIA
Architect
Phone: 485-4108 | Design Team - Architects

Consultant ADA Specialist
Ron Mace, AIA

Demonstrated Authority
on ADA Regulations |

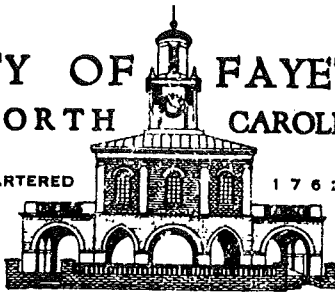
Please review our recommendations and advise of the firm you would like for us to proceed with contract negotiations. We are available to review these proposals with you if you wish.

LAC/jlr

cc: Jerry Croll, Engineer II
Kathleen Feeney, Transportation Planner
Roger Stancil, Deputy City Manager
Jimmy Teal, Assistant City Manager

THE CITY OF FAYETTEVILLE
NORTH CAROLINA

CHARTERED 1762



PARKS AND RECREATION

433 HAY STREET

FAYETTEVILLE, NC 28301-5537
(919) 433-1547

November 11, 1992

MEMORANDUM

TO: John Smith, City Manager
FROM: Robert Barefoot, Director *RB*
SUBJECT: Feasibility Study (Golf Course)

In our effort to determine the feasibility of a municipal golf course, we have received and evaluated the requests for proposal to do the study. We sent RFP's to nine different consultants and received six proposals for review.

After careful evaluation of all the proposals we are recommending Golf Resource Associates to conduct the feasibility study. The study is a three step proposal which includes: A.) Feasibility Analysis, B.) Site analysis and C.) Contract Development Negotiations. Each step is to be done separately and the consultant would not proceed to the second and third step until the proceeding step has been evaluated and authorization is given to proceed.

Please remember that this study is necessary to pursue non-tax development funding as a financial institution would not work with a private developer without a feasibility study. Our selection of GRA was based on previous extensive municipal work, reference recommendations and competitive fees.

Please find attached a copy of our request for proposal consultant list and the recommended consultant proposal. Please note the fee schedule on page 7 of the GRA proposal. This schedule calls for a fee of \$5,500 for the feasibility analysis and a total of \$9,800 to complete the study. If you have any questions or need additional information, please call.

RB/sb

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ITEM 4.D.

REQUEST FOR PROPOSALS

MUNICIPAL GOLF COURSE
FEASIBILITY STUDY

CONSULTANTS:

Castin & Associates
John A. Castin AICP VP
11225 Huron Lane Suite 200
P O Box 22408
Little Rock AR 72211
(501) 223-8654

✓ P G A Golf Services Inc
John Rossi CEO
P O Box 109601
Palm Beach Gardens FL 33410-9601
(407) 624-8488

✓ Robert Charles Lesser & Company
Belinda Sward
1575 Northside Drive
Building 200 Suite 240
Atlanta GA 30318
(404) 609-9816

Arthur Anderson and Company
John Johnson
One Thomas Circle NW Suite 400
Washington DC 20005
(202) 833-5500

✓ Golf Resources Associates
Robert Slauson/Mike Riddle
114 Townpark Drive Suite 200
Kennesaw GA 30144
(404) 425-1453
(303) 333-8561

✓ P K F Consulting Inc
John Crow
229 Peachtree Street NE Suite 616
Atlanta GA 30303
(404) 420-9180

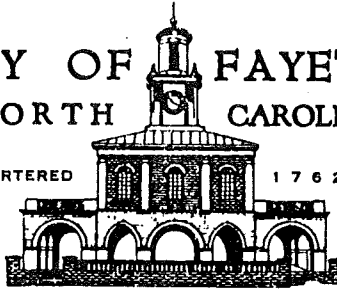
✓ National Golf Foundation
Rich Norton
1150 South U S Highway One
Jupiter FL 33477
(407) 744-6006

✓ Kenneth Leventhal & Company
Chase Burritt
2100 Ponce de Leon Blvd
Coral Gables FL 33134
(305) 443-2323

Economic Research Associates
1493 Chain Bridge Road
Suite 300
McLean VA 22101

THE CITY OF FAYETTEVILLE
NORTH CAROLINA

CHARTERED 1762



PARKS AND RECREATION

433 HAY STREET

FAYETTEVILLE, NC 28301-5537
(919) 433-1547

REQUEST FOR PROPOSALS

MUNICIPAL GOLF COURSE
FEASIBILITY STUDY

The City of Fayetteville is requesting proposals for a feasibility study which will provide adequate direction and guidance for the development of a municipal golf course. This study is one which must be accepted by major financial institutions which shall be used as an instrument to recommend development financing. This proposal shall consist of three major components which are as follows:

- I. Feasibility Analysis: This section should provide a complete analysis of the market area and a recommendation to proceed with or to halt development plans.

- II. Site Analysis: Consultant is to examine all available potential sites and make a recommendation as to the most feasible site. (This section is based on a positive recommendation of Section I.)

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III. Contract Development Negotiations: Consultant is to act on behalf of the City to negotiate with potential developers for the construction and management of the proposed golf course.

Proposals should include the following:

- A. Biographies of the study team.
- B. References of experience with the financing and development of municipal golf courses.
- C. Proposed approach to the project.
- D. Proposed schedule.
- E. For sections I, II, and III above indicate individually and separately, a not to exceed lump sum fee.

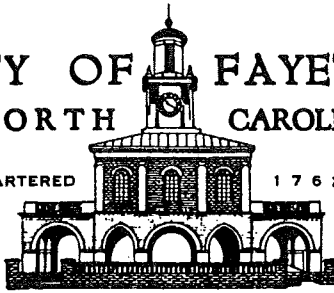
Written proposals in triplicate must be submitted by 5:00 p.m. October 9, 1992, to City of Fayetteville, Parks and Recreation, 433 Hay Street, Fayetteville NC 28301.

Please contact Robert Barefoot, Parks and Recreation Director, (919) 433-1538, should you have any questions concerning this Request for Proposals.

RB/sb

THE CITY OF FAYETTEVILLE
NORTH CAROLINA

CHARTERED 1762



CITY MANAGER

FAYETTEVILLE, NC 28301-5537

433 HAY STREET

NOVEMBER 20, 1992

MEMORANDUM

TO: The Mayor and Members of City Council
FROM: John P. Smith, City Manager *JPS*
SUBJECT: Planning Issues

In this memo I will attempt to outline my perceptions of the overriding long term issues facing the City. These are issues raised during the recent planning briefings. I have also met with staff for additional input. I hope that this discussion can be used in your planning retreat. I will provide you with additional information Monday night on these issues.

TRANSPORTATION:

Challenges-
Congestion
Mobility
Air Quality

Issues-
Funding (Bonds, impact fees)
Alternatives to streets and highways
Urban area mass transit,
ride-sharing, HOV lanes, etc.

Discussion-

According to current traffic projection, by the year 2010 after \$355 million in highway expenditures most City thoroughfares will be at or over capacity. Cumberland County is currently just on the borderline with regard to air quality standards. We can expect to fall below those standards within the next few years.

How can the City fund its share of needed road improvements? A G.O. bond issue is the most likely source. How much should developers and home buyers pay through impact fees? What role if any can mass transit play in solving congestion problems? Our current transit system

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ITEM 6

provides only minimal service and serves only those with no other transportation options, only within the City limits. As currently operated, mass transit has little or no impact on reducing congestion. Other options used in other metro areas are ride sharing programs and high occupancy vehicles (HOV) lanes.

DOWNTOWN:

Challenge-

- Declining tax base
- Deteriorating buildings
- Poor image

Issues-

- Importance of downtown
- Relationship of downtown to the rest of the urban area
- Appropriate role fo the City

Discussion-

The downtown tax base has shrunk even though much of the plan has been implemented. Some buildings have been renovated but many are still deteriorating. The City needs to calculate the cost of downtown development against the cost of fringe development, and determine what role the City should plan in encouraging downtown development. A statement of policy would give staff and potential developers a general guide to action.

PARKS AND RECREATION:

Challenges-

- Demands of urban population
- Limited revenue base

Issues-

- Who is responsible for serving urban area needs? Can the City stand alone?

Discussion-

Recreation services tend not to respect political boundaries. Much of the reluctance on the part of City taxpayers to support parks is, I believe, due to their sense that our parks serve the urban population. With the completion of the \$5 million in capital improvements currently scheduled, we can provide very basic services to the City population. What arrangements should be made with County government, private investors and non-profit agencies for serving the urban area? What is the relationship of parks and open space to other development issues?

LAND USE:

Challenge-

To facilitate orderly growth and development without overburdening public facilities and services

Issues-

How to best organize the planning effort
How adequate are current development standards for urban development
What are the appropriate roles for City Council, City staff, PWC, Planning Board and Planning staff

Discussion-

The Fayetteville urban area, most of which is outside the City, is served by a metropolitan planning agency. How effective has that metropolitan planning agency been in dealing with urban development issues? One need only look at our current situation to realize that the answer is, not very effective. This is not to suggest that the current development mess is the fault of the Planning Board. In fact, some of the worse development preceded the Planning Board. It is clear, however, that simply establishing a metropolitan agency does not ensure that standards are practically nonexistent outside the City. In order to adequately manage urban growth and development, it is necessary to coordinate infrastructure planning and policies with land use planning. That means utility extension policies and practices, street and highway planning and land use planning and regulation must be coordinated. Mr. Teal's memorandum (attached) illustrates how other major North Carolina cities handle their urban areas. Simply establishing a metropolitan planning has not solved our problems. Some better way must be found to coordinate planning, policy making, and regulation. I believe that City Council and City staff must take a more active role in land use planning and development regulation, and the County must recognize the need for urban standards.

PUBLIC SAFETY:

Challenges-

Rising demands and rising expectations

Issues-

Police substations
Neighborhood programs
Level of funding
Emergency medical services
Government mandates

Discussion-

The public is more concerned than ever before about crime and safety. The drug problems persist and violence is increasing. It is important that the City present a consistent strategy for dealing with these problems, and that we agree upon the level of service we desire and fund that level of service. I believe we should look at all services. There should be no "sacred cows". I have long believed, for example, that medical services are functions of county government. It is also clear that government mandates will impact on public safety services and take some of the decision making away from City Council. Council will ultimately have to decide what programs to keep and what programs to let go.

APPEARANCE OF CITY

Challenges:

To create and maintain a positive community image

Issues-

Gateways

State and City rights-of-way

Private versus public responsibilities

Discussion-

General appearance can create a negative community image in spite of public relations campaigns. The appearance of private as well as public property is important. To what extent does City Council want to channel scarce public dollars into maintaining the appearance of entrances into the City and state and City right-of-way? What is the responsibility of the private sector in maintaining the appearance of property?

ANNEXATION

Challenge-

Much of the urban area lacks urban services and was not developed to adequate urban standards.

Issues-

Who is responsible for urban services

What areas are appropriate for annexation?

Cost - Operating and capital

Priorities

PWC position on annexation

Discussion-

In 1959 the North Carolina General Assembly in the preamble to the annexation law established that as a matter

of state policy municipalities are responsible in North Carolina for providing urban services. Urban services include water and sewer, storm drainage, urban quality streets, more intensive law enforcement and fire protection, urban parks and recreation services, urban transportation services and urban land development policies and regulations. Most of the urbanized residents of North Carolina's "fourth largest metro" lack many of these services. Is this a concern for the City?

If it is, what can the City reasonably annex before the end of the century? How much will it cost and how can we pay for it? The answers to these questions will depend on how we deal with other questions. One such issue is the PWC position as stated by Chairman Williams at your last joint meeting. That position is that the City should proceed slowly with annexation because PWC cannot afford major extensions. PWC has set a maximum of \$500,000 per year for annexation extensions.

City staff has identified 45 areas for potential annexation either in phases or all at once. These areas include approximately 20,000 housing units and 50,000 residents. City staff believes that this could be accomplished during the next five years. We recommend installing water and sewer in accordance with statute on an as needed basis and thereby spreading the capital costs over a longer period of time. We have projected the revenues and operating expenses for these areas for 25 years and projected a surplus which can be used to pay for capital costs, if those costs can be spread over several years. The issue for City Council is, should we proceed.

FISCAL:

Challenge-

To maintain public services in the face of growing governmental mandates and no revenue growth

Issues-

New revenue sources
Which services to cut
User Fees
Expansion of tax base

Discussion-

In order to simply maintain current levels of services and still meet ever increasing mandates, the City must either find new revenues, cut services, dramatically expand the tax base or some combination of all three.

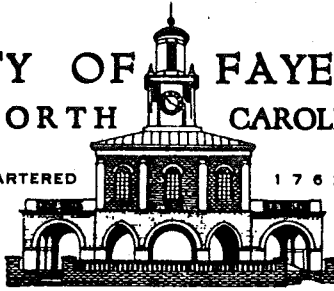
GENERAL COMMENTS:

There is a single thread that runs through the discussion of each of these separate issues. That single thread is that all of these issues are metropolitan issues, not just City issues. These metropolitan issues are not going to be resolved by simply forming joint agencies or merging agencies. What is required is a clear understanding of who is responsible for what and then the creation of an atmosphere of true cooperation. Unless there is a commitment to cooperation, joint agencies will be either ineffective or will fall apart as we have seen recently. I hope that as you consider and discuss these issues you will begin to build a working consensus. That consensus can then become the basis for future policy decisions and for cooperation with other agencies. The City can decide to be key player in dealing with urban area issues or sit back and let someone else make those decisions.

JPS:ssm

THE CITY OF FAYETTEVILLE
NORTH CAROLINA

CHARTERED 1762



CITY MANAGER

FAYETTEVILLE, NC 28301-5537

433 HAY STREET

November 18, 1992

MEMORANDUM

TO: John P. Smith, City Manager
FROM: Jimmy Teal, Assistant City Manager, Planning & Development
SUBJECT: Development Standards

JT

Last week I met with planning representatives from the City of Winston-Salem, City of High Point and the City of Greensboro to discuss urban standards. The purpose of these meetings was to discuss methods used by other municipalities to have uniform development standards in areas surrounding the municipality. Each city used differing methods, but in most cases achieved their goal of similar development standards.

The City of Winston-Salem operates under a joint city/county planning agency similar to our joint planning agency. The City of Winston-Salem, in coordination with Forsyth County and NCDOT, has designated areas outside the current city limits which they intend to annex within the next five to ten years. In these designated areas, subdivision standards are identical to those found within the corporate limits of Winston-Salem. When these areas are annexed into Winston-Salem, they will already have the standards now existing within the city. In addition, the Forsyth Planning Commission has recently completed a unified development ordinance which will establish alike zoning, minimum housing and subdivision standards throughout the urban area of Winston-Salem.

The City of High Point utilizes a combination of differing methods. They have an area north of High Point which they exercise extraterritorial jurisdiction. In this area all regulations such as zoning, building permits, subdivision regulations and minimum housing standards are administered and enforced by the City of High Point. The other method used by High Point to enforce how development takes place is their policy on water and sewer extensions. High Point requires a petition for annexation for any areas outside the corporate limits desiring water and/or sewer services.

The City of Greensboro also uses the service of water and sewer to control development. Greensboro does not require the developer to petition for annexation when requesting water and sewer, however, they must adhere to the City of Greensboro's subdivision ordinance. This policy ensures that when the area is annexed the City of Greensboro does not have to spend large sums of money for upgrading streets and storm drainage.

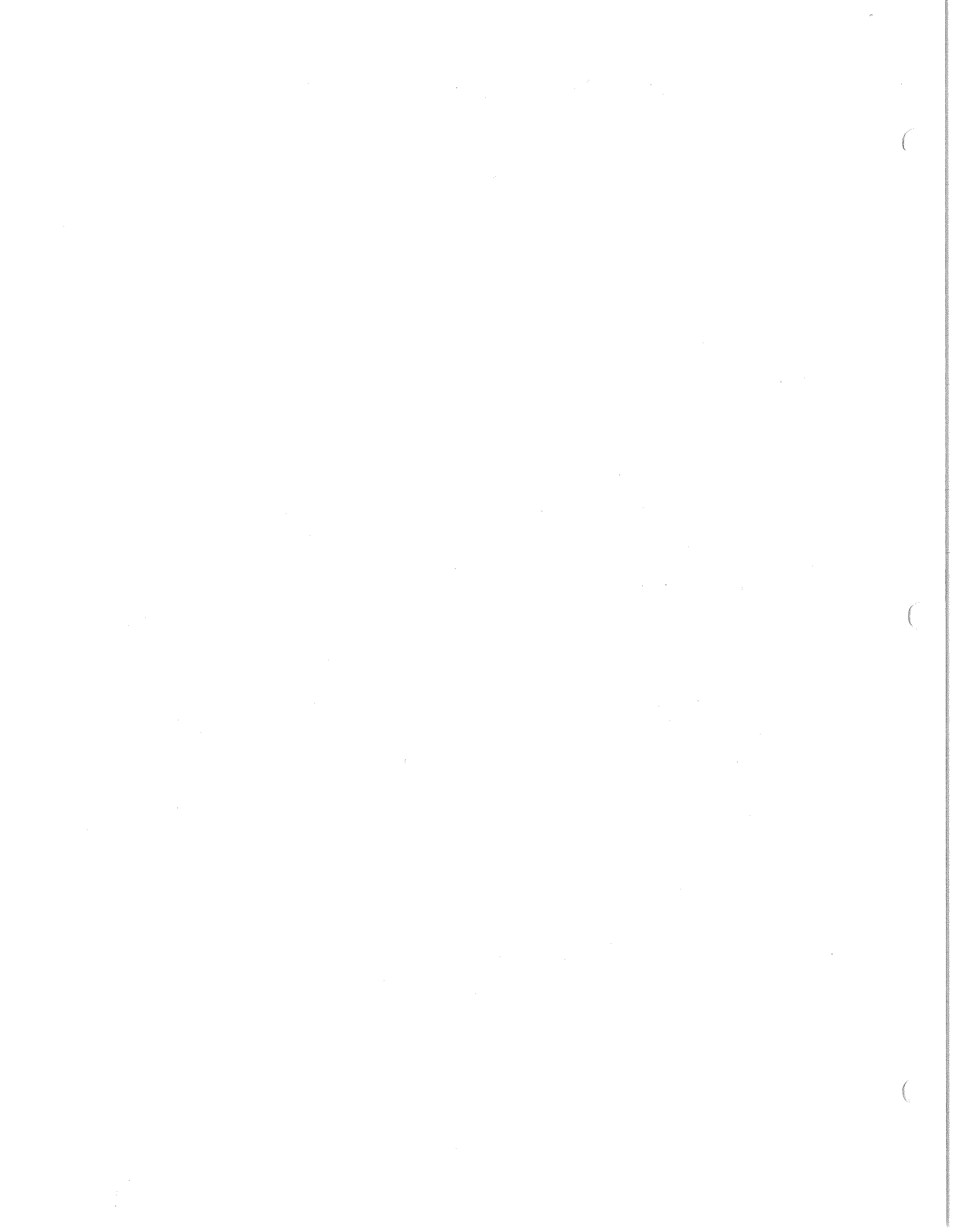
If you have any questions concerning these policies, please let me know.

JT/kbl

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Fayetteville Appearance Commission of the City of Fayetteville

433 Hay Street * Fayetteville, NC 28301 * (919) 433-1656

November 17, 1992

MEMORANDUM

TO: Fayetteville Appearance Commission Members
FROM: Bill Hester, Staff Liaison of FAC *BH.*
SUBJECT: Regular Meeting

The Regular Meeting of the Fayetteville Appearance Commission will be held on Wednesday, November 25, 1992 at 7:00 p.m. in the Multipurpose Room of the City Hall at 433 Hay Street.

AGENDA

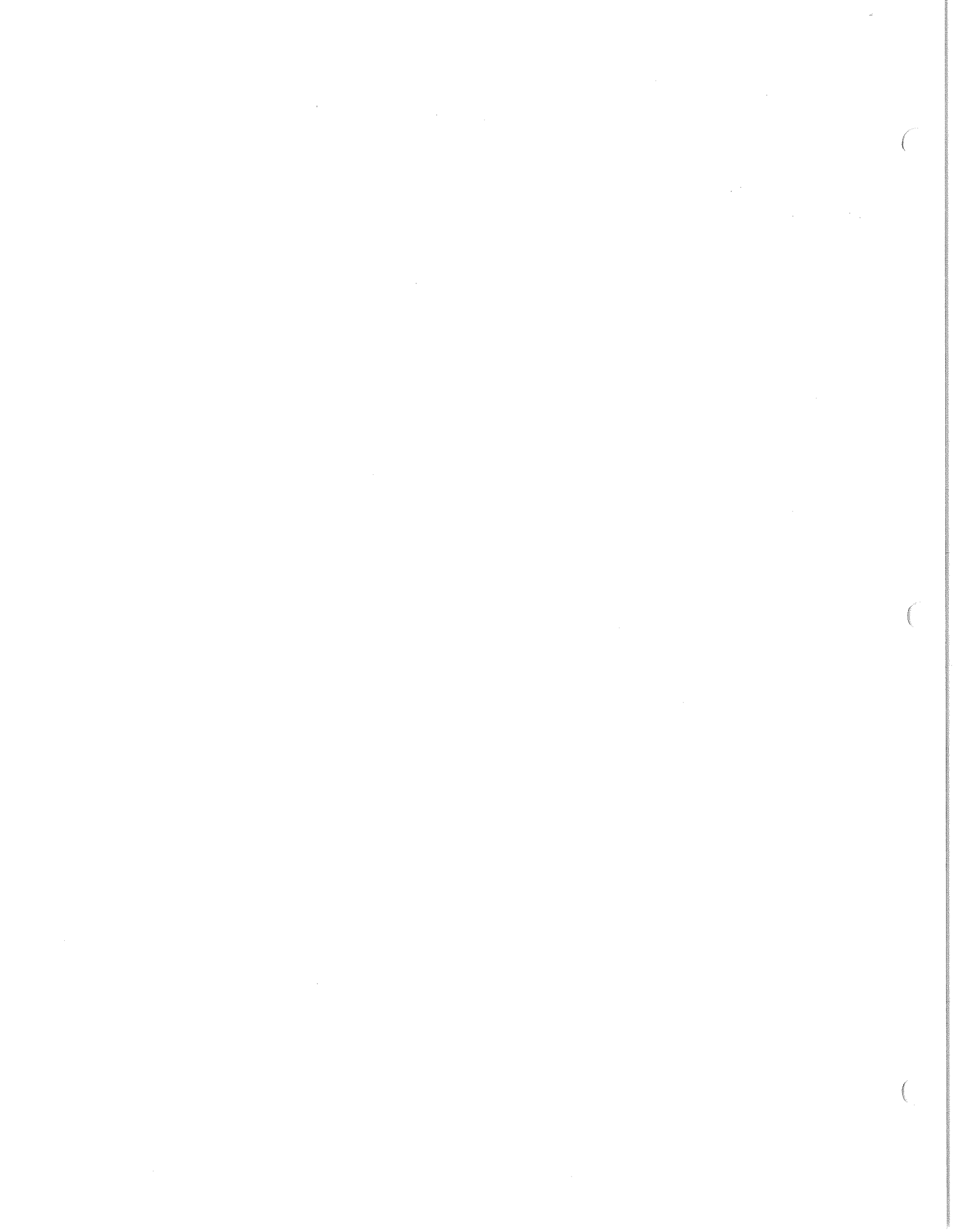
1. Review/Approval of Minutes from October 28, 1992
2. AMTRAK Station Renovation Update R. Rice
3. Recommendation to Fill Vacancy (Landscape)
4. Discussion December Dinner Meeting
5. Greenways Committee Update R. St. Onge
6. Sign Ordinance Update B. Stewart
7. Other

WMH/sc

cc: Ron Rice, City Staff Engineer, Engineering

Attachment: Minutes dd October 28, 1992

INFORMATION



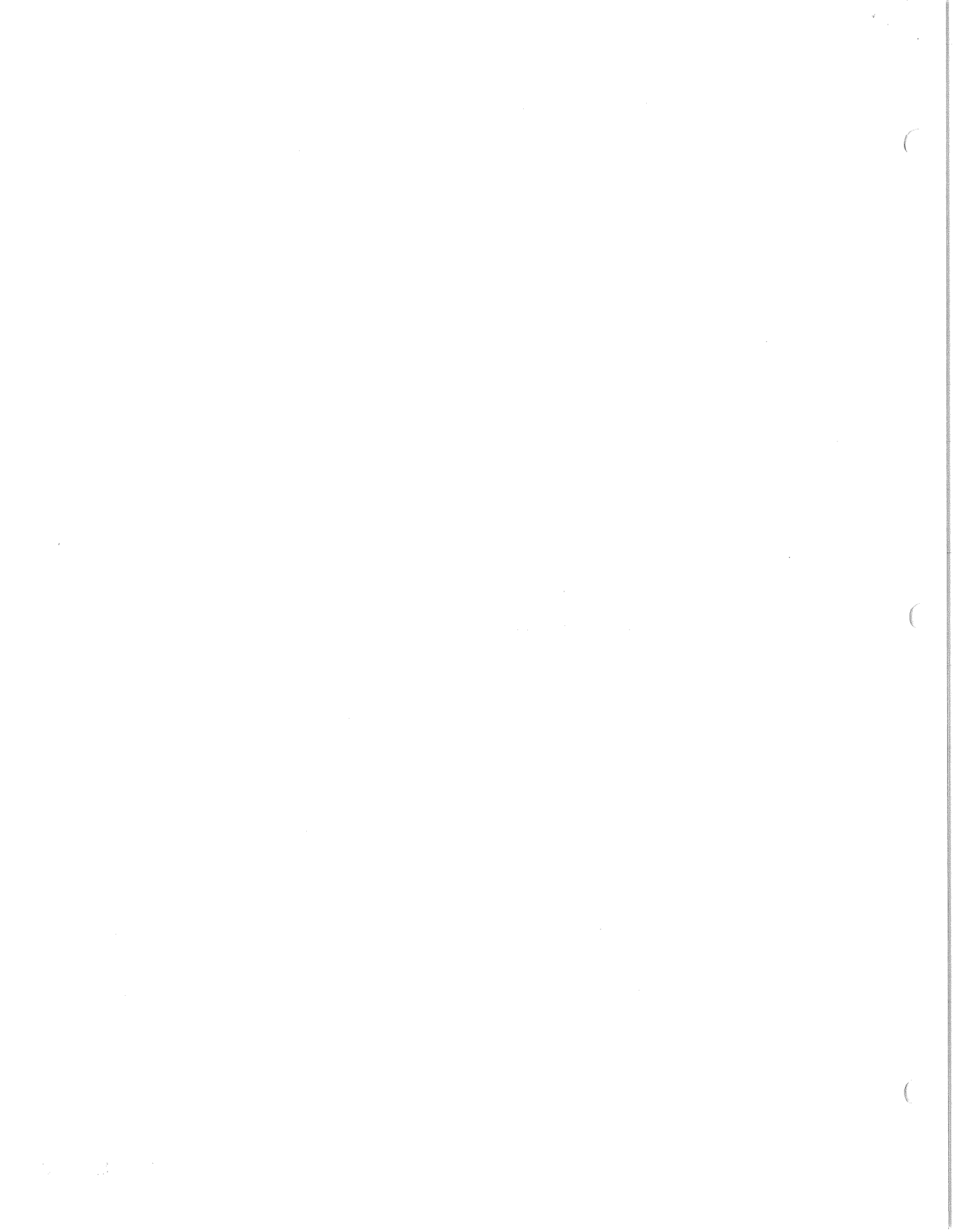


Fayetteville Historic Resources Commission

AGENDA
TUESDAY, NOVEMBER 24, 1992
4:00 P.M.
MULTIPURPOSE CONFERENCE ROOM
FIRST FLOOR
CITY HALL

1. Roll Call
2. Approval of the Minutes of the September 22, 1992 Regular Meeting
3. Unfinished Business
 - A. Report on Rehab It
 - B. Publication Update
 - C. Reappointment of Commissioners
4. New Business
 - A. Research Report - Fredd Sapp
5. Discussion
6. Adjournment

INFORMATION



MINUTES OF THE
FAYETTEVILLE HISTORIC RESOURCES COMMISSION
REGULAR MEETING
TUESDAY, SEPTEMBER 22, 1992
4:00 P.M.
CITY COUNCIL CONFERENCE ROOM, FIRST FLOOR

MEMBERS PRESENT

W. Wayne McGary, Chairperson
Ranny Nimocks, Vice Chairperson
Sue Bandy
Ruby Murchison
Dr. Jon Young
Arnetha Robinson

STAFF PRESENT

Lisa Novick

MEMBERS ABSENT

Henry Player

1. Roll Call

Chairperson McGary called the meeting order at 4:00 p.m. and noted the absence of Mr. Player.

2. Approval of the Minutes of the August 25, 1992 Regular Meeting

Chairperson McGary asked if there were any corrections to the minutes of the regular meeting of August 25, 1992. There were none. The motion was made by Mrs. Bandy and seconded by Mrs. Robinson to approve the minutes as written.

3. Unfinished Business

A. Consideration of Architectural Review Committee

Chairperson McGary introduced the subject and said that Mr. Player, a key member of the Commission with respect to architectural review, was absent. The membership and purpose of the Architectural Review Committee was discussed. Mrs. Bandy made the motion to establish an ARC. The motion was seconded by Mr. Nimocks. Discussion continued and included the advantages of establishing an ARC with regard to preliminary review of Certificates of Appropriateness which would stream line the process. Chairperson McGary asked for a vote on the motion. The vote was unanimous.

B. Review Rehab It Schedule

Chairperson McGary introduced the topic with a request that Commissioners attend the opening reception for Rehab It. He reviewed the program for Saturday.

4. New Business

A. Discussion of Local Landmark Criteria

Chairperson McGary opened discussion by saying that the criteria was presently the National Register criteria. Discussion focused on questions about owners of National Register properties requesting local designation, specifics of local register criteria. Dr. Young pointed out that specific criteria could be referred to such as those from Application #92-4 for Local Landmark. Discussion continued. Mr. Nimocks observed that it would be presumptuous to improve on the National Register criteria. The point was agreed on that the National Register criteria would continue to be used for Local Landmark criteria.

B. Review Publication

Ms. Novick reported that she was trying to complete the Walking and Driving Guide of National and Local Register Properties to go to the printer in time for Rehab It. She said that preliminary estimates for printing were \$2,500 and that the guide could be sold for \$2.00 or \$3.00 to recoup the printing cost.

C. Review Terms with Commissioners

Chairperson McGary told the Commission that three Commissioners were eligible for reappointment and asked if they wished to serve another term. Ms. Novick said that Mrs. Murchison who had just left, had agreed to serve another term. Both Mrs. Robinson and Mr. Nimocks said they would serve another two-year term. Ms. Novick said she would send a memorandum to Mrs. Joyner about the matter.

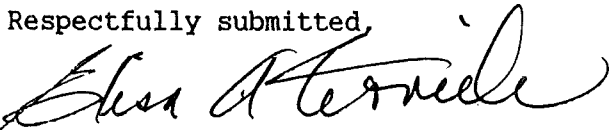
5. Discussion

Mrs. Bandy reported that she and Ms. Novick were present at a Planning Board meeting the previous Tuesday about a rezoning in Haymount on Morganton Rd.

6. Adjournment

Chairperson McGary asked for a motion for adjournment. Mr. Nimocks made the motion, seconded by Mrs. Robinson that the meeting be adjourned at 5:15 p.m.

Respectfully submitted,



Elisa A. Novick
Historic Resources Planner/Commission Secretary

EAN/skc

Agenda
11-23-92



Fees For Services A Cost/Revenue Study

**Presentation
November 1992**

**CITY OF FAYETTEVILLE
NORTH CAROLINA**

DAVID M. GRIFFITH & ASSOCIATES, LTD.
Professional Services to the Public Sector
1100 Logger Court, Suite D-100
Raleigh, North Carolina 27609
(919) 876-8042 FAX: (919) 878-8592

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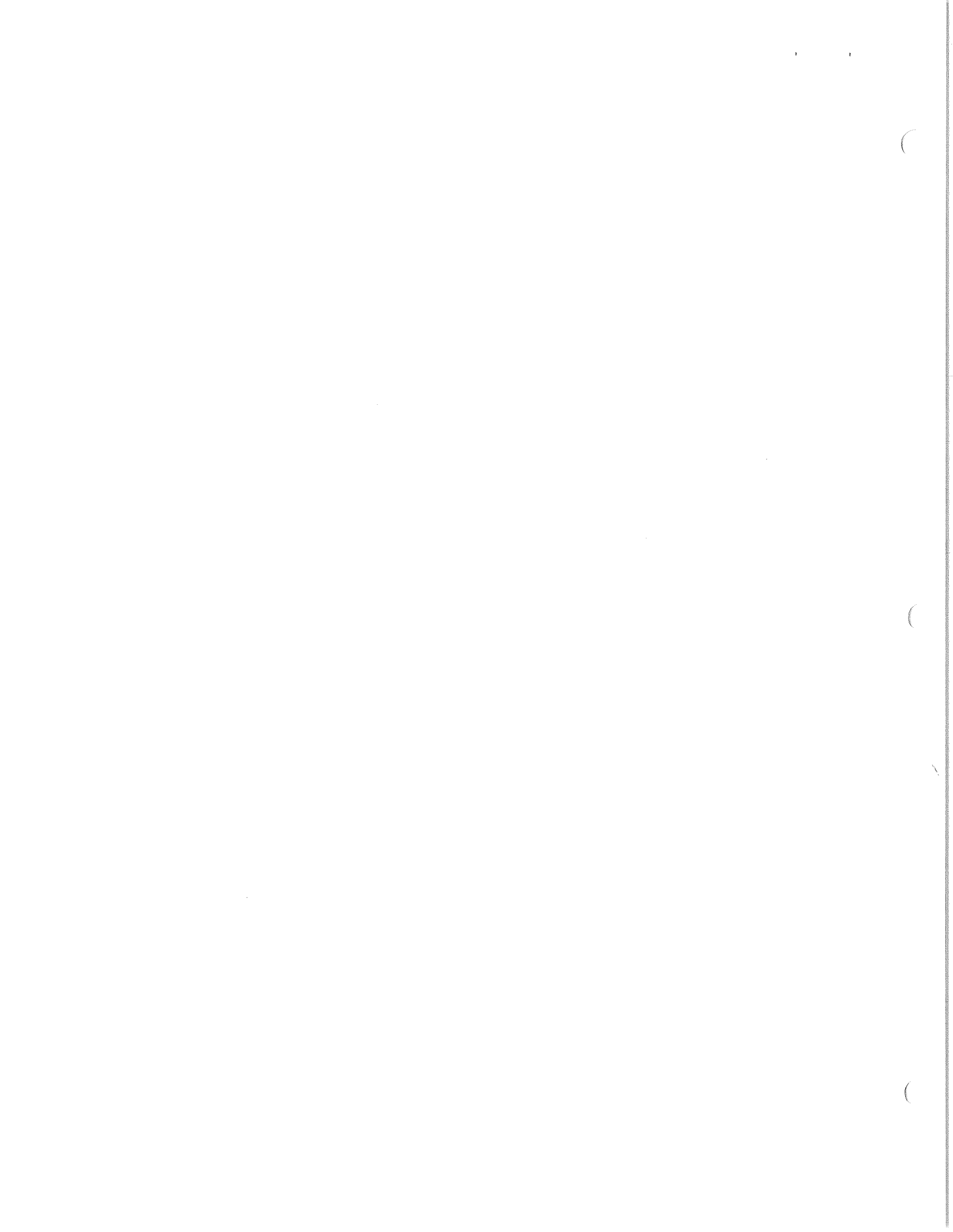
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STUDY OBJECTIVES

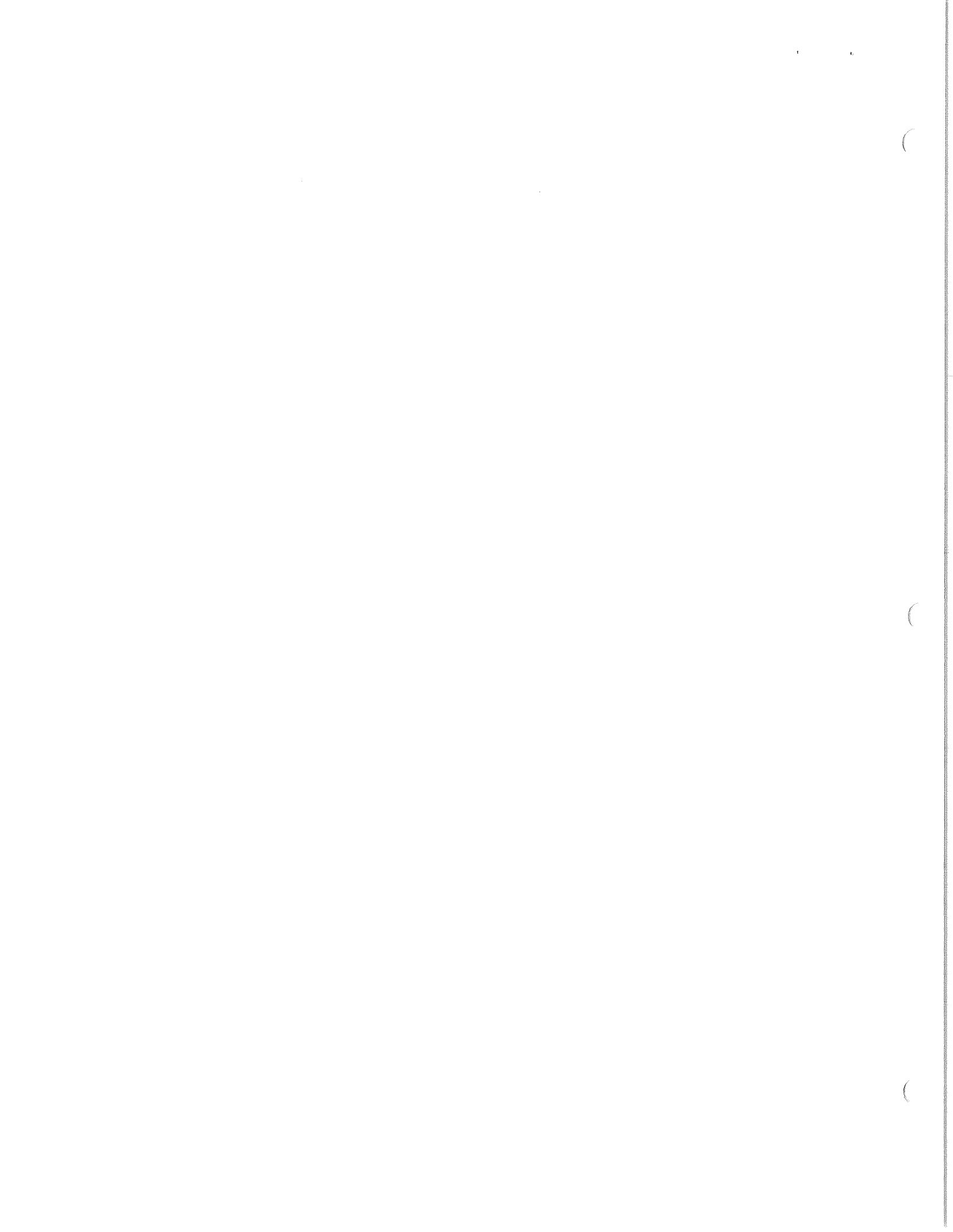
- IDENTIFY OPPORTUNITIES FOR INCREASED REVENUE BY:
 - REDUCING SUBSIDIES FOR AREAS WHERE FEES ARE CURRENTLY CHARGED
 - ESTABLISHING NEW FEES WHERE JUSTIFIED
- DEVELOP A BETTER UNDERSTANDING OF THE CITY'S COST STRUCTURE



PREFERRED FINANCING METHODS

USER FEES:

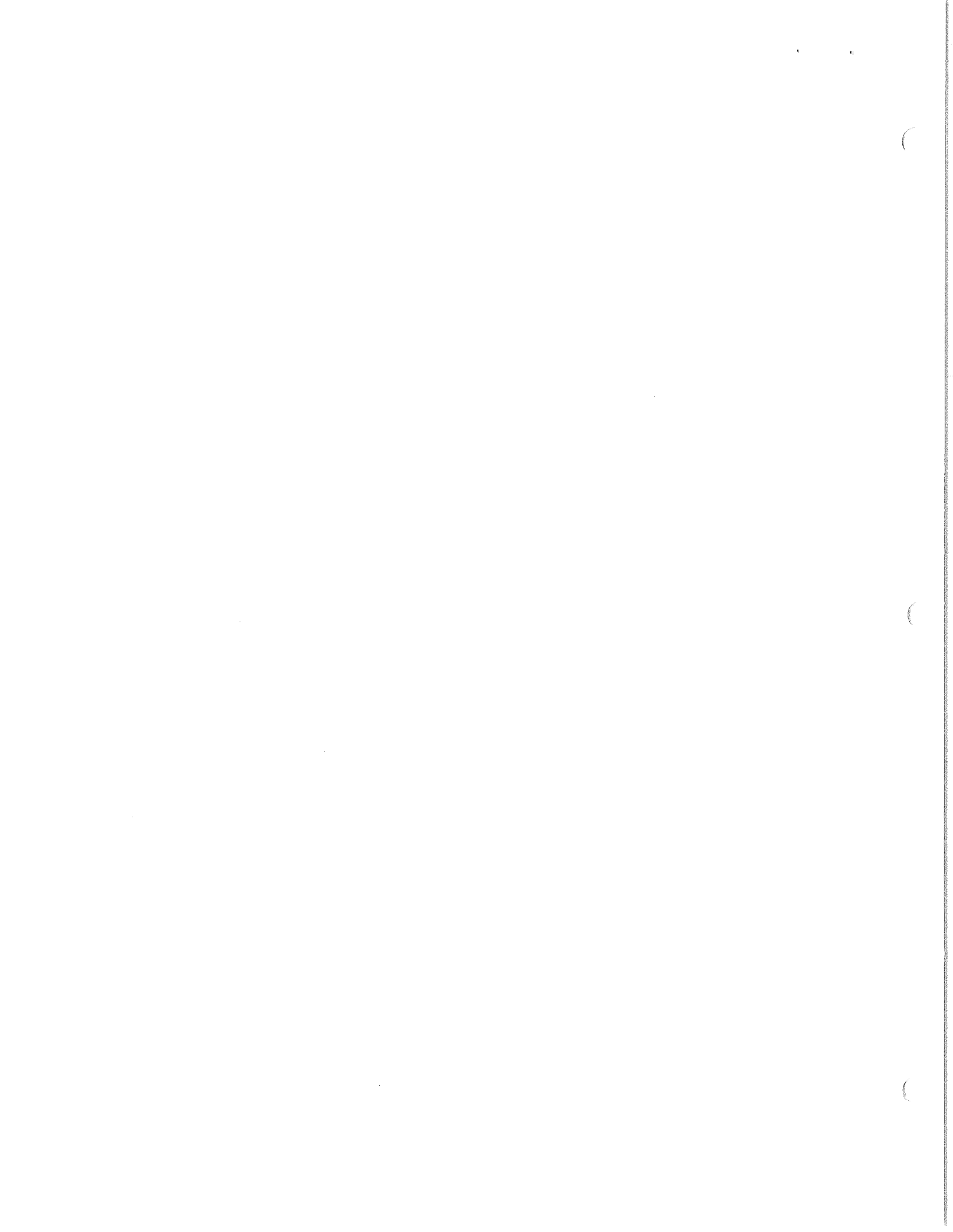
- **SERVICE CAN BE SUPPLIED TO INDIVIDUAL**
- **BENEFITS ACCRUE TO INDIVIDUAL**
- **CAN WITHHOLD SERVICE FROM INDIVIDUALS WHO REFUSE TO PAY**
- **COST CAN BE PASSED ON TO ULTIMATE BENEFICIARY**
- **DEGREE OF UTILIZATION CAN BE MEASURED**



PREFERRED FINANCING METHODS

TAXES:

- **SERVICE MUST BE SUPPLIED ON GROUP BASIS**
- **BENEFITS ACCRUE TO COMMUNITY AT LARGE**
- **CANNOT WITHHOLD SERVICE TO INDIVIDUALS WHO REFUSE TO PAY**
- **DEGREE OF UTILIZATION DIFFICULT OR IMPOSSIBLE TO MEASURE.**



STUDY METHODOLOGY

- EXTENSIVE INTERVIEWS

With:

- Department Heads
- Division Chiefs
- Key Workers

To Determine:

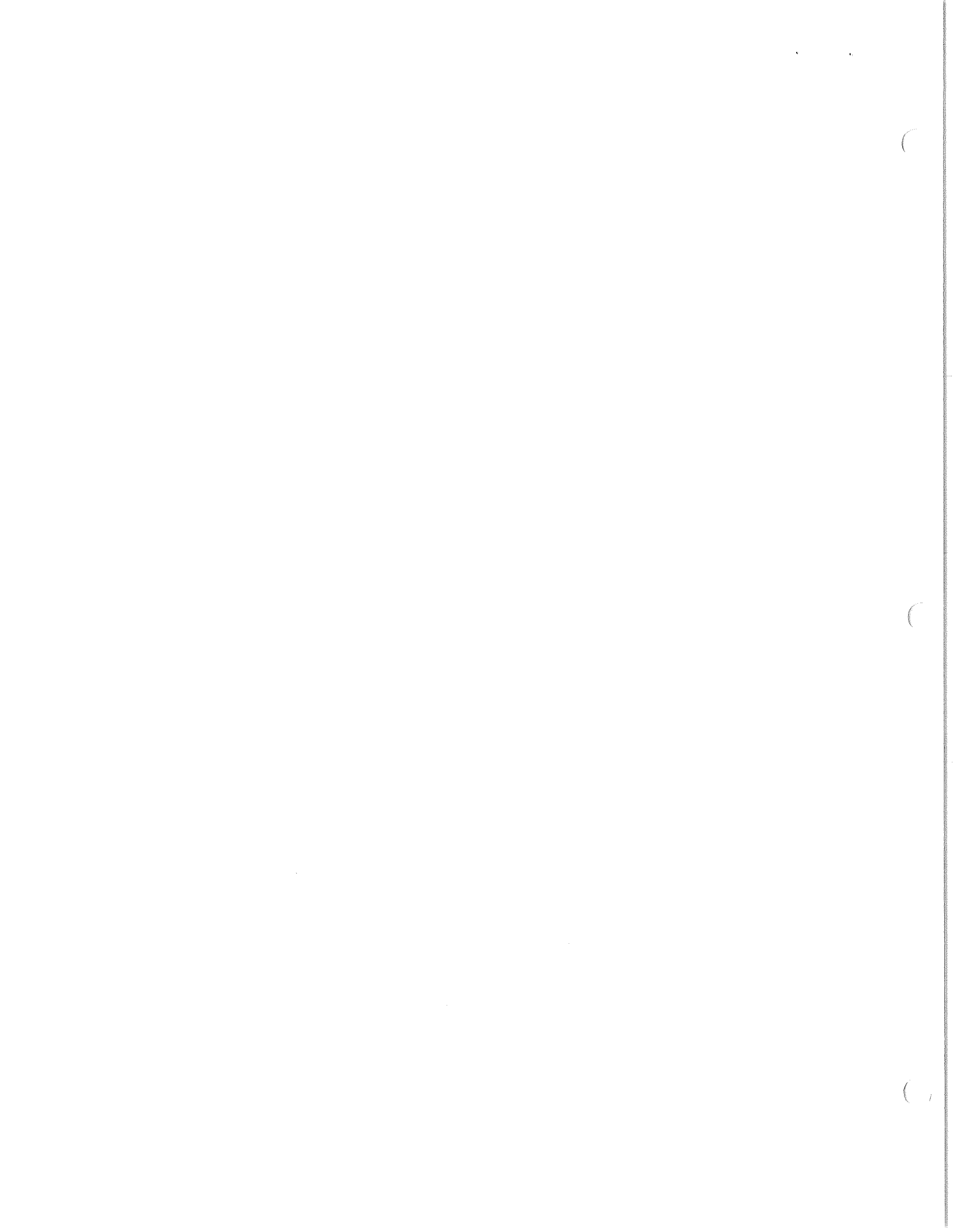
- Units of Service Per Year
- Time Required Per Unit
- % of Time Spent Per Unit
- Anticipated Trends

- DATA COLLECTION AND ANALYSIS

- FULL COST/REVENUE COMPARISONS – SUBSIDY

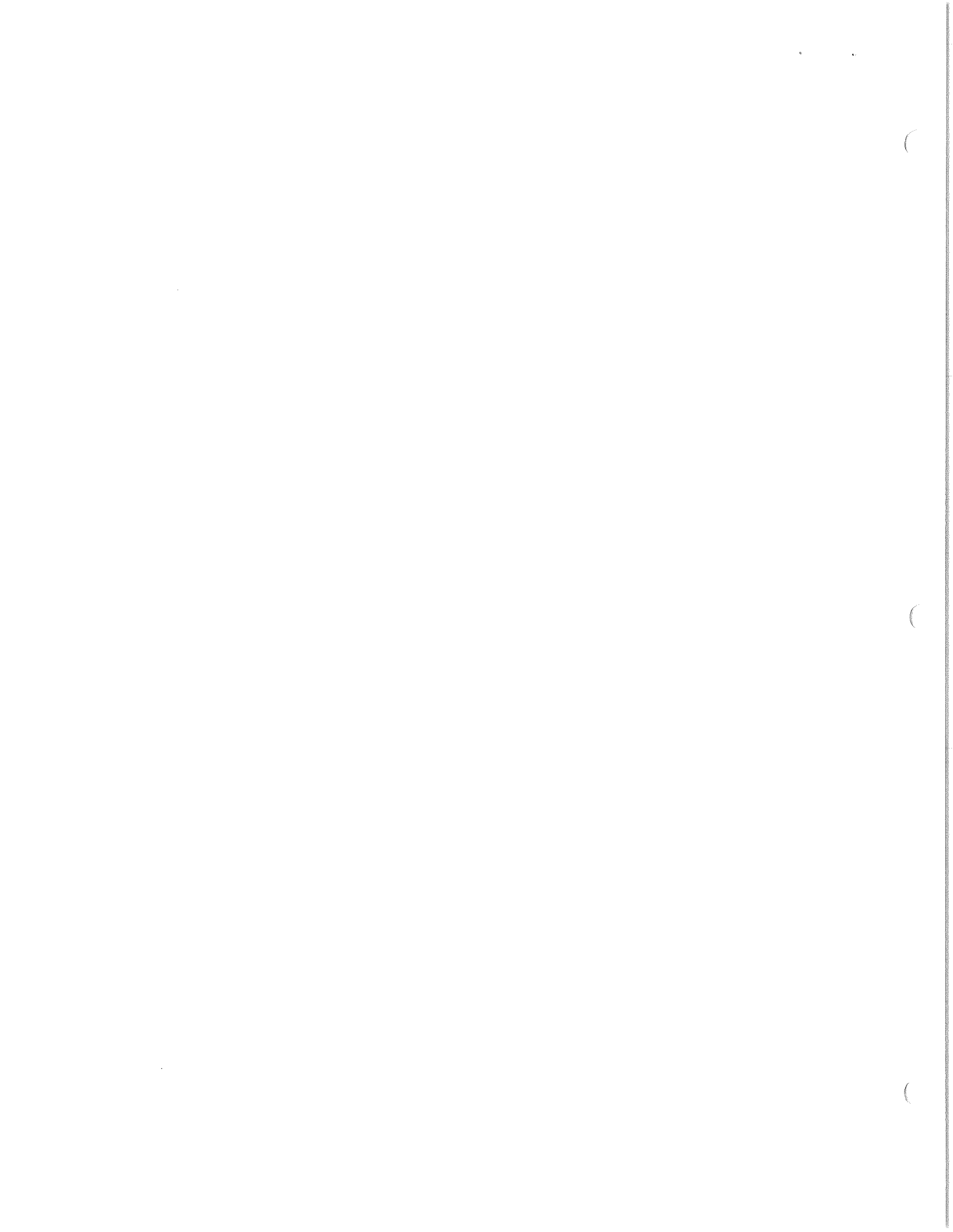
- CONTINUAL INTERACTION WITH DEPARTMENT HEADS AND CITY OFFICIALS

- RECOMMENDED FEE CHANGES



ADDITIONAL ANALYSIS

- **STRUCTURE**
- **SUBSIDIZATION**
- **DEMAND**
- **COST COMPARISON**
- **PRODUCTIVITY**
- **LEGAL**



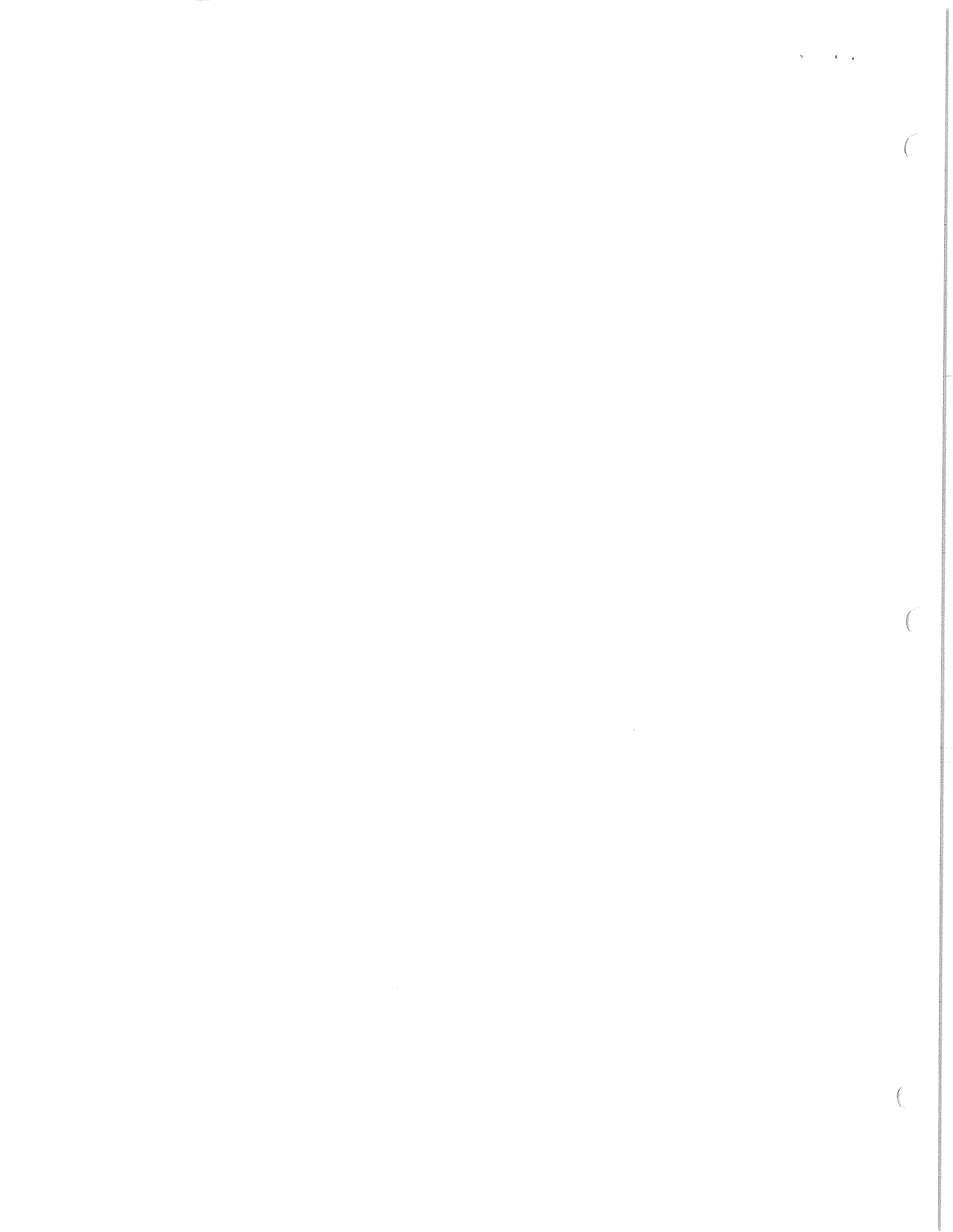
COMPONENTS OF A USER FEE

- DIRECT LABOR COSTS
- FRINGE BENEFITS
- DIRECT EXPENSES
- DEPARTMENTAL OVERHEAD
 - Supervisory Costs
 - Clerical/Admin Support Costs
- CENTRAL SERVICE COSTS
- CROSS-OVER COSTS



User Fee Summary

Department	Total Cost	Current Revenue	Subsidy	Potential Revenue	Potential Additional Revenue
Environmental Svcs	\$3,398,923	\$4,160	\$3,394,763	\$3,330,130	\$3,325,970
Inspections	459,219	531,070	(71,851)	616,294	85,224
Engineering	57,498	2,555	54,943	58,572	56,017
Police	249,191	72,736	176,455	254,615	181,879
Fire	321,518	28,961	292,557	313,150	284,189
Annexation	12,936	0	12,936	12,925	12,925
City Clerk	318	925	(607)	925	0
Traffic Services	50,376	7,668	42,708	14,286	6,618
Parks and Recreation	746,159	236,138	510,021	321,136	84,998
Total	\$5,296,138	\$884,213	\$4,411,925	\$4,922,033	\$4,037,820



MAJOR FEE CATEGORIES

Environmental Services: **\$3,325,970**
(mostly from residential pickup)

Inspections: **\$85,224**

Residential Alteration	\$9,584
Commercial Plumbing	20,435
Residential HVAC	20,594
Lot Clearing	18,864
Miscellaneous (20 areas)	15,747

Engineering: **\$56,017**

Street Closings	\$3,120
Driveways	10,080
Utility Excavations	7,710
Commercial Project/Subdivision Inspections	26,030
Miscellaneous (10 areas)	90,77

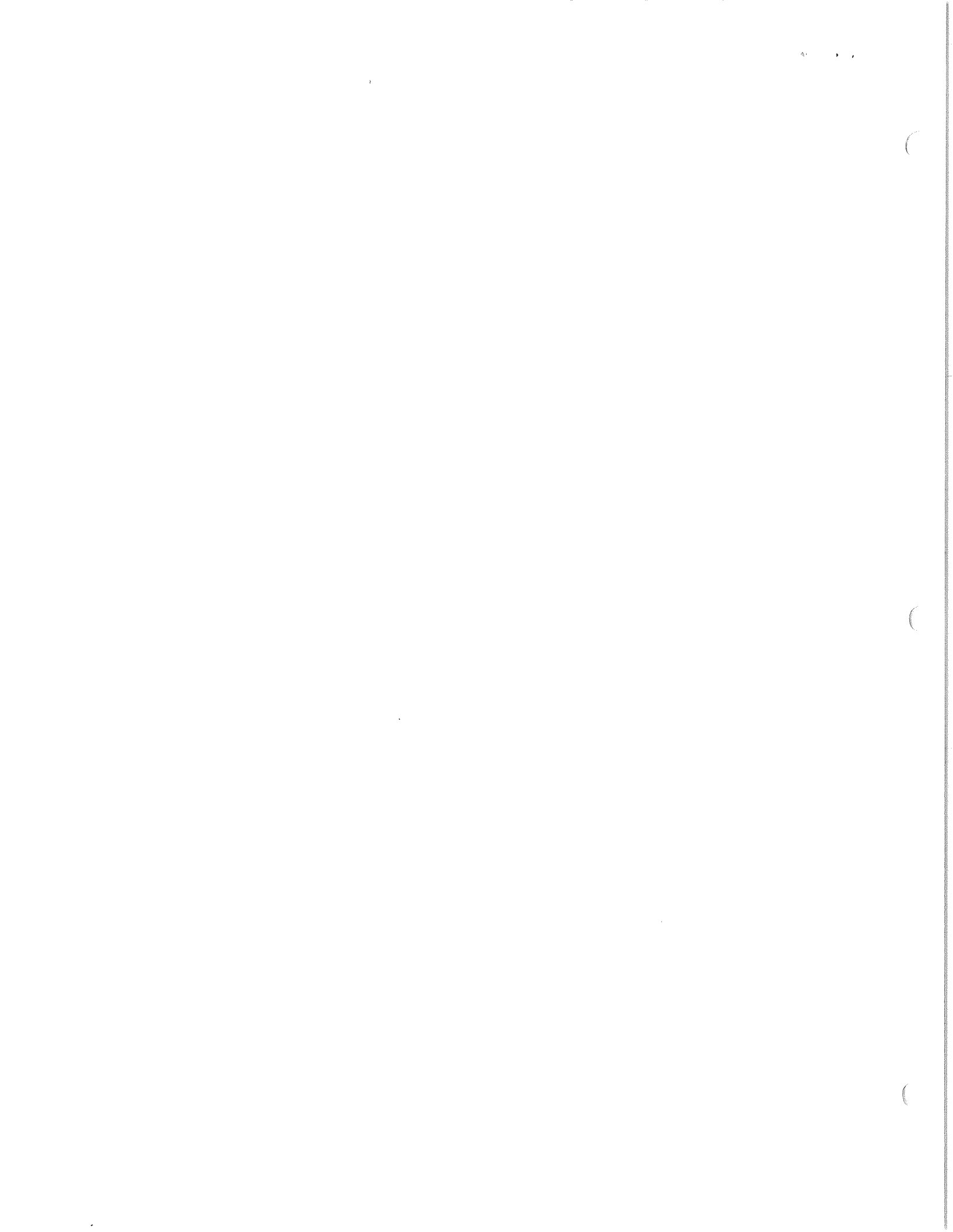
Police: **\$181,879**

Accident/Incident Reports	\$71,613
Record Checks	19,678
False Alarms	82,111
Miscellaneous (6 areas)	8,477

Fire: **\$284,189**

Reinspections	\$51,168
Risk Assessment	144,900
False Alarms	67,386
Miscellaneous (20 areas)	20,735

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Annexation: **\$12,925**

Minor Requests	\$7,600
Major Requests	5,325

Traffic Services: **\$6,618**

House Moving	\$2,000
Hourly Parking	2,625
Parking Rental	1,450
Miscellaneous	543

Parks & Recreation: **\$84,998**

Athletics	\$19,134
Recreation Center	19,143
Senior Citizens	4,091
Cultural & Fine Arts	2,089
Special Pops	2,334
FCCYC	1,080
Nature Center	5,000
Cemetery	20,092
Additional Fees for Non-Residents	12,035

