

# FY 2018 Annual Budget

*Recommended*



# FY 2018 Annual Budget



*Recommended*



City of  
**Fayetteville**  
North Carolina

## **MAYOR AND CITY COUNCIL**

Nat Robertson, Mayor

Mitch Colvin, Mayor Pro Tem, District 3

Kathy Jensen, District 1

Kirk deViere, District 2

Chalmers McDougald, District 4

Robert Thomas Hurst, Jr., District 5

William Joseph Leon Crisp, District 6

Larry Wright, District 7

Theodore W. Mohn, District 8

James William Arp, Jr., District 9

## **CITY MANAGER'S OFFICE**

Douglas J. Hewett, City Manager

Kristoff T. Bauer, Deputy City Manager

Jay Reinstein, Assistant City Manager

## **BUDGET AND EVALUATION STAFF**

Tracey Broyles, Budget and Evaluation Director

Kelly Culbreth, Assistant Budget and Evaluation Director

Mary Beth Grimberg, Budget and Evaluation Analyst

Chris Wilkerson, Budget and Evaluation Analyst

## **STRATEGIC PERFORMANCE ANALYTICS STAFF**

Rebecca Rogers Carter, Strategic Performance Analytics Director

Chris McMillan, Senior Corporate Performance Analyst

## **CORPORATE COMMUNICATIONS STAFF**

Kevin Arata, Corporate Communications Director

Kenneth Mayner, Chief Branding Officer

Nathan Walls, Public Information Specialist

John Hickman, Senior Printer

Jean Diehl, Printer

***Design by:***

*Corporate Communications Department*

# Table of Contents

---

## Introduction

Budget Message.....	i
Reader’s Guide .....	A-1
Governmental Structure and Organization .....	A-2
Profiles of the Mayor and Council .....	A-5
Boards, Committees and Commissions .....	A-12

## Policies and Goals

City’s Strategic Plan.....	B-1
Financial Policies .....	B-6

## Budget Overview

Summary of Revenues and Expenditure Appropriations .....	C-1
Summary of Revenues by Fund .....	C-3
Summary of Expenditure Appropriations by Fund .....	C-6
Intrabudget Transfers .....	C-7
Expenditure Appropriations by Fund by Category .....	C-8
Authorized Staffing .....	C-9

## Fund Summaries

Fund Summaries .....	D-1
Fund Balance Projections .....	D-15

## Portfolio and Department Summaries

### Community Investment

Portfolio Summary.....	E-2
Community Development.....	E-3
Development Services .....	E-10
Human Relations.....	E-19

### Operations

Portfolio Summary .....	F-2
Airport.....	F-4
Fire & Emergency Management .....	F-11
Parks, Recreation and Maintenance.....	F-20
Police.....	F-29
Public Services.....	F-39
Transit .....	F-56

---

# Table of Contents

---

## Support Services and Administration

Portfolio Summary .....	G-2
Budget & Evaluation .....	G-4
City Attorney's Office.....	G-9
City Manager's Office.....	G-15
Corporate Communications.....	G-26
Finance .....	G-33
Human Resource Development.....	G-41
Information Technology.....	G-50
Mayor, Council and City Clerk.....	G-57

## Other Appropriations

Other Appropriations.....	H-1
---------------------------	-----

## Fayetteville at a Glance

Geographic Location .....	I-1
Fayetteville at a Glance.....	I-2

## Fiscal Information

Basics of Budgeting .....	J-1
Budget Format .....	J-5
Basis of Accounting.....	J-8
Revenue Assumptions.....	J-9
Detailed Budgets by Department	
Community Investment Portfolio .....	J-19
Operations Portfolio .....	J-22
Support Services and Administration Portfolio .....	J-28
Other Appropriations.....	J-36
Capital Outlay by Fund.....	J-37
Capital Outlay by Portfolio by Department .....	J-40
Capital Funding Plan .....	J-44
Five-Year Capital and Technology Improvement Plans .....	J-47

## Appendices

Authorized Staffing FTEs by Department .....	K-1
Positions and Salary Grade Assignments.....	K-11
Fee Schedule .....	K-19
Glossary.....	K-40

---



# FY 2018 Annual Budget »



*Recommended*



*City of*  
**Fayetteville**  
*North Carolina*

# Introduction



## Budget Message



May 8, 2017

Dear Mayor Robertson and Members of the City Council:

In accordance with the statutes of the State of North Carolina and the City of Fayetteville's charter, I herein submit the proposed budget for fiscal year 2017-2018 (FY 2018). This balanced budget is designed to focus on results, and addresses many different elements identified through the City's strategic plan. The overriding goal of this budget is to address the needs of our citizens today, while preparing the community for a more prosperous future.

The City Council has established a bold vision for our community – one anchored not only in writing, but through action, as evidenced by the passage of a \$35 million parks and recreation bond referendum; by actions to secure a 30-year agreement with the Houston Astros to bring Minor League Baseball back to Fayetteville with the construction of a \$33 million state-of-the-art baseball stadium; and by swift recovery from Hurricane Matthew. The Council's vision for Fayetteville, the sixth largest city, in the ninth largest state, in the most powerful country in the world, is fully supported by the enclosed balanced budget.

Specifically, the proposed FY 2018 annual operating budget of \$230,715,964 across all funds is \$2,294,069 more than the original adopted budget for FY 2017, an increase of 1.0%. For the General Fund in particular, the proposed budget is \$170,378,517, an increase of 1.9% over the original adopted budget for the current fiscal year. The tax rate to support the General Fund is recommended at 52.66 cents per \$100 of assessed valuation, an increase of 2.71 cents over the

# Budget Message

---

current rate of 49.95 cents. This tax rate represents the revenue-neutral tax rate following the revaluation of property effective January 1, 2017.

Before highlighting the superlatives in the recommended budget, it is important to fully understand how the property revaluation and the changing property values affect our revenue projections and ultimately our service delivery to our residents.

## What is Revaluation

Revaluation is the process of reappraising all properties within a county for tax assessment purposes. The goals of the process are to value properties at current market rates, and to equitably distribute the cost of local government among property owners whose properties may have appreciated or depreciated in value at different rates since the County's last revaluation. North Carolina General Statute § 105-286 requires that each county conduct a reappraisal process not less than once every eight years.

The table below illustrates projected taxable property values for both the current fiscal year and for FY 2018. Real property taxable values are currently projected to be 4.6 percent below current taxable values following the revaluation process. It is important to note that the Cumberland County Tax Administration Office is continuing to hear appeals. The final revaluation figures cannot currently be determined as the Cumberland County Board of Equalization and Review will remain in session through early June.

<b>Projected Taxable Values</b>	<b>Fiscal Year 2017</b>	<b>Fiscal Year 2018</b>	<b>Projected Variance</b>
Real Property	\$12,204,952,924	\$11,642,978,146	-4.60%
Personal Property	593,793,108	604,184,487	1.75%
Public Service Property	190,188,185	190,188,185	0.00%
Motor Vehicles	1,377,789,803	1,426,012,446	3.50%
<b>Total Projected Valuation</b>	<b>\$14,366,724,020</b>	<b>\$13,863,363,264</b>	<b>-3.50%</b>

North Carolina General Statute § 159-11(e) provides a requirement that each taxing unit publish a revenue-neutral tax rate after a general revaluation of real property. A revenue-neutral property tax rate is the rate that is estimated to produce revenue for the next fiscal year equal to the revenue that would have been produced by the current tax rate if no reappraisal had occurred. A growth factor equal to the average annual percentage increase in the tax base due to improvements since the last general reappraisal is applied. The revenue-neutral tax rate is required to be provided for comparison purposes only, and the City Council is not required to adopt a revenue-neutral tax rate. The revenue-neutral tax rate for the City of Fayetteville for FY 2018 is estimated to be 52.66 cents per \$100 valuation, as compared to the fiscal year 2016-2017 tax rate of 49.95 cents per \$100 valuation. This rate is also the proposed tax rate.

Based upon these new values and a three month delay in the application of the new rate to motor vehicle taxes, one cent of the tax rate will generate approximately \$1,376,000 in tax revenue in FY 2018.

Against the backdrop of revaluation and the impacts on our FY 2018 budget, staff has worked hard to provide strategies to fund what is needed today, what is desired for tomorrow, and appropriately plan for what the future may bring.

## What is Needed

Fayetteville is a growing city of more than 208,000 residents. Our residents receive a full array of quality municipal services, ranging from public safety and solid waste to transit and recreation services. This budget provides for continuation of all municipal services at substantially the same service levels as FY 2017. The budget does make modifications to several areas, largely through improvements in service delivery. All of the modifications are designed to support the service demands and needs for a growing city.

In addition, this budget also supports the City Council's strategic plan goals in the following ways:

### Goal 1: Safe & Secure Community



- Completes construction of the relocated Fire Station 12
- Finances \$3.3 million for radio replacements
- \$465,000 for the City's share of design costs for the City/County Emergency Communications Center
- \$374,000 for the design of permanent Fire Station 16
- \$219,000 for the next phase of renovations at the Police Administration Building
- \$25,000 for neighborhood traffic calming measures

### Goal 2: Diverse & Viable Economy



- Funds significant downtown redevelopment
  - Construction of baseball stadium to be financed in FY17
  - \$1.1 million for redevelopment site infrastructure
  - Finances \$3.6 million to construct parking deck at City Hall
  - \$400,000 for land for a short-term parking solution
- Continues \$100,000 annual support for FCEDC
- Funds an additional \$100,000 to transition the downtown municipal service district to an arts and entertainment focused district
- Repurposes \$200,000 to create a small business revolving loan fund
- Continues implementation and support of the Local Small and Disadvantaged Business Enterprise (LSDBE) program

# Budget Message

---

## Goal 3: High Quality Built Environment



- \$4.15 million in annual street resurfacing funding
- \$2.26 million for stormwater drainage projects
- \$1.6 million to complete Legend Avenue
- \$950,000 to repair storm-damaged Sykes Pond Road
- \$650,000 for sidewalk improvements
- \$870,000 for transportation improvement agreements in partnership with the North Carolina Department of Transportation, including:
  - \$300,000 for sidewalks on Raeford Road
  - \$200,000 for traffic signal at Strickland Bridge Road
  - \$95,000 for a bicycle master plan
- Funds an additional professional engineer position
- \$50,000 for a review of the Unified Development Ordinance
- \$10,000 for development of design guidelines for historic districts
- \$208,000 to continue development of the FayWorx system

## Goal 4: Desirable Place to Live, Work and Recreate



- First Parks and Recreation bond issuance scheduled for September, 2017
  - Splash pads, existing park improvements, skateboard park and western senior center projects underway
- \$529,000 for operating costs for the new downtown transit center
- \$260,000 in additional local funding for the airport terminal renovation
- \$621,000 of additional local funding for Cape Fear River Trail
- \$100,000 for the affordable housing program
- \$100,000 to continue the partnership with Cumberland County to fund strategies to assist homeless citizens
- \$70,000 to fund an update of the parks and recreation master plan

## Goal 5: Sustainable Organizational Capacity



- Funds Police Officer, Fire Fighter, and Emergency Telecommunicator step pay plans
- Funds 2% merit pay increases for employees not on step plans
- Funds required increases for employer contributions for pension and medical benefits
- \$749,000 for a variety of technology projects, including \$361,000 for computer replacements
- \$286,000 to sustain the facility maintenance program
- \$5.8 million for vehicle and equipment replacements

### Goal 6: Resident Engagement & Partnerships

- Creates an ombudsman group to enhance service delivery and provide for focused resolution of community issues
- \$27,000 for the development of an enhanced mobile app to access the City's website
- \$23,000 to continue the youth internship program
- \$20,000 for biennial resident survey
- \$10,000 to convene a community anti-poverty summit
- Continues with next phases of City Hall renovation, including the first floor customer service areas



### Revenue Highlights

- General property tax rate recommended at 52.66 cents per \$100 of assessed valuation, including 1.42 cents dedicated for parks and recreation projects and bond debt service and 5.43 cents dedicated to the general capital funding plan
- Property tax rate for the Central Business Tax District recommended to remain at 10.0 cents per \$100 of assessed valuation
- Property tax rate for the Lake Valley Drive Municipal Service District recommended to increase to 39.4 cents per \$100 of assessed valuation
- Stormwater fee recommended to increase by \$0.50 to \$4.25 per month
- Residential solid waste fee recommended to increase by \$4 per year to \$48 per year
- FY 2017 sales taxes expected to be 0.9% above budget, followed by 4.1% expected growth in FY 2018
- FY 2017 utility tax distributions projected to be 4.9% below budget, with FY 2018 distributions projected to marginally increase by 0.2% above FY 2017
- Payment in lieu of taxes from the Public Works Commission is projected to be \$10.43 million in FY 2018, 4.6% above the FY 2017 payment of \$9.97 million
- Economic development contribution from the Public Works Commission is projected to be \$1.2 million for the second of a five year commitment of \$6.0 million
- FY 2018 proposed budget includes \$3.7 million in loan proceeds in the General Fund and \$1.2 million in the Environmental Services Fund to purchase vehicles and equipment
- Projected unassigned fund balance for the General Fund at the conclusion of FY 2018 is \$20.4 million and equates to 12.36% of the FY 2018 budget expenditures, excluding the County recreation program (Policy is 10% and goal is 12%)

### Organizational Refinements

In order to provide more support in key areas, this budget also realigns several departments for greater accountability and resource sharing. Specifically, this budget:

- Consolidates the Economic and Business Development Department into the Community Development Department.

## Budget Message

---

- Consolidates the Permitting and Inspections and the Planning and Code Enforcement Departments into the Development Service Department.
- Consolidates the Environmental Services Department with the Engineering and Infrastructure Department to form a new Public Services Department.

### What the Future May Bring

The proposed budget focuses on maintaining a solid base of core services, advancing the City Council's strategic goals, and aligning our organizational structure in a more streamlined and responsive way. Other than the changes highlighted herein, the budget provides the resources needed to stay on our current and ambitious course.

As we saw over the last 12 months on the global, national, state and local levels, the best laid plans of mice and men can often go awry. While we are working on such vital projects as the parks and recreation bond projects and the development of a Minor League Baseball stadium, we must also be prepared and plan for the unexpected, such as Hurricane Matthew and declining values from the recent countywide revaluation.

This budget strikes a careful balance in enhancing our services as a major metropolitan area, while also ensuring that we are ready to respond if the unexpected occurs. Specifically, the budget provides for:

- Continuation of the City Council's 12% General Fund fund balance policy that provides the City the flexibility to take advantage of new opportunities, and the funds needed to tackle unexpected issues, such as hurricanes or unexpected economic downturns.
- Balances the budget with a \$5,747,039 total fund balance appropriation, comprised of \$2,298,956 from restricted County Recreation District fund balance, \$1,336,981 from fund balance assigned for the capital funding plan, and \$2,111,102 from unassigned fund balance; this represents a 28% reduction in the use of unassigned fund balance as compared to the \$2,933,364 original appropriation for FY 2017.
- Sets aside \$1.5 million for additional Hurricane Matthew recovery expenses, while also fully supporting the ongoing recovery efforts.

I would like to thank the entire City staff for their continued service to our community and assistance in the development of this recommended budget. In particular, I would like to thank Budget and Evaluation Director Tracey Broyles and Budget Office staff members Kelly Culbreth, Mary Beth Grimberg and Christopher Wilkerson, Assistant City Manager Jay Reinstein, and Deputy City Manager Kristoff Bauer for their work in developing this budget for City Council's consideration. Finally, I would like to thank the City Council for this opportunity and for providing clear expectations throughout the budget development process.

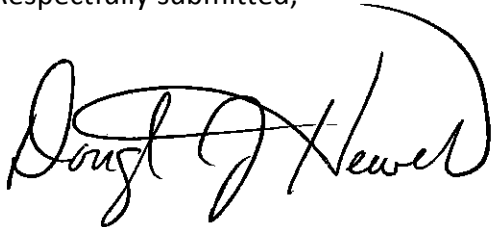
Additionally, worth noting, the Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Fayetteville for its annual budget for the fiscal year beginning July 1, 2016. In order to receive

---



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 the 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,

A handwritten signature in black ink that reads "Douglas J. Hewett". The signature is written in a cursive style with a large, sweeping flourish at the end.

Douglas J. Hewett  
City Manager

---

This page is intentionally left blank.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Fayetteville  
North Carolina**

For the Fiscal Year Beginning

**July 1, 2016**

Executive Director

---

This page is intentionally left blank.

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 2017-2018 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 City Manager regarding the 2017-2018 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 2017-2018 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.

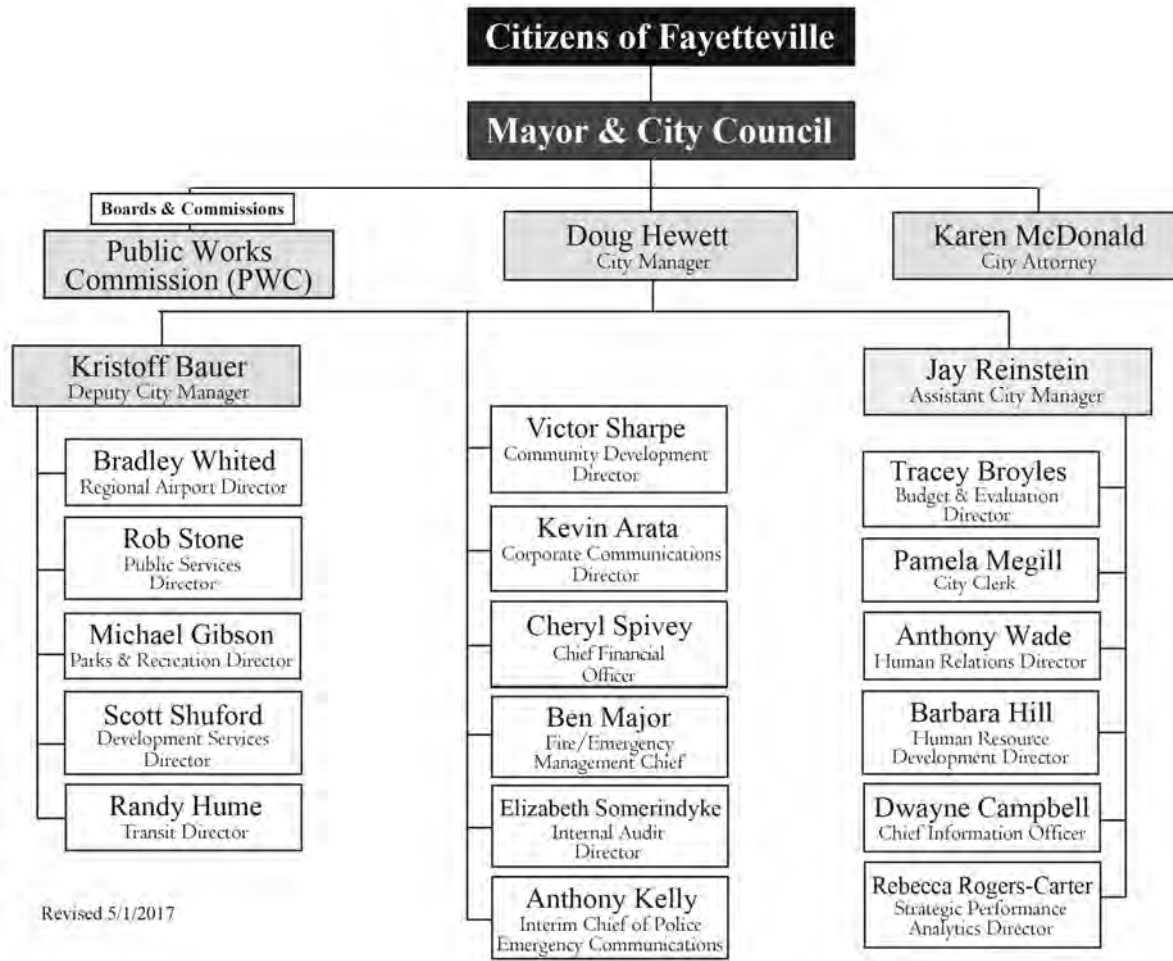
- **Fiscal Information**

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



# 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.

City Council also holds 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 advisors who make recommendations that



## Governmental Structure and Organization

---

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**  
**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. A 1983 graduate of Pine Forest High School, she went on to East Carolina University and Methodist College to study business. After college, Jensen joined the family business and worked in the retail, property management and financial departments. In 1993, Kathy married LTC Jerry Jensen and supported him in his military career through Fort Bragg; Germany; Newport, R.I.; and back to Fayetteville and her hometown. When they were deciding on where to live, Kathy and Jerry wanted to raise their children where she was born and raised. In 2005, Kathy opened An Affair to Remember Bridal and Formal Wear on Ramsey Street.

The past four years on Council, Jensen has served on many local boards and commissions, including: the Fayetteville-Cumberland Youth Council, Fayetteville-

## Profiles of the Mayor and Council

---

Cumberland Economic Development Corporation (FCEDC), Core Value Awards Committee (CVA), Gateways and Corridor Committee, 911 Task Force Committee, Cumberland County Crown Coliseum Board liaison, Fayetteville Police Foundation City liaison, Boards and Commissions Nominating Committee, and chair of the Parks and Recreation Bond Committee. She was also appointed by the Governor to be on the board of the North Carolina Youth Council.

Kathy is committed to her city; she is a member of Saints Constantine and Helen Greek Orthodox Church, the Junior League of Fayetteville, the Military Officers Wives Association and the Daughters of Penelope. Her care and commitment to her neighbors and citizens of north Fayetteville is visible every day.

Kathy and Jerry have five children and two grandchildren. Their children are Jeremiah Jensen of Columbia, S.C., Jillian Jensen Jez 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](mailto: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, husband, and father. 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 founding 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.

## Profiles of the Mayor and Council

---

He previously hosted a weekly local radio show, What's Going On, which aired on WIDU 1600AM.

Kirk deViere is married to Jenny Beaver deViere, and they have a son, Greyson. 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 has three beautiful daughters. He is a member of Kappa Alpha Psi Fraternity, Inc.

and is active in his church along with 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 it hard to find work that would provide a living wage. It was in May 1988, he answered

## Profiles of the Mayor and Council

---

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](mailto: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 recently closed Hurst Annaho Supply, a family owned construction and industrial supply business that opened in 1953, where he was vice president since 1976. He currently is the operations manager at Cardinal Landscaping and also serves as a legislative liaison to N.C. Senator Wesley Meredith.

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)

## Profiles of the Mayor and Council

---

- Board member, NC Small Business Advocacy Council (1986).

**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](mailto: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

## Profiles of the Mayor and Council

---

High School and Shaw University, where he earned a Bachelor of Arts in theology and philosophy. He also attended Chicago 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](mailto: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, the 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



## Profiles of the Mayor and Council

---

early 2007, when he became a Department of Defense civilian employee.

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](mailto: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](mailto:jarp@ci.fay.nc.us)**

## Boards, Committees and Commissions

---

The Fayetteville City Council has oversight of 25 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.
- **Fayetteville-Cumberland Economic Development Corporation (FCEDC)**  
The FCEDC enables Cumberland County, the City of Fayetteville, and The Alliance Foundation to jointly undertake the conduct of economic development activities and services.
- **Fayetteville Metropolitan Housing Authority (FMHA)**  
The FMHA board establishes administrative policies affecting the organization and conduct of the Authority and substantiates policies, to be used as guidelines in carrying out the local housing program.
- **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

## Boards, Committees and Commissions

---

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.

- **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](mailto:cityclerk@ci.fay.nc.us).

Applications are available on the City of Fayetteville's website at [www.fayettevillenc.gov](http://www.fayettevillenc.gov)

### Public Works Commission (PWC)

The City is authorized to provide water, sanitary sewer and electric services throughout Cumberland County. The Fayetteville Public Works Commission (PWC) was organized under provisions of the City Charter of 1905 to manage the utility systems. On June 29, 2016 the North Carolina Legislature repealed the portion of the City Charter that specifically and exclusively dealt with PWC and replaced it with an updated version that more clearly defined the roles and responsibilities of the PWC and the City.

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.

Under the June 29, 2016 update to the City Charter, the PWC operates as a public authority in its operation, control, and management of its systems and is subject to the Local Government Budget and Fiscal Control Act as a public authority. The commission has full authority over its budget and it is not subject to appropriation and authorization by the City. For financial reporting purposes, the PWC is reported as a component unit of the City.

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

The PWC's electric system provides for the transmission and distribution of electrical energy purchased from Duke Energy Progress, Inc. (DEP). Under a 30-year agreement effective

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

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

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

The electric system is interconnected with DEP at three locations. SEPA power is received under a wheeling agreement through DEP's transmission system. PWC has a system of 369 conductor miles of radial operated 66 kilovolt (kV) sub-transmission circuits that that interconnects 32 sub-transmission distribution substations and 1 industrial substation. Power is then distributed through approximately 2,300 overhead conductor miles and 1,115 underground cable miles of 25kV and 12kV distribution circuits to deliver power to approximately 82,000 customers. The highest

## Boards, Committees and Commissions

---

peak demand of the PWC was 490.3 MW, occurring in February 2015. The total energy requirement for fiscal year 2016 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 2016, 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 87,800 water customers plus approximately 7,800 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 86,400 sewer customers are served through 1,300 miles of sanitary sewer mains and 80 sanitary sewer lift stations

# FY 2018 Annual Budget »



Recommended



City of  
**Fayetteville**  
North Carolina

## 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 80 residents. The residents identified the following priorities:

- Reduce crime
- Improve public perception of safety in the community through increased visibility of patrol officers
- Provide opportunities to train for jobs that match industry needs in the community
- Develop more walking and biking trails
- Increase the amount of publicly accessible green space
- Expand the stock of affordable and transitional housing
- Accelerate neighborhood revitalization efforts

## Staff Input

During the fall of 2016, 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"><li>• Customer Service</li><li>• City Values</li><li>• Overall job satisfaction</li><li>• Understanding mission and goals</li></ul>	<ul style="list-style-type: none"><li>• Communication</li><li>• Pay</li><li>• Handling poor performance</li><li>• Appreciation</li></ul>

Employee focus groups will be conducted in 2017 to obtain data regarding the root causes of the lowest ranking items on the survey. This data will then be utilized to develop action plans to address these employee concerns.

The Senior Management Team (SMT) held a retreat in December 2016, to identify priorities and goals for the City. The SMT identified the following priorities, in no particular order:

- Economic development strategic action plan
- Comprehensive Land Use Plan
- Stormwater, gateway, sidewalk and street improvements
- Neighborhood revitalization
- Implementation of the Parks and Recreation capital program
- Funding for the capital and technology improvement plans
- Increased focus on customer service
- Implementation of the strategic communication plan to increase visibility and tell our story
- Better coordination of citizen engagement events; increased sharing of data collected
- Completion of the Joint 911 Center
- Improvement in the timeliness and quality of building trades inspections

## **Strategic Plan Development and Execution**

In February 2017, 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 2018**, as follows:

- Economic Development
- Public Safety
- Beautification/Greenways
- Infrastructure Investment
- Affordable Housing
- 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 2018 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 2018 budget dedicates an equivalent of 5.43 cents of the City's 52.66 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 1.42 cents of the 52.66 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.

---

This page is intentionally left blank



# FY 2018 Annual Budget >>



Recommended



City of  
*Fayetteville*  
North Carolina

# Budget Overview

## Summary of Revenues and Expenditure Appropriations

---

### Funds Reported in Annual Budget Ordinance

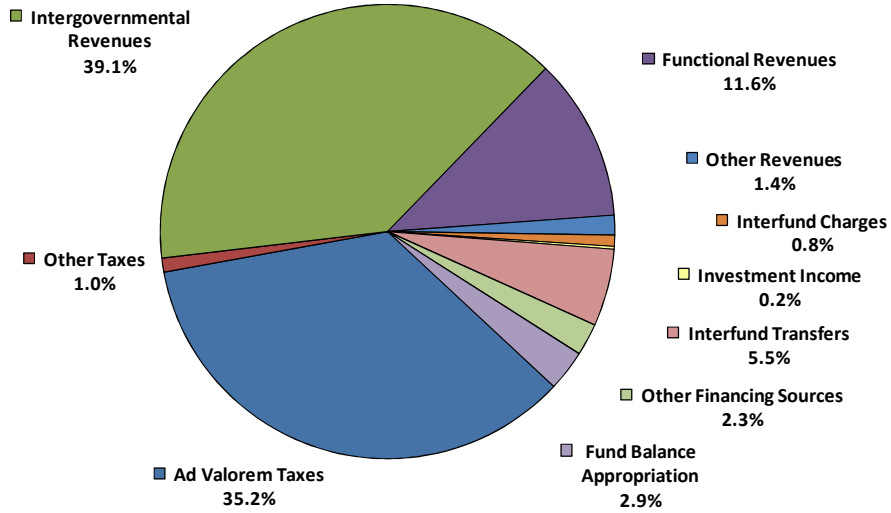
	2015-16 Actual	2016-17 Original Budget	2017-18 Recommended Budget	2017-18 Adopted Budget
Ad Valorem Taxes	\$ 69,176,547	\$ 71,325,888	\$ 73,255,036	\$ 0
Other Taxes	1,949,732	1,893,410	1,984,010	0
Intergovernmental Revenues	78,032,304	71,642,685	81,420,336	0
Functional Revenues	25,010,060	23,044,992	24,189,472	0
Other Revenues	3,352,432	2,771,900	2,889,352	0
Interfund Charges	1,052,756	1,090,219	1,615,453	0
Investment Income	456,693	317,035	425,308	0
Interfund Transfers	13,330,200	23,321,987	11,396,357	0
Other Financing Sources	1,878,677	3,359,977	4,898,812	0
Fund Balance Appropriation	0	8,365,039	6,083,622	0
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 194,239,401</b>	<b>\$ 207,133,132</b>	<b>\$ 208,157,758</b>	<b>\$ 0</b>
Personnel Services	\$ 104,090,776	\$ 109,705,244	\$ 111,458,894	\$ 0
Operating Expenditures	29,947,471	28,050,219	28,861,716	0
Contract Services	17,638,931	10,579,183	11,477,530	0
Capital Outlay	7,245,006	6,035,876	5,665,883	0
Transfers to Other Funds	24,050,860	34,788,018	30,200,452	0
Debt Service	8,791,230	6,844,464	8,529,153	0
Other Charges	3,423,042	11,130,128	11,964,130	0
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 195,187,316</b>	<b>\$ 207,133,132</b>	<b>\$ 208,157,758</b>	<b>\$ 0</b>

# Summary of Revenues and Expenditure Appropriations

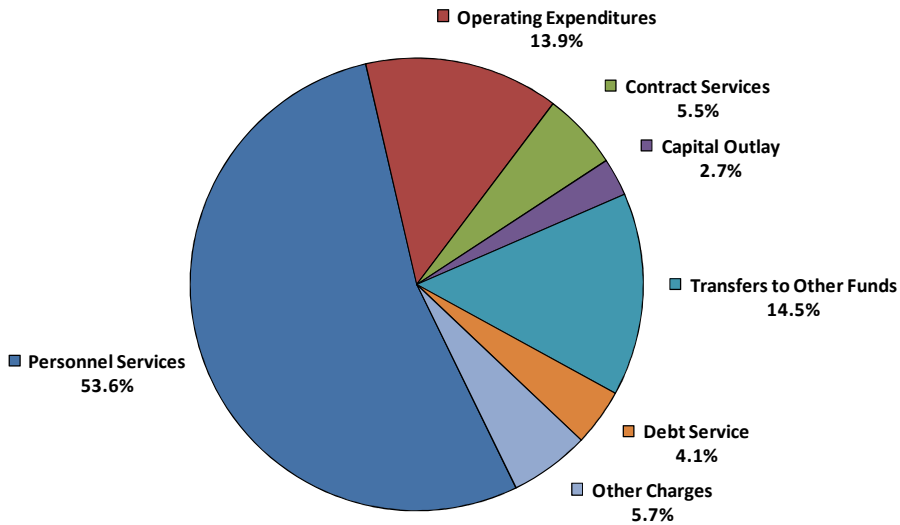
---

## Funds Reported in Annual Budget Ordinance

### 2017-18 Adopted Budget Revenues and Other Financing Sources



### 2017-18 Adopted Budget Expenditures and Other Financing Uses



## Summary of Revenues By Fund

### Funds Reported in Annual Budget Ordinance

	2015-16 Actual	2016-17 Original Budget	2017-18 Recommended Budget	2017-18 Adopted Budget
<b>General Fund</b>				
Ad Valorem Taxes	\$ 68,984,882	\$ 71,131,357	\$ 73,061,204	\$ 0
Other Taxes	1,310,019	1,263,030	1,351,975	0
Intergovernmental Revenues	73,888,853	67,140,659	76,619,432	0
Functional Revenues	6,585,951	6,699,792	6,653,229	0
Other Revenues	3,217,164	2,642,480	2,815,595	0
Investment Income	360,390	259,800	369,550	0
Interfund Transfers	2,626,898	12,697,323	86,681	0
Other Financing Sources	1,878,677	2,355,977	3,673,812	0
Fund Balance Appropriation	0	2,933,364	5,747,039	0
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 158,852,834</b>	<b>\$ 167,123,782</b>	<b>\$ 170,378,517</b>	<b>\$ 0</b>
<b>Central Business Tax District Fund</b>				
Ad Valorem Taxes	\$ 132,768	\$ 137,176	\$ 137,250	\$ 0
Investment Income	206	0	580	0
Interfund Transfers	39,274	39,274	139,274	0
Fund Balance Appropriation	0	0	0	0
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 172,248</b>	<b>\$ 176,450</b>	<b>\$ 277,104</b>	<b>\$ 0</b>
<b>City of Fayetteville Finance Corporation</b>				
Functional Revenues	\$ 2,409,853	\$ 0	\$ 0	\$ 0
Investment Income	284	0	0	0
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 2,410,137</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Emergency Telephone System Fund</b>				
Intergovernmental Revenues	\$ 856,110	\$ 819,348	\$ 799,301	\$ 0
Investment Income	6,954	1,845	3,866	0
Interfund Transfers	3,305	0	0	0
Other Financing Sources	0	0	0	0
Fund Balance Appropriation	0	269,204	258,144	0
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 866,369</b>	<b>\$ 1,090,397</b>	<b>\$ 1,061,311</b>	<b>\$ 0</b>
<b>Lake Valley Drive MSD Fund</b>				
Ad Valorem Taxes	\$ 58,897	\$ 57,355	\$ 56,582	\$ 0
Investment Income	78	0	0	0
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 58,975</b>	<b>\$ 57,355</b>	<b>\$ 56,582</b>	<b>\$ 0</b>

# Summary of Revenues By Fund

## Funds Reported in Annual Budget Ordinance

	2015-16 Actual	2016-17 Original Budget	2017-18 Recommended Budget	2017-18 Adopted Budget
<b>LEOSSA Fund</b>				
Interfund Charges	\$ 1,052,756	\$ 1,090,219	\$ 1,615,453	\$ 0
Investment Income	17,869	16,000	25,000	0
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 1,070,625</b>	<b>\$ 1,106,219</b>	<b>\$ 1,640,453</b>	<b>\$ 0</b>
<b>Parking Fund</b>				
Functional Revenues	\$ 240,662	\$ 238,394	\$ 232,619	\$ 0
Other Revenues	2,313	0	0	0
Investment Income	145	0	0	0
Interfund Transfers	114,036	114,187	128,861	0
Fund Balance Appropriation	0	0	0	0
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 357,156</b>	<b>\$ 352,581</b>	<b>\$ 361,480</b>	<b>\$ 0</b>
<b>Airport Fund</b>				
Intergovernmental Revenues	\$ 107,080	\$ 109,500	\$ 110,000	\$ 0
Functional Revenues	4,568,632	4,680,682	4,692,130	0
Other Revenues	20,676	20,400	29,927	0
Investment Income	34,667	23,760	14,472	0
Interfund Transfers	15,612	0	0	0
Fund Balance Appropriation	0	4,585,932	0	0
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 4,746,667</b>	<b>\$ 9,420,274</b>	<b>\$ 4,846,529</b>	<b>\$ 0</b>
<b>Environmental Services Fund</b>				
Intergovernmental Revenues	\$ 439,591	\$ 440,335	\$ 459,360	\$ 0
Functional Revenues	2,903,951	2,882,047	3,216,387	0
Other Revenues	111,111	102,250	37,100	0
Investment Income	11,195	3,000	5,000	0
Interfund Transfers	7,236,436	7,051,370	7,004,023	0
Other Financing Sources	0	1,004,000	1,225,000	0
Fund Balance Appropriation	0	0	0	0
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 10,702,284</b>	<b>\$ 11,483,002</b>	<b>\$ 11,946,870</b>	<b>\$ 0</b>
<b>Stormwater Fund</b>				
Functional Revenues	\$ 6,907,937	\$ 6,977,882	\$ 7,955,350	\$ 0
Other Revenues	150	0	0	0
Investment Income	24,031	12,630	6,840	0
Fund Balance Appropriation	0	576,539	78,439	0
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 6,932,118</b>	<b>\$ 7,567,051</b>	<b>\$ 8,040,629</b>	<b>\$ 0</b>

## Summary of Revenues By Fund

### Funds Reported in Annual Budget Ordinance

	2015-16 Actual	2016-17 Original Budget	2017-18 Recommended Budget	2017-18 Adopted Budget
<b>Transit Fund</b>				
Other Taxes	\$ 639,713	\$ 630,380	\$ 632,035	\$ 0
Intergovernmental Revenues	2,740,670	3,132,843	3,432,243	0
Functional Revenues	1,393,074	1,566,195	1,439,757	0
Other Revenues	1,018	6,770	6,730	0
Investment Income	874	0	0	0
Interfund Transfers	3,294,639	3,419,833	4,037,518	0
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 8,069,988</b>	<b>\$ 8,756,021</b>	<b>\$ 9,548,283</b>	<b>\$ 0</b>
<b>Total Revenues and Other Financing Sources</b>				
<b>Funds Reported in Annual Budget Ordinance</b>	<b>\$ 194,239,401</b>	<b>\$ 207,133,132</b>	<b>\$ 208,157,758</b>	<b>\$ 0</b>

### Funds Reported in Internal Service Fund Financial Plan

	2015-16 Actual	2016-17 Original Budget	2017-18 Recommended Budget	2017-18 Adopted Budget
<b>Risk Management Fund</b>				
Other Revenues	\$ 160,066	\$ 243,300	\$ 292,600	\$ 0
Interfund Charges	15,055,838	16,565,230	17,275,493	0
Employee Benefit Contributions	3,127,316	3,505,000	3,666,000	0
Investment Income	93,273	92,000	98,700	0
Interfund Transfers	807,045	803,071	1,173,285	0
Fund Balance Appropriation	0	80,162	52,128	0
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 19,243,538</b>	<b>\$ 21,288,763</b>	<b>\$ 22,558,206</b>	<b>\$ 0</b>

## Summary of Expenditure Appropriations By Fund

	2015-16 Actual	2016-17 Original Budget	2017-18 Recommended Budget	2017-18 Adopted Budget
<b>Funds Reported in Annual Budget Ordinance</b>				
<b>General Fund</b>				
Community Investment	\$ 6,102,046	\$ 6,739,042	\$ 5,757,492	\$ 0
Operations	110,689,696	113,780,014	117,423,256	0
Support Services & Administration	15,050,998	14,761,529	15,104,484	0
Other Appropriations	29,483,929	31,843,197	32,093,285	0
<b>Total General Fund</b>	<b>\$ 161,326,669</b>	<b>\$ 167,123,782</b>	<b>\$ 170,378,517</b>	<b>\$ 0</b>
<b>Central Business Tax District Fund</b>	<b>\$ 170,855</b>	<b>\$ 176,450</b>	<b>\$ 277,104</b>	<b>\$ 0</b>
<b>City of Fayetteville Finance Corporation</b>	<b>\$ 2,410,137</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Emergency Telephone System Fund</b>	<b>\$ 956,361</b>	<b>\$ 1,090,397</b>	<b>\$ 1,061,311</b>	<b>\$ 0</b>
<b>Lake Valley Drive MSD Fund</b>	<b>\$ 55,532</b>	<b>\$ 57,355</b>	<b>\$ 56,582</b>	<b>\$ 0</b>
<b>LEOSSA Fund</b>	<b>\$ 622,970</b>	<b>\$ 1,106,219</b>	<b>\$ 1,640,453</b>	<b>\$ 0</b>
<b>Parking Fund</b>	<b>\$ 331,048</b>	<b>\$ 352,581</b>	<b>\$ 361,480</b>	<b>\$ 0</b>
<b>Airport Fund</b>	<b>\$ 3,469,850</b>	<b>\$ 9,420,274</b>	<b>\$ 4,846,529</b>	<b>\$ 0</b>
<b>Environmental Services Fund</b>	<b>\$ 11,289,506</b>	<b>\$ 11,483,002</b>	<b>\$ 11,946,870</b>	<b>\$ 0</b>
<b>Stormwater Fund</b>	<b>\$ 6,503,789</b>	<b>\$ 7,567,051</b>	<b>\$ 8,040,629</b>	<b>\$ 0</b>
<b>Transit Fund</b>	<b>\$ 8,050,599</b>	<b>\$ 8,756,021</b>	<b>\$ 9,548,283</b>	<b>\$ 0</b>
<b>Total Annual Budget Ordinance</b>	<b>\$ 195,187,316</b>	<b>\$ 207,133,132</b>	<b>\$ 208,157,758</b>	<b>\$ 0</b>
<b>Funds Reported in Internal Service Fund Financial Plan</b>				
<b>Risk Management Fund</b>	<b>\$ 18,638,344</b>	<b>\$ 21,288,763</b>	<b>\$ 22,558,206</b>	<b>\$ 0</b>
<b>Total Internal Service Fund Financial Plan</b>	<b>\$ 18,638,344</b>	<b>\$ 21,288,763</b>	<b>\$ 22,558,206</b>	<b>\$ 0</b>
<b>Subtotal All Funds</b>	<b>\$ 213,825,660</b>	<b>\$ 228,421,895</b>	<b>\$ 230,715,964</b>	<b>\$ 0</b>
Less: Intrabudget Transfers	(11,577,376)	(11,514,058)	(12,569,642)	0
Less: Interfund Charges	(16,108,594)	(17,655,449)	(18,890,946)	0
<b>Total All Funds</b>	<b>\$ 186,139,690</b>	<b>\$ 199,252,388</b>	<b>\$ 199,255,376</b>	<b>\$ 0</b>

\* Portfolio totals for fiscal years 2016 and 2017 are restated to reflect department realignments effective July 1, 2017.

## Intrabudget Transfers

	2015-16 Actual	2016-17 Original Budget	2017-18 Recommended Budget	2017-18 Adopted Budget
<b>To General Fund</b>				
From Lake Valley Drive MSD Fund	55,532	\$ 55,532	55,532	\$ 0
From Central Business Tax District Fund	27,109	30,791	31,149	0
<b>Total General Fund</b>	<b>\$ 82,641</b>	<b>\$ 86,323</b>	<b>\$ 86,681</b>	<b>\$ 0</b>
<b>Central Business Tax District Fund</b>				
From General Fund	\$ 39,274	\$ 39,274	\$ 139,274	\$ 0
<b>Total General Fund</b>	<b>\$ 39,274</b>	<b>\$ 39,274</b>	<b>\$ 139,274</b>	<b>\$ 0</b>
<b>City of Fayetteville Finance Corporation</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Emergency Telephone System Fund</b>				
From General Fund	\$ 3,305	\$ 0	\$ 0	\$ 0
<b>Total General Fund</b>	<b>\$ 3,305</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Lake Valley Drive MSD Fund</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>LEOSSA Fund</b>				
Interfund Charges	\$ 1,052,756	\$ 1,090,219	\$ 1,615,453	\$ 0
<b>Total LEOSSA Fund</b>	<b>\$ 1,052,756</b>	<b>\$ 1,090,219</b>	<b>\$ 1,615,453</b>	<b>\$ 0</b>
<b>Parking Fund</b>				
From General Fund	\$ 114,036	\$ 114,187	\$ 128,861	\$ 0
<b>Total Parking Fund</b>	<b>\$ 114,036</b>	<b>\$ 114,187</b>	<b>\$ 128,861</b>	<b>\$ 0</b>
<b>Airport Fund</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Environmental Services Fund</b>				
From General Fund	\$ 7,236,436	\$ 7,051,370	\$ 7,004,023	\$ 0
<b>Total Environmental Services Fund</b>	<b>\$ 7,236,436</b>	<b>\$ 7,051,370</b>	<b>\$ 7,004,023</b>	<b>\$ 0</b>
<b>Stormwater Fund</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Transit Fund</b>				
From General Fund	\$ 3,294,639	\$ 3,419,833	\$ 4,037,518	\$ 0
<b>Total Transit Fund</b>	<b>\$ 3,294,639</b>	<b>\$ 3,419,833</b>	<b>\$ 4,037,518</b>	<b>\$ 0</b>
<b>Risk Management Fund</b>				
Interfund Charges	\$ 15,055,838	\$ 16,565,230	\$ 17,275,493	\$ 0
From General Fund	807,045	803,071	1,173,285	0
<b>Total Risk Management Fund</b>	<b>\$ 15,862,883</b>	<b>\$ 17,368,301</b>	<b>\$ 18,448,778</b>	<b>\$ 0</b>
<b>Transfers from General Fund</b>	<b>\$ 11,494,735</b>	<b>\$ 11,427,735</b>	<b>\$ 12,482,961</b>	<b>\$ 0</b>
<b>Transfers from Other Funds</b>	<b>\$ 82,641</b>	<b>\$ 86,323</b>	<b>\$ 86,681</b>	<b>\$ 0</b>
<b>Interfund Charges</b>	<b>\$ 16,108,594</b>	<b>\$ 17,655,449</b>	<b>\$ 18,890,946</b>	<b>\$ 0</b>
<b>Total Intrabudget Transfers</b>	<b>\$ 27,685,970</b>	<b>\$ 29,169,507</b>	<b>\$ 31,460,588</b>	<b>\$ 0</b>



# FY2017-18 Expenditure Appropriations By Fund By Category

---

	Personnel Services	Operating Expenditures	Contract Services	Capital Outlay	Transfers to Other Funds	Debt Service	Other Charges	Total
<b>Funds Reported in Annual Budget Ordinance</b>								
General Fund	\$ 95,946,468	\$ 20,453,761	\$ 7,434,092	\$ 4,291,365	\$ 26,694,855	\$ 7,105,795	\$ 8,452,181	\$ 170,378,517
Central Business Tax District Fund	0	25,000	220,730	0	31,149	0	225	277,104
City of Fayetteville Finance Corporation	0	0	0	0	0	0	0	0
Emergency Telephone System Fund	11,349	778,736	173,855	0	0	97,371	0	1,061,311
Lake Valley Drive MSD Fund	0	0	0	0	55,532	0	1,050	56,582
LEOSSA Fund	912,384	0	0	0	0	0	728,069	1,640,453
Parking Fund	0	87,757	273,723	0	0	0	0	361,480
Airport Fund	1,672,508	1,474,238	173,237	45,000	279,808	0	1,201,738	4,846,529
Environmental Services Fund	4,197,947	2,950,056	2,384,884	1,298,000	0	412,901	703,082	11,946,870
Stormwater Fund	2,443,816	921,556	485,346	0	2,985,000	913,086	291,825	8,040,629
Transit Fund	6,274,422	2,170,612	331,663	31,518	154,108	0	585,960	9,548,283
<b>Total Annual Budget Ordinance</b>	<b>\$ 111,458,894</b>	<b>\$ 28,861,716</b>	<b>\$ 11,477,530</b>	<b>\$ 5,665,883</b>	<b>\$ 30,200,452</b>	<b>\$ 8,529,153</b>	<b>\$ 11,964,130</b>	<b>\$ 208,157,758</b>
<b>Funds Reported in Internal Service Fund Financial Plan</b>								
Risk Management Fund	\$ 432,489	\$ 20,425,568	\$ 368,920	\$ 0	\$ 0	\$ 0	\$ 1,331,229	\$ 22,558,206
<b>Total Internal Service Fund Financial Plan</b>	<b>\$ 432,489</b>	<b>\$ 20,425,568</b>	<b>\$ 368,920</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 1,331,229</b>	<b>\$ 22,558,206</b>
<b>Total All Funds</b>	<b>\$ 111,891,383</b>	<b>\$ 49,287,284</b>	<b>\$ 11,846,450</b>	<b>\$ 5,665,883</b>	<b>\$ 30,200,452</b>	<b>\$ 8,529,153</b>	<b>\$ 13,295,359</b>	<b>\$ 230,715,964</b>

## Authorized Staffing by Fund

Authorized Regular Positions - Full-Time Equivalents	2015-16 Actual	2016-17 Original Budget	2017-18 Recommended Budget	2017-18 Adopted Budget
<b>Funds Reported in Annual Budget Ordinance</b>				
<b>General Fund</b>				
Community Investment	61.7	63.7	60.7	0.0
Operations	1,163.7	1,166.5	1,165.8	0.0
Support Services & Administration	104.6	109.8	109.0	0.0
Other Appropriations	0.3	0.3	0.3	0.0
<b>Total General Fund</b>	<b>1,330.3</b>	<b>1,340.3</b>	<b>1,335.8</b>	<b>0.0</b>
<b>Airport Fund</b>				
Operations	23.0	24.0	24.0	0.0
	<b>23.0</b>	<b>24.0</b>	<b>24.0</b>	<b>0.0</b>
<b>Emergency Telephone System Fund</b>				
Operations	0.0	0.2	0.2	0.0
	<b>0.0</b>	<b>0.2</b>	<b>0.2</b>	<b>0.0</b>
<b>Environmental Services Fund</b>				
Operations	74.2	75.2	75.2	0.0
	<b>74.2</b>	<b>75.2</b>	<b>75.2</b>	<b>0.0</b>
<b>Stormwater Fund</b>				
Community Investment	37.8	37.8	40.5	0.0
	<b>37.8</b>	<b>37.8</b>	<b>40.5</b>	<b>0.0</b>
<b>Transit Fund</b>				
Operations	114.5	119.5	119.5	0.0
	<b>114.5</b>	<b>119.5</b>	<b>119.5</b>	<b>0.0</b>
<b>Total Annual Budget Ordinance</b>	<b>1,579.8</b>	<b>1,597.0</b>	<b>1,595.2</b>	<b>0.0</b>
<b>Funds Reported in Internal Service Fund Financial Plan</b>				
<b>Risk Management Fund</b>				
Support Services & Administration	5.9	5.7	5.5	0.0
	<b>5.9</b>	<b>5.7</b>	<b>5.5</b>	<b>0.0</b>
<b>Total Internal Service Fund Financial Plan</b>	<b>5.9</b>	<b>5.7</b>	<b>5.5</b>	<b>0.0</b>
<b>Multi-Year Special Revenue Funds *</b>				
<b>Federal and State Financial Assistance Fund</b>				
Community Investment	9.3	10.3	10.3	0.0
Operations	3.0	3.0	2.0	0.0
	<b>12.3</b>	<b>13.3</b>	<b>12.3</b>	<b>0.0</b>
<b>Total Multi-Year Special Revenue Funds</b>	<b>12.3</b>	<b>13.3</b>	<b>12.3</b>	<b>0.0</b>
<b>Total All Funds *</b>	<b>1,598.0</b>	<b>1,616.0</b>	<b>1,613.0</b>	<b>0.0</b>

\* Special Revenue Funds 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.

\* Portfolio totals for fiscal years 2016 and 2017 are restated to reflect department realignments effective July 1, 2017.

## Authorized Staffing by Department

---

Authorized Regular Positions - Full-Time Equivalents	2015-16 Actual	2016-17 Original Budget	2017-18 Recommended Budget	2017-18 Adopted Budget
<b>Community Investment</b>				
Community Development	16.0	17.0	13.0	0.0
Development Services	52.0	54.0	54.0	0.0
Human Relations	3.0	3.0	4.0	0.0
	<b>71.0</b>	<b>74.0</b>	<b>71.0</b>	<b>0.0</b>
<b>Operations</b>				
Airport	23.0	24.0	24.0	0.0
Fire & Emergency Management	325.0	325.0	325.0	0.0
Parks, Recreation & Maintenance	162.0	162.0	162.0	0.0
Police	607.5	610.5	610.5	0.0
Public Services	184.2	185.2	186.2	0.0
Transit	114.5	119.5	119.5	0.0
	<b>1,416.2</b>	<b>1,426.2</b>	<b>1,427.2</b>	<b>0.0</b>
<b>Support Services &amp; Administration</b>				
Budget and Evaluation	5.1	5.1	5.1	0.0
City Attorney's Office	9.0	9.0	9.0	0.0
City Manager's Office	17.9	17.9	17.9	0.0
Corporate Communications	9.5	9.5	9.5	0.0
Finance	20.0	25.0	25.0	0.0
Human Resource Development	19.0	19.0	18.0	0.0
Information Technology	27.0	27.0	27.0	0.0
Mayor, Council and City Clerk	3.0	3.0	3.0	0.0
	<b>110.5</b>	<b>115.5</b>	<b>114.5</b>	<b>0.0</b>
<b>Other Appropriations</b>	<b>0.3</b>	<b>0.3</b>	<b>0.3</b>	<b>0.0</b>
<b>Total All Departments</b>	<b>1,598.0</b>	<b>1,616.0</b>	<b>1,613.0</b>	<b>0.0</b>

\* 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.

\* Portfolio and department totals for fiscal years 2016 and 2017 are restated to reflect department realignments effective July 1, 2017.

# FY 2018 Annual Budget »



*Recommended*



City of  
**Fayetteville**  
North Carolina

# 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 2018 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
- LEOSSA Fund
- Parking Fund

### **Enterprise Funds**

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

### **Internal Service Funds**

- Risk Management Fund

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

# General Fund Summary

	2015-16 Actual	2016-17 Original Budget	2016-17 Estimate	2017-18 Recommended Budget	2017-18 Adopted Budget
<b>Revenues</b>					
<b>Ad Valorem Taxes</b>					
Current Year Taxes	\$ 68,299,578	\$ 70,499,707	\$ 71,369,827	\$ 72,480,134	\$ 0
Prior Years Taxes	426,239	401,450	350,480	380,170	0
Penalties & Interest	259,065	230,200	206,300	200,900	0
	<b>\$ 68,984,882</b>	<b>\$ 71,131,357</b>	<b>\$ 71,926,607</b>	<b>\$ 73,061,204</b>	<b>\$ 0</b>
<b>Other Taxes</b>					
Vehicle License Tax	\$ 635,258	\$ 624,570	\$ 631,065	\$ 631,065	\$ 0
Privilege License Tax	17,118	15,640	16,420	16,420	0
Vehicle Gross Receipts	657,643	622,820	704,490	704,490	0
	<b>\$ 1,310,019</b>	<b>\$ 1,263,030</b>	<b>\$ 1,351,975</b>	<b>\$ 1,351,975</b>	<b>\$ 0</b>
<b>Intergovernmental Revenues</b>					
Federal	\$ 925,163	\$ 945,507	\$ 2,775,908	\$ 323,658	\$ 0
State					
Sales Taxes	38,764,144	39,808,142	40,149,823	41,806,724	0
Utility Taxes	13,864,508	14,424,500	13,724,100	13,748,600	0
Street Aid (Powell Bill)	5,453,054	5,393,778	5,372,792	5,330,525	0
Other	1,057,794	1,083,700	1,825,591	1,060,480	0
Local					
PWC Payment In Lieu of Tax	9,487,800	-	9,966,765	10,428,117	0
PWC - Other	88,695	88,695	1,200,000	1,200,000	0
Other	4,247,695	5,396,337	3,569,876	2,721,328	0
	<b>\$ 73,888,853</b>	<b>\$ 67,140,659</b>	<b>\$ 78,584,855</b>	<b>\$ 76,619,432</b>	<b>\$ 0</b>
<b>Functional Revenues</b>					
Permits and Fees	\$ 2,377,031	\$ 2,726,750	\$ 2,300,440	\$ 2,592,440	\$ 0
Property Leases	570,560	553,369	604,233	224,978	0
Public Services Fees	412,737	428,400	402,500	402,500	0
Development Services Fees	70,335	63,500	62,500	62,750	0
Public Safety Services	1,128,708	1,067,917	1,059,509	1,110,484	0
Parks & Recreation Fees	1,713,507	1,643,621	1,690,603	1,698,061	0
Other Fees and Services	313,073	216,235	545,083	562,016	0
	<b>\$ 6,585,951</b>	<b>\$ 6,699,792</b>	<b>\$ 6,664,868</b>	<b>\$ 6,653,229</b>	<b>\$ 0</b>
<b>Other Revenues</b>					
Refunds & Sundry	\$ 502,643	\$ 319,441	\$ 233,689	\$ 292,745	\$ 0
Indirect Cost Allocation	2,072,504	1,981,439	2,108,700	2,170,100	0
Special Use Assessments	503,715	231,600	226,000	232,750	0
Sale of Assets & Materials	138,302	110,000	5,595,446	120,000	0
	<b>\$ 3,217,164</b>	<b>\$ 2,642,480</b>	<b>\$ 8,163,835</b>	<b>\$ 2,815,595</b>	<b>\$ 0</b>
<b>Investment Income</b>	<b>\$ 360,390</b>	<b>\$ 259,800</b>	<b>\$ 356,900</b>	<b>\$ 369,550</b>	<b>\$ 0</b>
<b>Other Financing Sources</b>					
Interfund Transfers	\$ 2,626,898	\$ 12,697,323	\$ 1,177,803	\$ 86,681	\$ 0
Proceeds from Loans	1,878,677	2,355,977	2,355,977	3,673,812	0
	<b>\$ 4,505,575</b>	<b>\$ 15,053,300</b>	<b>\$ 3,533,780</b>	<b>\$ 3,760,493</b>	<b>\$ 0</b>
<b>Fund Balance Appropriation</b>	<b>\$ 0</b>	<b>\$ 2,933,364</b>	<b>\$ 0</b>	<b>\$ 5,747,039</b>	<b>\$ 0</b>
<b>Total Revenues and Other Financing Sources</b>					
	<b>\$ 158,852,834</b>	<b>\$ 167,123,782</b>	<b>\$ 170,582,820</b>	<b>\$ 170,378,517</b>	<b>\$ 0</b>

## General Fund Summary

	2015-16 Actual	2016-17 Original Budget	2016-17 Estimate	2017-18 Recommended Budget	2017-18 Adopted Budget
<b>Expenditures</b>					
Personnel Services	\$ 90,416,346	\$ 94,824,535	\$ 94,118,673	\$ 95,946,468	\$ 0
Operating Expenditures	23,155,530	20,380,601	21,394,080	20,453,761	0
Contract Services	14,150,189	6,878,454	11,813,684	7,434,092	0
Capital Outlay	5,287,665	4,702,076	8,435,856	4,291,365	0
Transfers to Other Funds	21,798,688	26,144,571	26,653,612	26,694,855	0
Debt Service	5,226,505	5,554,042	8,958,513	7,105,795	0
Other Charges	1,291,746	8,639,503	10,160,641	8,452,181	0
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 161,326,669</b>	<b>\$ 167,123,782</b>	<b>\$ 181,535,059</b>	<b>\$ 170,378,517</b>	<b>\$ 0</b>
<b>Expenditures By Function</b>					
<b>Community Investment</b>					
Community Development	\$ 1,507,394	\$ 1,825,253	\$ 5,342,450	\$ 942,229	\$ 0
Development Services	4,345,413	4,551,484	4,335,493	4,483,809	0
Human Relations	249,239	362,305	355,556	331,454	0
	<b>\$ 6,102,046</b>	<b>\$ 6,739,042</b>	<b>\$ 10,033,499</b>	<b>\$ 5,757,492</b>	<b>\$ 0</b>
<b>Operations</b>					
Fire & Emergency Management	\$ 26,315,287	\$ 27,640,072	\$ 27,287,385	\$ 27,692,527	\$ 0
Parks, Recreation & Maintenance	19,109,139	20,109,966	20,389,209	19,974,596	0
Police	51,337,699	51,395,167	53,816,352	52,861,110	0
Public Services	13,927,571	14,634,809	16,642,978	16,895,023	0
	<b>\$ 110,689,696</b>	<b>\$ 113,780,014</b>	<b>\$ 118,135,924</b>	<b>\$ 117,423,256</b>	<b>\$ 0</b>
<b>Support Services &amp; Administration</b>					
Budget and Evaluation	\$ 468,730	\$ 462,667	\$ 470,772	\$ 481,995	\$ 0
Corporate Communications	840,021	812,439	927,860	928,394	0
City Manager's Office	2,472,784	2,103,665	2,130,157	2,099,715	0
City Attorney's Office	1,401,132	1,562,081	1,417,470	1,409,268	0
Finance	2,441,302	2,357,624	2,914,606	2,418,959	0
Human Resource Development	1,111,022	1,232,112	1,131,203	1,217,588	0
Information Technology	5,431,887	5,491,307	5,675,174	5,496,105	0
Mayor, Council & City Clerk	884,120	739,634	761,275	1,052,460	0
	<b>\$ 15,050,998</b>	<b>\$ 14,761,529</b>	<b>\$ 15,428,517</b>	<b>\$ 15,104,484</b>	<b>\$ 0</b>
<b>Other Appropriations</b>	<b>\$ 29,483,929</b>	<b>\$ 31,843,197</b>	<b>\$ 37,937,119</b>	<b>\$ 32,093,285</b>	<b>\$ 0</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 161,326,669</b>	<b>\$ 167,123,782</b>	<b>\$ 181,535,059</b>	<b>\$ 170,378,517</b>	<b>\$ 0</b>

\* Portfolio and department totals for fiscal years 2016 and 2017 are restated to reflect department realignments effective July 1, 2017.

# Central Business Tax District Fund Summary

	2015-16 Actual	2016-17 Original Budget	2016-17 Estimate	2017-18 Recommended Budget	2017-18 Adopted Budget
<b>Revenues</b>					
<b>Ad Valorem Taxes</b>					
Current Year Taxes	\$ 132,264	\$ 135,946	\$ 138,245	\$ 136,305	\$ 0
Prior Years Taxes	131	650	445	445	0
Penalties & Interest	373	580	500	500	0
	<b>\$ 132,768</b>	<b>\$ 137,176</b>	<b>\$ 139,190</b>	<b>\$ 137,250</b>	<b>\$ 0</b>
<b>Investment Income</b>	<b>\$ 206</b>	<b>\$ 0</b>	<b>\$ 580</b>	<b>\$ 580</b>	<b>\$ 0</b>
<b>Other Financing Sources</b>					
Interfund Transfers	\$ 39,274	\$ 39,274	\$ 9,399	\$ 139,274	\$ 0
	<b>\$ 39,274</b>	<b>\$ 39,274</b>	<b>\$ 9,399</b>	<b>\$ 139,274</b>	<b>\$ 0</b>
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 172,248</b>	<b>\$ 176,450</b>	<b>\$ 149,169</b>	<b>\$ 277,104</b>	<b>\$ 0</b>
<b>Expenditures</b>					
Personnel Services	\$ 0	\$ 0	\$ 25,112	\$ 0	\$ 0
Operating Expenditures	0	0	46,000	25,000	0
Contract Services	143,725	145,230	800	220,730	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	27,109	30,791	33,089	31,149	0
Debt Service	0	0	0	0	0
Other Charges	21	429	30	225	0
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 170,855</b>	<b>\$ 176,450</b>	<b>\$ 105,031</b>	<b>\$ 277,104</b>	<b>\$ 0</b>
<b>Expenditures By Function</b>					
<b>Community Investment</b>					
Community Development	\$ 170,855	\$ 176,450	\$ 105,031	\$ 277,104	\$ 0
	<b>\$ 170,855</b>	<b>\$ 176,450</b>	<b>\$ 105,031</b>	<b>\$ 277,104</b>	<b>\$ 0</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 170,855</b>	<b>\$ 176,450</b>	<b>\$ 105,031</b>	<b>\$ 277,104</b>	<b>\$ 0</b>

\* Portfolio and department totals for fiscal years 2016 and 2017 are restated to reflect department realignments effective July 1, 2017.



## City of Fayetteville Finance Corporation Summary

---

	2015-16 Actual	2016-17 Original Budget	2016-17 Estimate	2017-18 Recommended Budget	2017-18 Adopted Budget
<b><u>Revenues</u></b>					
<b>Functional Revenues</b>					
Property Leases	\$ 2,409,853	\$ 0	\$ 0	\$ 0	\$ 0
	<b>\$ 2,409,853</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Investment Income</b>	<b>\$ 284</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 2,410,137</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b><u>Expenditures</u></b>					
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	2,406,563	0	0	0	0
Other Charges	3,574	0	0	0	0
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 2,410,137</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b><u>Expenditures By Function</u></b>					
<b>Other Appropriations</b>	<b>\$ 2,410,137</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 2,410,137</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

# Emergency Telephone System Fund Summary

	2015-16 Actual	2016-17 Original Budget	2016-17 Estimate	2017-18 Recommended Budget	2017-18 Adopted Budget
<b><u>Revenues</u></b>					
<b>Intergovernmental Revenues</b>					
State - E911 Tax	\$ 856,110	\$ 819,348	\$ 819,347	\$ 799,301	\$ 0
	<b>\$ 856,110</b>	<b>\$ 819,348</b>	<b>\$ 819,347</b>	<b>\$ 799,301</b>	<b>\$ 0</b>
<b>Investment Income</b>	<b>\$ 6,954</b>	<b>\$ 1,845</b>	<b>\$ 5,596</b>	<b>\$ 3,866</b>	<b>\$ 0</b>
<b>Other Financing Sources</b>					
Interfund Transfers	\$ 3,305	\$ 0	\$ 0	\$ 0	\$ 0
	<b>\$ 3,305</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Fund Balance Appropriation</b>	<b>\$ 0</b>	<b>\$ 269,204</b>	<b>\$ 0</b>	<b>\$ 258,144</b>	<b>\$ 0</b>
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 866,369</b>	<b>\$ 1,090,397</b>	<b>\$ 824,943</b>	<b>\$ 1,061,311</b>	<b>\$ 0</b>
<b><u>Expenditures</u></b>					
Personnel Services	\$ 8,965	\$ 11,049	\$ 11,004	\$ 11,349	\$ 0
Operating Expenditures	668,041	813,936	824,242	778,736	0
Contract Services	180,880	168,041	165,802	173,855	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	0	0	0	0	0
Debt Service	97,371	97,371	97,371	97,371	0
Other Charges	1,104	0	0	0	0
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 956,361</b>	<b>\$ 1,090,397</b>	<b>\$ 1,098,419</b>	<b>\$ 1,061,311</b>	<b>\$ 0</b>
<b><u>Expenditures By Function</u></b>					
<b>Operations</b>					
Police	\$ 956,361	\$ 1,090,397	\$ 1,098,419	\$ 1,061,311	\$ 0
	<b>\$ 956,361</b>	<b>\$ 1,090,397</b>	<b>\$ 1,098,419</b>	<b>\$ 1,061,311</b>	<b>\$ 0</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 956,361</b>	<b>\$ 1,090,397</b>	<b>\$ 1,098,419</b>	<b>\$ 1,061,311</b>	<b>\$ 0</b>

## Lake Valley Drive MSD Fund Summary

	2015-16 Actual	2016-17 Original Budget	2016-17 Estimate	2017-18 Recommended Budget	2017-18 Adopted Budget
<b><u>Revenues</u></b>					
<b>Ad Valorem Taxes</b>					
Current Year Taxes	\$ 58,897	\$ 57,355	\$ 57,694	\$ 56,582	\$ 0
Prior Years Taxes	0	0	0	0	0
Penalties & Interest	0	0	0	0	0
	<b>\$ 58,897</b>	<b>\$ 57,355</b>	<b>\$ 57,694</b>	<b>\$ 56,582</b>	<b>\$ 0</b>
<b>Investment Income</b>	<b>\$ 78</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 58,975</b>	<b>\$ 57,355</b>	<b>\$ 57,694</b>	<b>\$ 56,582</b>	<b>\$ 0</b>
<b><u>Expenditures</u></b>					
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	55,532	55,532	55,532	55,532	0
Debt Service	0	0	0	0	0
Other Charges	0	1,823	0	1,050	0
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 55,532</b>	<b>\$ 57,355</b>	<b>\$ 55,532</b>	<b>\$ 56,582</b>	<b>\$ 0</b>
<b><u>Expenditures By Function</u></b>					
<b>Other Appropriations</b>	<b>\$ 55,532</b>	<b>\$ 57,355</b>	<b>\$ 55,532</b>	<b>\$ 56,582</b>	<b>\$ 0</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 55,532</b>	<b>\$ 57,355</b>	<b>\$ 55,532</b>	<b>\$ 56,582</b>	<b>\$ 0</b>

# LEOSSA Fund Summary

---

	2015-16 Actual	2016-17 Original Budget	2016-17 Estimate	2017-18 Recommended Budget	2017-18 Adopted Budget
<b><u>Revenues</u></b>					
<b>Interfund Charges</b>					
Employee Benefits	\$ 1,052,756	\$ 1,090,219	\$ 1,628,271	\$ 1,615,453	\$ 0
	<b>\$ 1,052,756</b>	<b>\$ 1,090,219</b>	<b>\$ 1,628,271</b>	<b>\$ 1,615,453</b>	<b>\$ 0</b>
<b>Investment Income</b>	<b>\$ 17,869</b>	<b>\$ 16,000</b>	<b>\$ 21,000</b>	<b>\$ 25,000</b>	<b>\$ 0</b>
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 1,070,625</b>	<b>\$ 1,106,219</b>	<b>\$ 1,649,271</b>	<b>\$ 1,640,453</b>	<b>\$ 0</b>
<b><u>Expenditures</u></b>					
Personnel Services	\$ 622,970	\$ 721,491	\$ 756,832	\$ 912,384	\$ 0
Operating Expenditures	0	0	0	0	0
Contract Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	0	384,728	0	728,069	0
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 622,970</b>	<b>\$ 1,106,219</b>	<b>\$ 756,832</b>	<b>\$ 1,640,453</b>	<b>\$ 0</b>
<b><u>Expenditures By Function</u></b>					
<b>Other Appropriations</b>	<b>\$ 622,970</b>	<b>\$ 1,106,219</b>	<b>\$ 756,832</b>	<b>\$ 1,640,453</b>	<b>\$ 0</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 622,970</b>	<b>\$ 1,106,219</b>	<b>\$ 756,832</b>	<b>\$ 1,640,453</b>	<b>\$ 0</b>

## Parking Fund Summary

	2015-16 Actual	2016-17 Original Budget	2016-17 Estimate	2017-18 Recommended Budget	2017-18 Adopted Budget
<b><u>Revenues</u></b>					
<b>Functional Revenues</b>					
Parking Fees	\$ 103,652	\$ 98,510	\$ 93,151	\$ 93,251	\$ 0
Parking Violations	95,259	98,500	93,955	93,955	0
Other Fees & Services	41,751	41,384	45,085	45,413	0
	<b>\$ 240,662</b>	<b>\$ 238,394</b>	<b>\$ 232,191</b>	<b>\$ 232,619</b>	<b>\$ 0</b>
<b>Other Revenues</b>					
Refunds & Sundry	\$ 313	\$ 0	\$ 0	\$ 0	\$ 0
Sale of Assets & materials	2,000	0	0	0	0
	<b>\$ 2,313</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Investment Income</b>	<b>\$ 145</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Other Financing Sources</b>					
Interfund Transfers	\$ 114,036	\$ 114,187	\$ 121,848	\$ 128,861	\$ 0
	<b>\$ 114,036</b>	<b>\$ 114,187</b>	<b>\$ 121,848</b>	<b>\$ 128,861</b>	<b>\$ 0</b>
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 357,156</b>	<b>\$ 352,581</b>	<b>\$ 354,039</b>	<b>\$ 361,480</b>	<b>\$ 0</b>
<b><u>Expenditures</u></b>					
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Operating Expenditures	92,676	111,462	87,920	87,757	0
Contract Services	238,372	241,119	266,119	273,723	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
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 331,048</b>	<b>\$ 352,581</b>	<b>\$ 354,039</b>	<b>\$ 361,480</b>	<b>\$ 0</b>
<b><u>Expenditures By Function</u></b>					
<b>Operations</b>					
Public Services	\$ 331,048	\$ 352,581	\$ 354,039	\$ 361,480	\$ 0
	<b>\$ 331,048</b>	<b>\$ 352,581</b>	<b>\$ 354,039</b>	<b>\$ 361,480</b>	<b>\$ 0</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 331,048</b>	<b>\$ 352,581</b>	<b>\$ 354,039</b>	<b>\$ 361,480</b>	<b>\$ 0</b>

*\* Portfolio and department totals for fiscal years 2016 and 2017 are restated to reflect department realignments effective July 1, 2017.*

# Airport Fund Summary

	2015-16 Actual	2016-17 Original Budget	2016-17 Estimate	2017-18 Recommended Budget	2017-18 Adopted Budget
<b>Revenues</b>					
<b>Intergovernmental Revenues</b>					
Federal	\$ 107,080	\$ 109,500	\$ 110,000	\$ 110,000	\$ 0
	<b>\$ 107,080</b>	<b>\$ 109,500</b>	<b>\$ 110,000</b>	<b>\$ 110,000</b>	<b>\$ 0</b>
<b>Functional Revenues</b>					
Property Leases	\$ 2,475,289	\$ 2,431,540	\$ 2,465,878	\$ 2,462,137	\$ 0
Franchise Fees	1,323,243	1,475,617	1,425,473	1,425,473	0
Landing Fees	346,489	350,283	363,264	363,264	0
Public Safety Reimbursements	209,106	209,100	206,737	206,737	0
Other Fees & Services	214,505	214,142	221,586	234,519	0
	<b>\$ 4,568,632</b>	<b>\$ 4,680,682</b>	<b>\$ 4,682,938</b>	<b>\$ 4,692,130</b>	<b>\$ 0</b>
<b>Other Revenues</b>					
Refunds & Sundry	\$ 20,606	\$ 20,400	\$ 29,927	\$ 29,927	\$ 0
Sale of Assets & Materials	70	0	0	0	0
	<b>\$ 20,676</b>	<b>\$ 20,400</b>	<b>\$ 29,927</b>	<b>\$ 29,927</b>	<b>\$ 0</b>
<b>Investment Income</b>	<b>\$ 34,667</b>	<b>\$ 23,760</b>	<b>\$ 34,031</b>	<b>\$ 14,472</b>	<b>\$ 0</b>
<b>Other Financing Sources</b>					
Interfund Transfers	\$ 15,612	\$ 0	\$ 112,400	\$ 0	\$ 0
	<b>\$ 15,612</b>	<b>\$ 0</b>	<b>\$ 112,400</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Fund Balance Appropriation</b>	<b>\$ 0</b>	<b>\$ 4,585,932</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 4,746,667</b>	<b>\$ 9,420,274</b>	<b>\$ 4,969,296</b>	<b>\$ 4,846,529</b>	<b>\$ 0</b>
<b>Expenditures</b>					
Personnel Services	\$ 1,500,935	\$ 1,667,570	\$ 1,588,955	\$ 1,672,508	\$ 0
Operating Expenditures	1,098,129	1,470,429	1,406,571	1,474,238	0
Contract Services	105,812	123,009	132,009	173,237	0
Capital Outlay	122,896	44,000	55,380	45,000	0
Transfers to Other Funds	0	5,500,000	1,426,046	279,808	0
Debt Service	0	0	0	0	0
Other Charges	642,078	615,266	727,556	1,201,738	0
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 3,469,850</b>	<b>\$ 9,420,274</b>	<b>\$ 5,336,517</b>	<b>\$ 4,846,529</b>	<b>\$ 0</b>
<b>Expenditures By Function</b>					
<b>Operations</b>					
Airport	\$ 3,469,850	\$ 9,420,274	\$ 5,336,517	\$ 4,846,529	\$ 0
	<b>\$ 3,469,850</b>	<b>\$ 9,420,274</b>	<b>\$ 5,336,517</b>	<b>\$ 4,846,529</b>	<b>\$ 0</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 3,469,850</b>	<b>\$ 9,420,274</b>	<b>\$ 5,336,517</b>	<b>\$ 4,846,529</b>	<b>\$ 0</b>

## Environmental Services Fund Summary

	2015-16 Actual	2016-17 Original Budget	2016-17 Estimate	2017-18 Recommended Budget	2017-18 Adopted Budget
<b><u>Revenues</u></b>					
<b>Intergovernmental Revenues</b>					
Federal	\$ 0	\$ 0	\$ 1,267,500	\$ 0	\$ 0
State	135,056	134,300	568,500	146,000	0
Local	304,535	306,035	305,715	313,360	0
	<b>\$ 439,591</b>	<b>\$ 440,335</b>	<b>\$ 2,141,715</b>	<b>\$ 459,360</b>	<b>\$ 0</b>
<b>Functional Revenues</b>					
Residential Solid Waste Fees	\$ 2,687,126	\$ 2,687,433	\$ 2,697,210	\$ 3,006,388	\$ 0
Property Leases	182,790	166,093	195,343	180,343	0
Other Fees & Services	34,035	28,521	30,370	29,656	0
	<b>\$ 2,903,951</b>	<b>\$ 2,882,047</b>	<b>\$ 2,922,923</b>	<b>\$ 3,216,387</b>	<b>\$ 0</b>
<b>Other Revenues</b>					
Refunds & Sundry	\$ 7,627	\$ 0	\$ 0	\$ 0	\$ 0
Sale of Assets & Materials	103,484	102,250	109,176	37,100	0
	<b>\$ 111,111</b>	<b>\$ 102,250</b>	<b>\$ 109,176</b>	<b>\$ 37,100</b>	<b>\$ 0</b>
<b>Investment Income</b>	<b>\$ 11,195</b>	<b>\$ 3,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 0</b>
<b>Other Financing Sources</b>					
Interfund Transfers	\$ 7,236,436	\$ 7,051,370	\$ 6,786,505	\$ 7,004,023	\$ 0
Proceeds from Loans	0	1,004,000	1,004,000	1,225,000	0
	<b>\$ 7,236,436</b>	<b>\$ 8,055,370</b>	<b>\$ 7,790,505</b>	<b>\$ 8,229,023</b>	<b>\$ 0</b>
<b>Fund Balance Appropriation</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 10,702,284</b>	<b>\$ 11,483,002</b>	<b>\$ 12,969,319</b>	<b>\$ 11,946,870</b>	<b>\$ 0</b>
<b><u>Expenditures</u></b>					
Personnel Services	\$ 3,905,318	\$ 4,133,200	\$ 4,056,427	\$ 4,197,947	\$ 0
Operating Expenditures	2,562,389	2,901,735	2,881,517	2,950,056	0
Contract Services	2,222,858	2,227,091	3,859,451	2,384,884	0
Capital Outlay	1,819,238	1,255,000	1,489,491	1,298,000	0
Transfers to Other Funds	0	0	0	0	0
Debt Service	147,578	279,588	147,578	412,901	0
Other Charges	632,125	686,388	704,647	703,082	0
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 11,289,506</b>	<b>\$ 11,483,002</b>	<b>\$ 13,139,111</b>	<b>\$ 11,946,870</b>	<b>\$ 0</b>
<b><u>Expenditures By Function</u></b>					
<b>Operations</b>					
Public Services	\$ 11,289,506	\$ 11,483,002	\$ 13,139,111	\$ 11,946,870	\$ 0
	<b>\$ 11,289,506</b>	<b>\$ 11,483,002</b>	<b>\$ 13,139,111</b>	<b>\$ 11,946,870</b>	<b>\$ 0</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 11,289,506</b>	<b>\$ 11,483,002</b>	<b>\$ 13,139,111</b>	<b>\$ 11,946,870</b>	<b>\$ 0</b>

\* Portfolio and department totals for fiscal years 2016 and 2017 are restated to reflect department realignments effective July 1, 2017.

# Stormwater Fund Summary

	2015-16 Actual	2016-17 Original Budget	2016-17 Estimate	2017-18 Recommended Budget	2017-18 Adopted Budget
<b>Revenues</b>					
<b>Intergovernmental Revenues</b>					
Federal	\$ 0	\$ 0	\$ 90,000	\$ 0	\$ 0
State	0	0	30,000	0	0
	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 120,000</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Functional Revenues</b>					
Stormwater Fees	\$ 6,782,787	\$ 6,852,582	\$ 6,848,150	\$ 7,831,550	\$ 0
Stormwater Services	4,650	4,800	13,709	3,300	0
Street Sweeping - NCDOT	120,500	120,500	120,500	120,500	0
	<b>\$ 6,907,937</b>	<b>\$ 6,977,882</b>	<b>\$ 6,982,359</b>	<b>\$ 7,955,350</b>	<b>\$ 0</b>
<b>Other Revenues</b>					
Refunds & Sundry	\$ 150	\$ 0	\$ 0	\$ 0	\$ 0
Sale of Assets & Materials	0	0	0	0	0
	<b>\$ 150</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Investment Income</b>	<b>\$ 24,031</b>	<b>\$ 12,630</b>	<b>\$ 22,540</b>	<b>\$ 6,840</b>	<b>\$ 0</b>
<b>Fund Balance Appropriation</b>	<b>\$ 0</b>	<b>\$ 576,539</b>	<b>\$ 0</b>	<b>\$ 78,439</b>	<b>\$ 0</b>
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 6,932,118</b>	<b>\$ 7,567,051</b>	<b>\$ 7,124,899</b>	<b>\$ 8,040,629</b>	<b>\$ 0</b>
<b>Expenditures</b>					
Personnel Services	\$ 2,140,491	\$ 2,275,554	\$ 2,190,151	\$ 2,443,816	\$ 0
Operating Expenditures	866,116	807,891	940,133	921,556	0
Contract Services	416,924	484,786	684,516	485,346	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	1,891,440	2,803,774	3,425,820	2,985,000	0
Debt Service	913,213	913,463	913,463	913,086	0
Other Charges	275,605	281,583	410,088	291,825	0
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 6,503,789</b>	<b>\$ 7,567,051</b>	<b>\$ 8,564,171</b>	<b>\$ 8,040,629</b>	<b>\$ 0</b>
<b>Expenditures By Function</b>					
<b>Operations</b>					
Public Services	\$ 6,503,789	\$ 7,567,051	\$ 8,564,171	\$ 8,040,629	\$ 0
	<b>\$ 6,503,789</b>	<b>\$ 7,567,051</b>	<b>\$ 8,564,171</b>	<b>\$ 8,040,629</b>	<b>\$ 0</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 6,503,789</b>	<b>\$ 7,567,051</b>	<b>\$ 8,564,171</b>	<b>\$ 8,040,629</b>	<b>\$ 0</b>

\* Portfolio and department totals for fiscal years 2016 and 2017 are restated to reflect department realignments effective July 1, 2017.



## Transit Fund Summary

	2015-16 Actual	2016-17 Original Budget	2016-17 Estimate	2017-18 Recommended Budget	2017-18 Adopted Budget
<b>Revenues</b>					
<b>Other Taxes</b>					
Vehicle License Tax	\$ 639,713	\$ 630,380	\$ 632,035	\$ 632,035	\$ 0
	<b>\$ 639,713</b>	<b>\$ 630,380</b>	<b>\$ 632,035</b>	<b>\$ 632,035</b>	<b>\$ 0</b>
<b>Intergovernmental Revenues</b>					
Federal	\$ 1,980,054	\$ 2,372,227	\$ 2,547,264	\$ 2,639,027	\$ 0
State	760,616	760,616	761,366	793,216	0
Local	0	0	0	0	0
	<b>\$ 2,740,670</b>	<b>\$ 3,132,843</b>	<b>\$ 3,308,630</b>	<b>\$ 3,432,243</b>	<b>\$ 0</b>
<b>Functional Revenues</b>					
Bus Fares	\$ 1,086,456	\$ 1,121,567	\$ 1,069,340	\$ 1,053,790	\$ 0
Contract Transportation	236,132	229,250	240,100	189,100	0
Property Leases	18,720	147,828	18,720	135,924	0
Other Fees & Services	51,766	67,550	69,825	60,943	0
	<b>\$ 1,393,074</b>	<b>\$ 1,566,195</b>	<b>\$ 1,397,985</b>	<b>\$ 1,439,757</b>	<b>\$ 0</b>
<b>Other Revenues</b>					
Refunds & Sundry	\$ 937	\$ 770	\$ 730	\$ 730	\$ 0
Sale of Assets & Materials	81	6,000	6,000	6,000	0
	<b>\$ 1,018</b>	<b>\$ 6,770</b>	<b>\$ 6,730</b>	<b>\$ 6,730</b>	<b>\$ 0</b>
<b>Investment Income</b>	<b>\$ 874</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Other Financing Sources</b>					
Interfund Transfers	\$ 3,294,639	\$ 3,419,833	\$ 3,738,389	\$ 4,037,518	\$ 0
	<b>\$ 3,294,639</b>	<b>\$ 3,419,833</b>	<b>\$ 3,738,389</b>	<b>\$ 4,037,518</b>	<b>\$ 0</b>
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 8,069,988</b>	<b>\$ 8,756,021</b>	<b>\$ 9,083,769</b>	<b>\$ 9,548,283</b>	<b>\$ 0</b>
<b>Expenditures</b>					
Personnel Services	\$ 5,495,751	\$ 6,071,845	\$ 5,777,597	\$ 6,274,422	\$ 0
Operating Expenditures	1,504,590	1,564,165	1,787,650	2,170,612	0
Contract Services	180,171	311,453	197,894	331,663	0
Capital Outlay	15,207	34,800	109,768	31,518	0
Transfers to Other Funds	278,091	253,350	417,160	154,108	0
Debt Service	0	0	0	0	0
Other Charges	576,789	520,408	793,700	585,960	0
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 8,050,599</b>	<b>\$ 8,756,021</b>	<b>\$ 9,083,769</b>	<b>\$ 9,548,283</b>	<b>\$ 0</b>
<b>Expenditures By Function</b>					
<b>Operations</b>					
Transit	\$ 8,050,599	\$ 8,756,021	\$ 9,083,769	\$ 9,548,283	\$ 0
	<b>\$ 8,050,599</b>	<b>\$ 8,756,021</b>	<b>\$ 9,083,769</b>	<b>\$ 9,548,283</b>	<b>\$ 0</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 8,050,599</b>	<b>\$ 8,756,021</b>	<b>\$ 9,083,769</b>	<b>\$ 9,548,283</b>	<b>\$ 0</b>

# Risk Management Fund Summary

	2015-16 Actual	2016-17 Original Budget	2016-17 Estimate	2017-18 Recommended Budget	2017-18 Adopted Budget
<b>Revenues</b>					
<b>Other Revenues</b>					
Refunds & Sundry	\$ 160,066	\$ 243,300	\$ 353,699	\$ 292,600	\$ 0
Sale of Assets & Materials	0	0	0	0	0
	<b>\$ 160,066</b>	<b>\$ 243,300</b>	<b>\$ 353,699</b>	<b>\$ 292,600</b>	<b>\$ 0</b>
<b>Interfund Charges</b>					
Workers' Compensation	\$ 2,047,000	\$ 2,131,900	\$ 2,172,500	\$ 2,127,500	\$ 0
Employee Benefits	11,397,565	12,938,000	12,447,000	13,427,000	0
Property & Liability	1,611,273	1,495,330	1,663,326	1,720,993	0
	<b>\$ 15,055,838</b>	<b>\$ 16,565,230</b>	<b>\$ 16,282,826</b>	<b>\$ 17,275,493</b>	<b>\$ 0</b>
<b>Employee Benefit Contributions</b>	<b>\$ 3,127,316</b>	<b>\$ 3,505,000</b>	<b>\$ 3,386,900</b>	<b>\$ 3,666,000</b>	<b>\$ 0</b>
<b>Investment Income</b>	<b>\$ 93,273</b>	<b>\$ 92,000</b>	<b>\$ 97,700</b>	<b>\$ 98,700</b>	<b>\$ 0</b>
<b>Other Financing Sources</b>					
Interfund Transfers	\$ 807,045	\$ 803,071	\$ 803,071	\$ 1,173,285	\$ 0
	<b>\$ 807,045</b>	<b>\$ 803,071</b>	<b>\$ 803,071</b>	<b>\$ 1,173,285</b>	<b>\$ 0</b>
<b>Fund Balance Appropriation</b>	<b>\$ 0</b>	<b>\$ 80,162</b>	<b>\$ 0</b>	<b>\$ 52,128</b>	<b>\$ 0</b>
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 19,243,538</b>	<b>\$ 21,288,763</b>	<b>\$ 20,924,196</b>	<b>\$ 22,558,206</b>	<b>\$ 0</b>
<b>Expenditures</b>					
Personnel Services	\$ 360,477	\$ 435,648	\$ 370,465	\$ 432,489	\$ 0
Operating Expenditures	17,386,730	19,446,208	18,223,062	20,425,568	0
Contract Services	276,589	335,919	335,181	368,920	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	495,000	0	1,167,309	0	0
Debt Service	0	0	0	0	0
Other Charges	119,548	1,070,988	78,703	1,331,229	0
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 18,638,344</b>	<b>\$ 21,288,763</b>	<b>\$ 20,174,720</b>	<b>\$ 22,558,206</b>	<b>\$ 0</b>
<b>Expenditures By Function</b>					
<b>Support Services &amp; Administration</b>					
Finance	\$ 3,963,004	\$ 3,711,231	\$ 3,828,917	\$ 3,944,429	\$ 0
Human Resource					
Development	14,675,340	17,577,532	16,345,803	18,613,777	0
	<b>\$ 18,638,344</b>	<b>\$ 21,288,763</b>	<b>\$ 20,174,720</b>	<b>\$ 22,558,206</b>	<b>\$ 0</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 18,638,344</b>	<b>\$ 21,288,763</b>	<b>\$ 20,174,720</b>	<b>\$ 22,558,206</b>	<b>\$ 0</b>

## Fund Balance Projections

	General Fund	Central Business Tax District Fund	City of Fayetteville Finance Corporation	Emergency Telephone System Fund
<b>Available Fund Balance at June 30, 2016</b>	<b>\$40,566,776</b>	<b>\$64,296</b>	<b>\$0</b>	<b>\$1,158,430</b>
FY17 Estimated Revenues and Other Sources	170,582,820	149,169	0	824,943
FY17 Estimated Expenditures and Other Uses *	177,128,726	105,031	0	1,098,419
Less: Fund Balance Use Recommended for FY19 to FY21 Capital and Technology Improvement Plan	1,008,000	0	0	0
Less: Miscellaneous Fund Balance Assignments (e.g., Hurricane Matthew Recovery)	1,500,000	0	0	0
Less: Fund Balance Restricted for County Recreation at 6/30/17	4,001,691	0	0	0
Less: Fund Balance Assigned for Capital Funding Plan at 6/30/17	3,165,593	0	0	0
Less: Fund Balance Assigned for Parks & Recreation Capital Funding Plan at 6/30/17	1,879,806	0	0	0
<b>Projected Available Fund Balance at June 30, 2017</b>	<b>\$22,465,780</b>	<b>\$108,434</b>	<b>\$0</b>	<b>\$884,954</b>
FY18 Estimated Revenues and Other Sources	164,631,478	277,104	0	803,167
FY18 Estimated Expenditures and Other Uses *	168,649,840	276,909	0	1,061,311
Plus: Use of Fund Balance Restricted for County Recreation at 6/30/18	2,298,956	0	0	0
Plus: Use of Fund Balance Assigned for Capital Funding Plan at 6/30/18	1,336,981	0	0	0
Less: Increase in Fund Balance Assigned for Parks & Recreation Capital Funding Plan at 6/30/18	1,728,677	0	0	0
<b>Projected Available Fund Balance at June 30, 2018</b>	<b>\$20,354,678</b>	<b>\$108,629</b>	<b>\$0</b>	<b>\$626,810</b>

*\* Increases in fund balance restricted for specific purposes (e.g. County Recreation, Capital Funding Plans, etc.) are included in expenditure totals in other schedules, but separated here for reconciliation of restricted fund balance.*

# Fund Balance Projections

---

	Lake Valley Drive MSD Fund	LEOSSA Fund	Parking Fund	Airport Fund
<b>Available Fund Balance at June 30, 2016</b>	<b>\$3,667</b>	<b>\$3,771,777</b>	<b>\$23,557</b>	<b>\$7,628,578</b>
FY17 Estimated Revenues and Other Sources	57,694	1,649,271	354,039	4,969,296
FY17 Estimated Expenditures and Other Uses *	55,532	756,832	330,090	5,336,517
Plus: Parking Fund Receivable at 6/30/16	0	0	85,679	0
Less: Fund Balance Restricted for Parking Deck Capital Reserve at 6/30/17	0	0	122,514	0
<b>Projected Available Fund Balance at June 30, 2017</b>	<b>\$5,829</b>	<b>\$4,664,216</b>	<b>\$10,671</b>	<b>\$7,261,357</b>
FY18 Estimated Revenues and Other Sources	56,582	1,640,453	361,480	4,846,529
FY18 Estimated Expenditures and Other Uses *	55,532	912,384	337,052	4,306,762
Less: Increase in Fund Balance Restricted for Parking Deck Capital Reserve at 6/30/18	0	0	24,428	0
<b>Projected Available Fund Balance at June 30, 2018</b>	<b>\$6,879</b>	<b>\$5,392,285</b>	<b>\$10,671</b>	<b>\$7,801,124</b>

*\* Increases in fund balance restricted for specific purposes (e.g. County Recreation, Capital Funding Plans, etc.) are included in expenditure totals in other schedules, but separated here for reconciliation of restricted fund balance.*

## Fund Balance Projections

	Environmental Services Fund	Stormwater Fund	Transit Fund	Risk Management Fund
<b>Available Fund Balance at June 30, 2016</b>	<b>\$169,792</b>	<b>\$2,601,827</b>	<b>(\$2,601,725)</b>	<b>\$15,326,205</b>
FY17 Estimated Revenues and Other Sources	12,969,319	7,124,899	9,083,769	20,924,196
FY17 Estimated Expenditures and Other Uses *	13,139,111	8,564,171	9,083,769	20,174,720
Plus: Transit Fund Grant Receivable at 6/30/16	0	0	2,604,639	0
<b>Projected Available Fund Balance at June 30, 2017</b>	<b>\$0</b>	<b>\$1,162,555</b>	<b>\$2,914</b>	<b>16,075,681</b>
FY18 Estimated Revenues and Other Sources	11,946,870	7,962,190	9,548,283	22,506,078
FY18 Estimated Expenditures and Other Uses *	11,946,870	8,040,629	9,548,283	21,235,034
<b>Projected Available Fund Balance at June 30, 2018</b>	<b>\$0</b>	<b>\$1,084,116</b>	<b>\$2,914</b>	<b>\$17,346,725</b>

*\* Increases in fund balance restricted for specific purposes (e.g. County Recreation, Capital Funding Plans, etc.) are included in expenditure totals in other schedules, but separated here for reconciliation of restricted fund balance.*

---

This page is intentionally left blank.

# FY 2018 Annual Budget >>



*Recommended*



# Community Investment

# Community Investment

---

Portfolio Overview ..... E-2  
Community Development ..... E-3  
Development Services ..... E-10  
Human Relations ..... E-19



# Community Investment

---

	2015-16	2016-17	2017-18	2017-18	% Change
Expenditures by Department	<u>Actual</u>	<u>Original Budget</u>	<u>Recommended Budget</u>	<u>Adopted Budget</u>	<u>vs 2016-17 Original Budget</u>
Community Development	\$1,678,249	\$2,001,703	\$1,219,333	\$0	-39.1%
Development Services	4,345,413	4,551,484	4,483,809	0	-1.5%
Human Relations	249,239	362,305	331,454	0	-8.5%
<b>Total Expenditures</b>	<b>\$6,272,901</b>	<b>\$6,915,492</b>	<b>\$6,034,596</b>	<b>\$0</b>	<b>-12.7%</b>

## Expenditures by Type

Personnel Services	\$4,084,970	\$4,662,881	\$4,346,817	\$0	-6.8%
Operating	388,344	432,842	368,317	0	-14.9%
Contract Services	1,120,421	839,064	891,538	0	6.3%
Capital Outlay	29,475	0	0	0	0.0%
Transfers to Other Funds	384,639	566,023	270,423	0	-52.2%
Debt Service	0	0	0	0	0.0%
Other Charges	265,052	414,682	157,501	0	-62.0%
<b>Total Expenditures</b>	<b>\$6,272,901</b>	<b>\$6,915,492</b>	<b>\$6,034,596</b>	<b>\$0</b>	<b>-12.7%</b>

## Funding Sources

### General Fund

General Fund Functional Revenues	\$2,534,720	\$2,651,300	\$2,422,273	\$0	-8.6%
Other General Fund Funding	3,567,326	4,087,742	3,335,219	0	-18.4%
General Fund Subtotal	6,102,046	6,739,042	5,757,492	0	-14.6%
Central Business Tax District	170,855	176,450	277,104	0	57.0%
<b>Total Funding Sources</b>	<b>\$6,272,901</b>	<b>\$6,915,492</b>	<b>\$6,034,596</b>	<b>\$0</b>	<b>-12.7%</b>

## Full-Time Equivalent Positions by Department

Community Development	6.7	6.7	3.7	0.0	-44.8%
Development Services	52.0	54.0	54.0	0.0	0.0%
Human Relations	3.0	3.0	3.0	0.0	0.0%
<b>Total Authorized FTEs</b>	<b>61.7</b>	<b>63.7</b>	<b>60.7</b>	<b>0.0</b>	<b>-4.7%</b>



# 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 \$99,467 / 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 Annual Action Plan, Consolidated Annual Performance Evaluation Report and other required HUD reports by the established statutory deadlines and received positive responses.

#### **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

---

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# 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

<p><b><i>Program: Community Investment</i></b></p> <p><i>General Fund \$767,902 / 1.5 FTEs</i></p> <p><i>Central Business Tax District \$277,104 / 0.0 FTEs</i></p>
---

**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:**

- Provided grant assistance through the Small Business Retention Grant Program to small businesses that received damage as a result of Hurricane Matthew.
- Received steady growth in the small business loan and grant programs.
- Provided administrative assistance for the Tax Incentive Program.

**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

---

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of jobs created as a result of a small business grant or loan through Community Development programs	30.00	10.00	10.00
# of jobs retained as a result of a small business grant or loan through Community Development programs	223.00	145.00	100.00
# of loan and grant applications approved to assist small businesses through Community Development programs	35.00	40.00	30.00

## ***Program: Housing***

*General Fund \$74,860 / 1.0 FTEs*

### **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:**

- Developed and implemented the Disaster Recovery Housing Repair Program that provides housing rehabilitation assistance for unmet housing repair needs.
- Acquired seven buildable lots in the B Street neighborhood and transferred them to Fayetteville Area Habitat for Humanity for future affordable single-family housing.
- Applied for and received a \$150,000 grant under the Essential Single-Family Rehabilitation Loan Pool - Disaster Recovery Program from the North Carolina Housing Finance Agency, to assist homeowners with repairs needed as a result of Hurricane Matthew.
- Administered the City's grant funded housing repair programs.

### **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.

## Community Development

---

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of blighted structures demolished	22.00	10.00	10.00
# of units fully rehabilitated	4.00	5.00	5.00
# of units that were provided emergency repairs	153.00	100.00	100.00

**Objective:**

To increase home ownership opportunities through homebuyer education and counseling classes.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of participants completing homebuyer education and counseling classes	220.00	150.00	150.00

**Objective:**

To increase the supply of affordable housing.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of homeless in HUD annual point-in-time count	515.00	650.00	550.00
# of single family affordable housing units constructed in partnership with Community Housing Development Organizations (CHDOs)	12.00	0.00	10.00
# of total available beds for the homeless in Cumberland County	633.00	688.00	688.00

# Community Development

Expenditures by Program	2015-16 <u>Actual</u>	2016-17 <u>Original Budget</u>	2017-18 <u>Recommended Budget</u>	2017-18 <u>Adopted Budget</u>	% Change vs 2016-17 <u>Original Budget</u>
Community Development Administration	\$90,593	\$95,599	\$99,467	\$0	4.0%
Community Investment	1,488,359	1,764,784	1,045,006	0	-40.8%
Housing	99,297	141,320	74,860	0	-47.0%
<b>Total Expenditures</b>	<b>\$1,678,249</b>	<b>\$2,001,703</b>	<b>\$1,219,333</b>	<b>\$0</b>	<b>-39.1%</b>

## Expenditures by Type

Personnel Services	\$332,964	\$579,239	\$298,496	\$0	-48.5%
Operating	61,639	99,535	50,724	0	-49.0%
Contract Services	699,095	427,124	463,587	0	8.5%
Capital Outlay	200	0	0	0	0.0%
Transfers to Other Funds	334,639	507,523	270,423	0	-46.7%
Debt Service	0	0	0	0	0.0%
Other Charges	249,712	388,282	136,103	0	-64.9%
<b>Total Expenditures</b>	<b>\$1,678,249</b>	<b>\$2,001,703</b>	<b>\$1,219,333</b>	<b>\$0</b>	<b>-39.1%</b>

## Funding Sources

General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	1,507,394	1,825,253	942,229	0	-48.4%
General Fund Subtotal	1,507,394	1,825,253	942,229	0	-48.4%
Central Business Tax District	170,855	176,450	277,104	0	57.0%
<b>Total Funding Sources</b>	<b>\$1,678,249</b>	<b>\$2,001,703</b>	<b>\$1,219,333</b>	<b>\$0</b>	<b>-39.1%</b>

## Full-Time Equivalent Positions by Department

<b>Total Authorized FTEs</b>	<b>6.7</b>	<b>6.7</b>	<b>3.7</b>	<b>0.0</b>	<b>-44.8%</b>
------------------------------	------------	------------	------------	------------	---------------

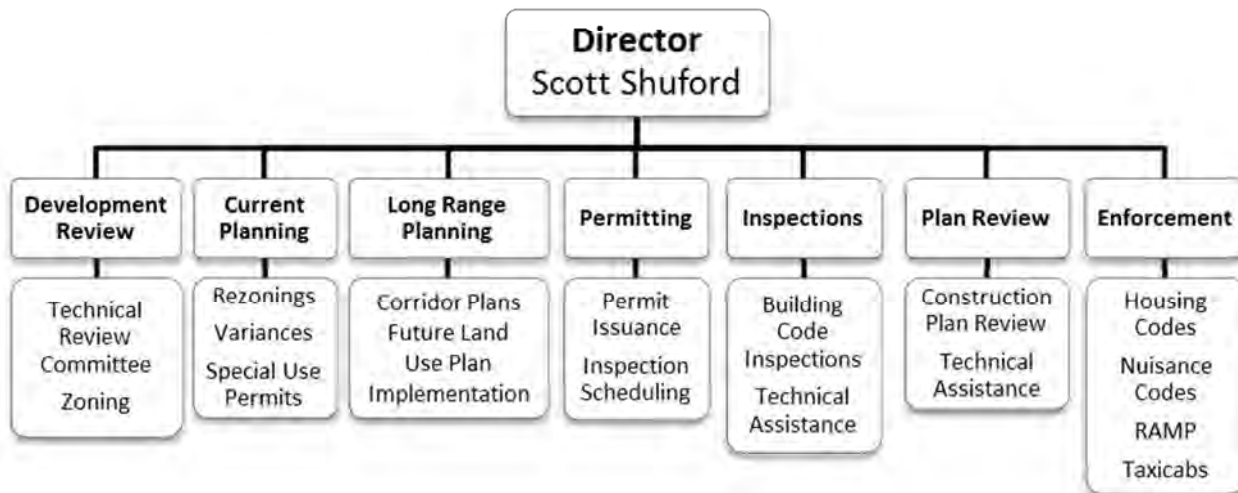
## BUDGET HIGHLIGHTS

- Prior fiscal year expenditures and FTE counts for the Community Investment program include expenditures from the Economic Development program of the former Economic Business Development department.
- FTE count reductions reflect the elimination of two positions (the Economic and Business Development Director and an Administrative Assistant) and the transfer of an FTE for local, small and disadvantaged business enterprise program support to the Finance department.
- Personnel includes \$5,572 for employee pay adjustments, \$898 for medical insurance rate adjustments and \$583 for retirement rate adjustments.
- Operating Costs funded by the Central Business Tax District (CBTD) include \$25,000 for parking utilities.
- Contract Services funded by the CBTD include \$730 for tax collection fees and \$220,000 to contract for management of the downtown Arts and Entertainment District services and programs; Contract Services funded by the General Fund include \$100,000 for the Homeless Management Information System, \$60,857 for two property tax grant-back incentive agreements, \$70,000 for the Goodyear incentive, and \$12,000 for legal services for loan foreclosures. Contract Services for fiscal year 2017 includes a \$3 million loan to the Fayetteville Metropolitan Housing Administration for the Grove View Terrace rehabilitation project.
- Other Charges includes \$35,353 for the Center of Economic Empowerment and Development (CEED) and \$100,000 for the Fayetteville Cumberland Economic Development Commission. Fiscal year 2017 year-end projection for Other Charges includes \$350,000 in anticipated support for the business incubator project being undertaken by CEED.
- Transfers to Other Funds includes \$100,000 for the Affordable Housing project, a \$139,274 transfer from the General Fund to support the CBTD Fund, and a \$31,149 transfer to the General Fund from the Central Business Tax District for financing costs associated with the Franklin Street deck.
- Grant-funded program and personnel expenses for 9.3 FTEs are not reflected in this budget.



# Development Services

---



## DEPARTMENT MISSION

The Development Services department provides building and code enforcement inspection services; issues building and zoning permits; provides demographic, current and long-range planning services; and, serves six City boards and commissions in addition to City Council. In carrying out this broad range of responsibilities, we strive to maintain a standard of service where we are always prompt, professional and predictable. We recognize that 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 \$636,073 / 7.6 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:**

- Despite the resignation of the Historic Resources Planner in late 2016, Planning and Zoning Division staff have been able to maintain the program without delays in application processing by reassigning duties on an interim basis.
- The baseball stadium complex will pose some interesting zoning and historic resources review challenges, but staff is conducting advance planning to minimize potential issues so that expedited reviews can occur.

#### **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.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017</u></b> <b><u>Estimated</u></b>	<b><u>FY 2018</u></b> <b><u>Target</u></b>
% of staff recommendations accepted by City Council	100.00%	95.00%	95.00%
% of staff recommendations accepted by the Zoning Commission	96.80%	90.00%	90.00%

# Development Services

---

## **Program: Development Review**

General Fund \$403,437 / 4.7 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:**

- Despite the resignation of the Planner II assigned to assist the Development Advocate in major site plan review in early 2017, Planning and Zoning Division staff have been able to maintain the site plan review program without delays in application processing by reassigning duties on an interim basis.
- Staff continues to review complicated, large-scale development projects, such as Freedom Town Center at Skibo and Cliffdale Roads and the baseball stadium complex. These projects are recognized as important components of the City's economic development future.

### **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.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017</u></b> <b><u>Estimated</u></b>	<b><u>FY 2018</u></b> <b><u>Target</u></b>
% of site plans reviewed within established deadlines	100.00%	95.00%	95.00%

## **Program: Enforcement**

General Fund \$1,171,950 / 13.3 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.

## Development Services

---

**Highlights:**

- Statutory changes effective on January 1, 2017 have impacted the City’s Rental Action Management Program (RAMP) and the blighted structure demolition program. Staff is developing ordinance and map amendments to align our RAMP and blighted structure demolition programs with state law. These should be in place by June 30, 2017.

**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.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of active RAMP cases	12.00	0.00	0.00
# of buildings repaired in lieu of Council ordered demolition	11.00	2.00	2.00
# of code enforcement violation cases	15,041.00	14,500.00	15,000.00
# of demolition cases (involuntary)	75.00	30.00	70.00
% of proactive code enforcement cases	58.40%	64.00%	60.00%
% of residents very satisfied or satisfied with the overall image and appearance of the City per the biennial City Resident Satisfaction Survey	42.40%	43.00%	45.00%
Average # of violation cases per FTE	1,367.00	1,318.00	1,363.00

***Program: Inspections***

*General Fund \$1,400,143 / 18.2 FTEs*

**Purpose Statement:**

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

**Highlights:**

- Complete hiring process to fill all inspector vacancies.
- FayWorx enhancements for both permitting and an online public portal.
- Continue implementation of multi-trade certification diversity among staff.
- Despite the loss of key personnel, inspections have continued to be provided consistent with established performance standards.

# Development Services

---

**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.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
% of all inspections completed within the established service level (close of business the next day or by appointment)	98.00%	98.00%	98.00%

***Program: Long-Range Planning***

*General Fund \$268,692 / 1.4 FTEs*

**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:**

- The Cape Fear River Plan, a strategic planning area in the Comprehensive Plan update that was adopted in 2016, has received a Marvin Collins Planning Award for Large Community Comprehensive Planning from the NC Chapter of the American Planning Association, and will be recognized at the Chapter’s annual conference in the fall of 2017.
- The Cumberland County Resiliency Plan produced by Sustainable Sandhills, with participation by various members of City staff, received a Marvin Collins Planning Award for Multidisciplinary Planning from the NC Chapter of the American Planning Association in the fall of 2016.
- Significant progress has been made on the next two strategic planning areas in the Comprehensive Plan update: the Veterans Complex area in west Fayetteville, and the Haymount neighborhood. A draft plan for the Veterans Complex area, called the Medical Village plan, has been developed and will begin the review process shortly. The Haymount neighborhood plan is awaiting incorporation of ideas from the Urban Land Institute Technical Advisory Panel which met in early April, 2017; the formal document containing the ULI TAP’s recommendations will be received by the first quarter of FY18.

**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.

## Development Services

---

**Objective:**

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

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of planning/zoning positions per 10,000 population (benchmark is 1.1 positions per 10,000)	0.61	0.61	0.61
% of residents very satisfied or satisfied with overall preparedness to manage development and growth per the biennial City Resident Satisfaction Survey	31.40%	31.00%	33.00%

<p><b><i>Program: Permitting</i></b></p> <p><i>General Fund \$315,863 / 5.8 FTEs</i></p>
--

**Purpose Statement:**

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

**Highlights:**

- The implementation of the Fayworx scheduling module continues to be refined, resulting in improved performance and supporting increased efficiency and accountability.

**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.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of dispatched trade inspections	16,626.00	18,000.00	19,500.00
# of permits issued	14,139.00	18,750.00	19,250.00
Average # of daily permits issued per permit technician	27.00	30.00	27.00
Permit fees collected	\$2,105,552.25	\$2,500,000.00	\$2,500,000.00

# Development Services

---

**Program: Plan Review**

General Fund \$287,651 / 3.0 FTEs

**Purpose Statement:**

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

**Highlights:**

- Complete process enhancements for intake, tracking, and review of plans.
- Enhance public access to the status of plan reviews.
- Integrate electronic plan review with FayWorx.

**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.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017</u></b> <b><u>Estimated</u></b>	<b><u>FY 2018</u></b> <b><u>Target</u></b>
# of construction plans reviewed	100.00	200.00	220.00

## Development Services

<b>Expenditures by Program</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2017-18 Recommended Budget</b>	<b>2017-18 Adopted Budget</b>	<b>% Change vs 2016-17 Original Budget</b>
Current Planning	\$540,165	\$556,941	\$636,073	\$0	14.2%
Development Review	436,017	454,903	403,437	0	-11.3%
Enforcement	1,240,874	1,177,264	1,171,950	0	-0.5%
Inspections	1,329,478	1,423,956	1,400,143	0	-1.7%
Long-Range Planning	181,802	295,884	268,692	0	-9.2%
Permitting	341,633	316,577	315,863	0	-0.2%
Plan Review	275,444	325,959	287,651	0	-11.8%
<b>Total Expenditures</b>	<b>\$4,345,413</b>	<b>\$4,551,484</b>	<b>\$4,483,809</b>	<b>\$0</b>	<b>-1.5%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$3,566,908	\$3,788,357	\$3,772,078	\$0	-0.4%
Operating	305,281	293,661	282,714	0	-3.7%
Contract Services	393,369	399,966	425,977	0	6.5%
Capital Outlay	29,275	0	0	0	0.0%
Transfers to Other Funds	50,000	58,500	0	0	-100.0%
Debt Service	0	0	0	0	0.0%
Other Charges	580	11,000	3,040	0	-72.4%
<b>Total Expenditures</b>	<b>\$4,345,413</b>	<b>\$4,551,484</b>	<b>\$4,483,809</b>	<b>\$0</b>	<b>-1.5%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$2,528,895	\$2,646,300	\$2,413,115	\$0	-8.8%
Other General Fund Funding	1,816,518	1,905,184	2,070,694	0	8.7%
General Fund Subtotal	4,345,413	4,551,484	4,483,809	0	-1.5%
<b>Total Funding Sources</b>	<b>\$4,345,413</b>	<b>\$4,551,484</b>	<b>\$4,483,809</b>	<b>\$0</b>	<b>-1.5%</b>
<b>Full-Time Equivalent Positions by Department</b>					
<b>Total Authorized FTEs</b>	<b>52.0</b>	<b>54.0</b>	<b>54.0</b>	<b>0.0</b>	<b>0.0%</b>

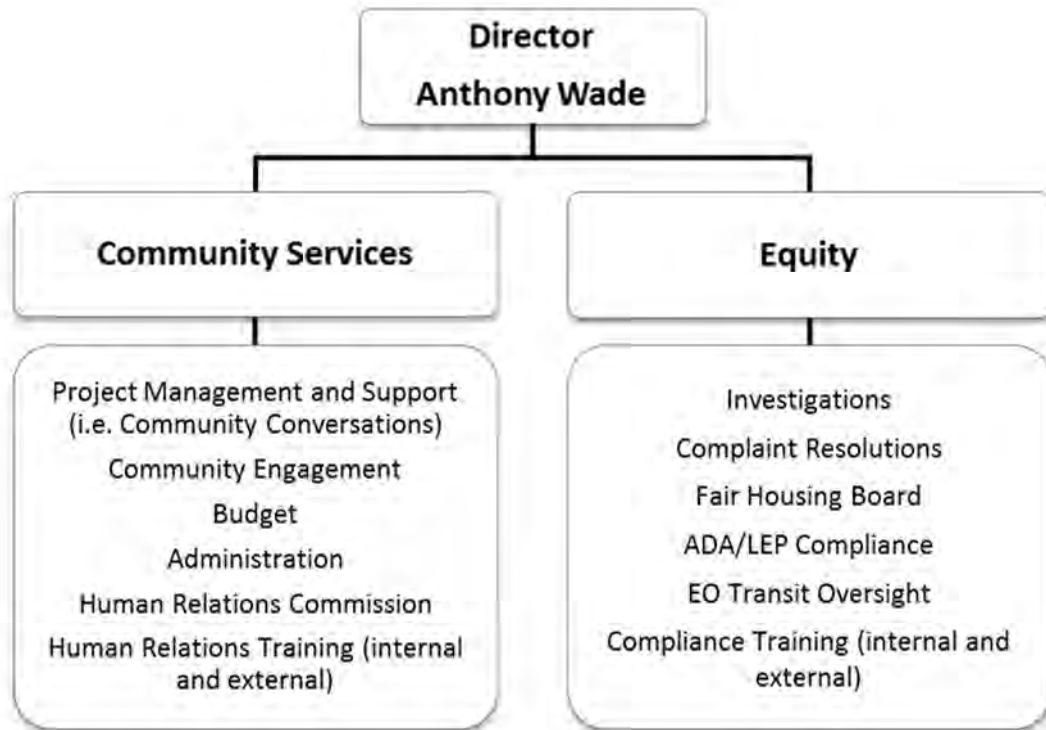


# Development Services

---

## BUDGET HIGHLIGHTS

- The Development Services department budget reflects the consolidation of the former Planning and Code Enforcement and Permitting and Inspections departments.
- Personnel includes \$50,028 for employee pay adjustments, \$13,120 for medical benefit rate adjustments and \$7,319 for retirement rate adjustments.
- Operating includes \$59,060 for vehicle maintenance and fuel, \$17,750 for official notices and other advertising, \$51,146 for employee training and development and local mileage reimbursements, and \$17,176 for membership, dues and subscriptions.
- Contract Services includes \$118,257 for the City's share of the local funding match for the Fayetteville Area Metropolitan Planning Organization, \$2,500 for an upgrade of the municipal code software to add GIS map integration, \$5,000 for a historic property study, \$50,000 for a review of the Unified Development Ordinance, \$10,000 for development of design guidelines for historic districts, \$230,000 for lot cleanings and demolitions, and \$10,120 for a variety of small contracted services.



# Human Relations

---

## DEPARTMENT MISSION

---

To serve as an innovative, proactive, and project-oriented public service department promoting equal opportunity and positive community relations to facilitate the protection of human and civil rights in Fayetteville and Cumberland County via the City's Human Relations Ordinance and through effective collaborations/partnerships with residents, elected and appointed leaders, and individuals in the public, private, non-profit and higher education sectors.

### ***Program: Community Services***

*General Fund \$189,979 / 1.6 FTEs*

#### **Purpose Statement:**

The Community Services program provides leadership on issues related to any or all fields of human relations, while encouraging fair treatment and mutual understanding among all residents. The program fosters collaboration with other organizations in support of community conversations that bring individuals of diverse backgrounds, worldly experiences, and a variety of interests together to work and dialogue together on community issues for the betterment of our community. Additionally, the program promotes academic achievement as well as recognition of community individuals, businesses, and organizations that contribute to harmonious relations, conflict resolution, social capital and social justice in our community.

#### **Highlights:**

- Created a department/commission partnership with the Police Department to constructively respond to police and community relations issues.
- Collaborated with the Human Relations Commission (HRC) in the organization, hosting, and marketing and outreach of:
  - The December 2016 public trust and community relations "Call to Action" forum at Myers Recreation Center.
  - The Commission's Annual Recognition Awards Reception to publicly recognize residents and organizations dedicated to serving their community.
  - The Dr. Martin Luther King Jr. Scholarship fundraising efforts and reception.
- Partnered with the Quaker House, the National Organization for Women and the Cumberland County Public Library system to conduct 12 race relations meetings in the community.
- Sponsored 11 Greater Fayetteville United (GFU) meetings and served as the City's fiscal agent for a \$12,460 grant awarded to GFU to conduct the citywide social capital survey.
- Participated on 15 Fayetteville Police Department Internal Affairs review panels involving officer conduct (July 2016 – Feb 2017).
- Continued to serve as the office of primary responsibility for the \$292,563 Department of Defense grant in support of the Office of Economic Adjustment (OEA) analysis project involving the regional economic impact of Fort Bragg.

# Human Relations

---

**City Goal:**

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

**Objective:**

To increase the number of Human Relations Department Community Event participants by 5% annually

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of Human Relations Community Event participants	661.00	500.00	500.00
# of Human Relations Community Events	18.00	8.00	8.00
# of outreach materials distributed through social media, informational materials, or staff outreach at Human Relations Community Events	0.00	200.00	200.00
# of volunteer hours spent on Human Relations Community Events and outreach opportunities	0.00	1,200.00	1,200.00

<p><b><i>Program: Equity</i></b></p>
--------------------------------------

<p><i>General Fund \$141,475 / 1.4 FTEs</i></p>
---

**Purpose Statement:**

The Equity Program focuses on compliance with the City’s Human Relations Ordinance as well as state and federal laws promoting equal and fair treatment of our residents. The Program provides numerous services, including oversight for the City’s Fair Housing, Equal Opportunity and Civil Rights compliance activities. It 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. The Equity Program provides administrative staff support for the Fair Housing Board, which acts as an administrative hearing board under the City’s Fair Housing Ordinance. Finally, the program provides education and training in the areas of Fair Housing, LEP, ADA, employment, conflict and other related topics

**Highlights:**

- Created and conducted seven Partnering with Business (PWB) initiative sessions in support of business sustainability in the public, for-profit and non-profit sectors.
- Provided technical assistance in the resolution of 35 complaints involving equal employment opportunity, fair housing and landlord/tenant issues.
- Hosted four Fair Housing workshops in collaboration with the North Carolina Human Relations Commission.
- Developed materials, marketed and conducted one workshop in Spanish for the City’s hispanic residents.
- Completed the ADA Self-Evaluation consultant selection process.

# Human Relations

---

**City Goal:**

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

**Objective:**

To achieve 80% or greater satisfaction rating for all educational programs annually

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017</u> <u>Estimated</u></b>	<b><u>FY 2018</u> <u>Target</u></b>
% of participants indicating they are very satisfied or satisfied with educational events per the Human Relations customer survey	0.00%	90.00%	90.00%

**Objective:**

To achieve an average increase of 20% in pre/post testing knowledge among educational event participants annually

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017</u> <u>Estimated</u></b>	<b><u>FY 2018</u> <u>Target</u></b>
% of participants receiving at least a 20% increase in pre/post testing knowledge for Human Relations educational events	0.00%	15.00%	15.00%

**Objective:**

To achieve an average increase of 20% in scores between pre and post testing for partnering with business (PWB) session participants annually

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017</u> <u>Estimated</u></b>	<b><u>FY 2018</u> <u>Target</u></b>
% of participants receiving at least a 20% increase in pre/post testing knowledge in Fair Employment educational programs	0.00%	0.00%	80.00%

**Objective:**

To hold four educational events annually, to include Partnering with Business (PWB), which achieve an 80% satisfaction rate with attendees

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017</u> <u>Estimated</u></b>	<b><u>FY 2018</u> <u>Target</u></b>
# of Human Relations educational events	0.00	16.00	16.00
% of Human Relations educational event participant survey responses indicating satisfied or very satisfied	0.00%	85.00%	85.00%

## Human Relations

---

**Objective:**

To respond to citizen requests for services within two business days 100% of the time annually

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of Human Relations staff hours spent handling citizen requests for assistance and/or investigating complaints	0.00	200.00	200.00
# of landlord/tenant, fair housing, fair employment, and other assistance citizen requests to Human Relations	0.00	50.00	50.00
% of Human Relations citizen assistance requests responded to within two business days	0.00%	90.00%	90.00%
% of Human Relations citizen requests for assistance and/or investigating complaints	0.00%	90.00%	90.00%

# Human Relations

---

	<u>2015-16 Actual</u>	<u>2016-17 Original Budget</u>	<u>2017-18 Recommended Budget</u>	<u>2017-18 Adopted Budget</u>	<u>% Change vs 2016-17 Original Budget</u>
<b>Expenditures by Program</b>					
Community Services	\$151,477	\$209,025	\$189,979	\$0	-9.1%
Equity	97,762	153,280	141,475	0	-7.7%
<b>Total Expenditures</b>	<b>\$249,239</b>	<b>\$362,305</b>	<b>\$331,454</b>	<b>\$0</b>	<b>-8.5%</b>

<b>Expenditures by Type</b>					
Personnel Services	\$185,098	\$295,285	\$276,243	\$0	-6.4%
Operating	21,424	39,646	34,879	0	-12.0%
Contract Services	27,957	11,974	1,974	0	-83.5%
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	14,760	15,400	18,358	0	19.2%
<b>Total Expenditures</b>	<b>\$249,239</b>	<b>\$362,305</b>	<b>\$331,454</b>	<b>\$0</b>	<b>-8.5%</b>

<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$5,825	\$5,000	\$9,158	\$0	83.2%
Other General Fund Funding	243,414	357,305	322,296	0	-9.8%
General Fund Subtotal	249,239	362,305	331,454	0	-8.5%
<b>Total Funding Sources</b>	<b>\$249,239</b>	<b>\$362,305</b>	<b>\$331,454</b>	<b>\$0</b>	<b>-8.5%</b>

<b>Full-Time Equivalent Positions by Department</b>					
<b>Total Authorized FTEs</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>0.0</b>	<b>0.0%</b>

### **BUDGET HIGHLIGHTS**

- Personnel includes \$4,927 for employee pay adjustments, \$728 for medical insurance rate adjustments and \$549 for retirement rate adjustments.
- Operating includes \$10,774 for expenses for the Annual Community Recognition Awards Reception; \$10,220 for travel and training for staff and the Human Relations Commission; and \$3,429 for memberships, dues and subscriptions.
- Other Charges include \$9,158 for a projected scholarship and \$5,500 for the City's contribution for the United Way's 2-1-1 program.
- A total of \$19,932 is budgeted for the annual reception, projected to be funded by ticket sales and donations of \$9,158, and General Fund support of \$10,774.



---

This page is intentionally left blank.

# FY 2018 Annual Budget >>



*Recommended*



# Operations

Portfolio Overview ..... F-2

Airport ..... F-4

Fire & Emergency Management ..... F-11

Parks, Recreation & Maintenance ..... F-20

Police ..... F-29

Public Services ..... F-39

Transit ..... F-56

# Operations

---

<b>Expenditures by Department</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2017-18 Recommended Budget</b>	<b>2017-18 Adopted Budget</b>	<b>% Change vs 2016-17 Original Budget</b>
Airport	\$3,469,850	\$9,420,274	\$4,846,529	\$0	-48.6%
Fire & Emergency Management	26,315,287	27,640,072	27,692,527	0	0.2%
Parks, Recreation & Maintenance	19,109,139	20,109,966	19,974,596	0	-0.7%
Police	52,294,060	52,485,564	53,922,421	0	2.7%
Public Services	32,051,914	34,037,443	37,244,002	0	9.4%
Transit	8,050,599	8,756,021	9,548,283	0	9.0%
<b>Total Expenditures</b>	<b>\$141,290,849</b>	<b>\$152,449,340</b>	<b>\$153,228,358</b>	<b>\$0</b>	<b>0.5%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$89,308,575	\$93,594,631	\$95,417,658	\$0	1.9%
Operating	23,023,633	23,476,782	23,929,574	0	1.9%
Contract Services	6,983,320	7,798,066	8,009,524	0	2.7%
Capital Outlay	7,144,813	5,795,961	5,495,708	0	-5.2%
Transfers to Other Funds	10,747,074	17,081,139	15,485,661	0	-9.3%
Debt Service	1,581,046	1,775,061	1,649,258	0	-7.1%
Other Charges	2,502,388	2,927,700	3,240,975	0	10.7%
<b>Total Expenditures</b>	<b>\$141,290,849</b>	<b>\$152,449,340</b>	<b>\$153,228,358</b>	<b>\$0</b>	<b>0.5%</b>

## Operations

Funding Sources	<u>2015-16 Actual</u>	<u>2016-17 Original Budget</u>	<u>2017-18 Recommended Budget</u>	<u>2017-18 Adopted Budget</u>	<u>% Change vs 2016-17 Original Budget</u>
General Fund					
General Fund Functional Revenues	\$9,699,889	\$10,693,954	\$7,508,650	\$0	-29.8%
Other General Fund Funding	100,989,807	103,086,060	109,914,606	0	6.6%
General Fund Subtotal	110,689,696	113,780,014	117,423,256	0	3.2%
Airport Fund	3,469,850	9,420,274	4,846,529	0	-48.6%
Emergency Telephone System Fund	956,361	1,090,397	1,061,311	0	-2.7%
Environmental Services Fund	11,289,506	11,483,002	11,946,870	0	4.0%
Parking Fund	331,048	352,581	361,480	0	2.5%
Stormwater Fund	6,503,789	7,567,051	8,040,629	0	6.3%
Transit Fund	8,050,599	8,756,021	9,548,283	0	9.0%
<b>Total Funding Sources</b>	<b>\$141,290,849</b>	<b>\$152,449,340</b>	<b>\$153,228,358</b>	<b>\$0</b>	<b>0.5%</b>

### Full-Time Equivalent Positions by Department

Airport	23.0	24.0	24.0	0.0	0.0%
Fire & Emergency Management	325.0	325.0	325.0	0.0	0.0%
Parks, Recreation & Maintenance	162.0	162.0	162.0	0.0	0.0%
Police	604.5	607.5	608.5	0.0	0.2%
Public Services	184.2	185.2	186.2	0.0	0.5%
Transit	114.5	119.5	119.5	0.0	0.0%
<b>Total Authorized FTEs</b>	<b>1,413.2</b>	<b>1,423.2</b>	<b>1,425.2</b>	<b>0.0</b>	<b>0.1%</b>

# Airport

---



**DEPARTMENT MISSION**

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

**Program: Air Carrier Operations**

*Airport Fund \$1,582,688 / 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.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of enplaned and deplaned passengers	440,739.00	445,000.00	445,000.00
% of residents very satisfied or satisfied with the condition and usability of the Fayetteville Regional Airport per the biennial City Resident Satisfaction Survey	67.70%	67.00%	68.00%
Average # of daily flights	28.00	28.00	28.00
Load factor (percentage of seats sold)	76.80%	76.50%	77.00%

**Program: Airport Administration**

*Airport Fund \$1,143,369 / 6.0 FTEs*

# Airport

---

**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, including an FAA grant for a major terminal renovation project.
- Provided expertise to the Airport Commission.
- Administered a five-year capital improvement plan.

**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.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017</u></b> <b><u>Estimated</u></b>	<b><u>FY 2018</u></b> <b><u>Target</u></b>
Passenger Facility Charge revenue	\$291,937.00	\$873,262.00	\$873,262.00

***Program: Airport Maintenance***  
*Airport Fund \$493,844 / 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 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.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of total aircraft operations (takeoffs and landings)	39,875.00	39,492.00	39,500.00
% of satisfied customers per Fayetteville Regional Airport customer satisfaction survey	93.70%	95.00%	95.00%

***Program: Airport Rescue and Fire Fighting/Fire Training***

*Airport Fund \$632,703 / 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.

**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.

# Airport

---

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of participants at Firefighting Training Facility	4,981.00	4,750.00	4,750.00
% of Airport Fire Station 10 three minute response tests met	100.00%	100.00%	100.00%

<p><b><i>Program: Parking and Rental Car Operation</i></b></p>
--

<p><i>Airport Fund \$162,835 / 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.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
% change in annual parking revenue at Fayetteville Regional Airport	11.00%	10.00%	10.00%
% change in annual rental car revenue at Fayetteville Regional Airport	1.93%	1.00%	1.00%

## Airport

	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2017-18</b>	<b>% Change</b>
<b>Expenditures by Program</b>	<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Adopted</u></b>	<b><u>vs 2016-17</u></b>
				<b><u>Budget</u></b>	<b><u>Original</u></b>
					<b><u>Budget</u></b>
Air Carrier Operations	\$1,301,878	\$1,511,826	\$1,582,688	\$0	4.7%
Airport Administration	629,302	6,335,309	1,143,369	0	-82.0%
Airport Maintenance	547,207	565,959	493,844	0	-12.7%
Airport Rescue and Fire Fighting/Fire Training	604,523	633,025	632,703	0	-0.1%
Non-Program Expenditures	269,379	248,926	831,090	0	233.9%
Parking and Rental Car Operation	117,561	125,229	162,835	0	30.0%
<b>Total Expenditures</b>	<b>\$3,469,850</b>	<b>\$9,420,274</b>	<b>\$4,846,529</b>	<b>\$0</b>	<b>-48.6%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$1,500,934	\$1,667,570	\$1,672,508	\$0	0.3%
Operating	1,098,129	1,470,429	1,474,238	0	0.3%
Contract Services	105,812	123,009	173,237	0	40.8%
Capital Outlay	122,897	44,000	45,000	0	2.3%
Transfers to Other Funds	0	5,500,000	279,808	0	-94.9%
Debt Service	0	0	0	0	0.0%
Other Charges	642,078	615,266	1,201,738	0	95.3%
<b>Total Expenditures</b>	<b>\$3,469,850</b>	<b>\$9,420,274</b>	<b>\$4,846,529</b>	<b>\$0</b>	<b>-48.6%</b>
<b>Funding Sources</b>					
Airport Fund	\$3,469,850	\$9,420,274	\$4,846,529	\$0	-48.6%
<b>Total Funding Sources</b>	<b>\$3,469,850</b>	<b>\$9,420,274</b>	<b>\$4,846,529</b>	<b>\$0</b>	<b>-48.6%</b>
<b>Full-Time Equivalent Positions by Department</b>					
<b>Total Authorized FTEs</b>	<b>23.0</b>	<b>24.0</b>	<b>24.0</b>	<b>0.0</b>	<b>0.0%</b>

# Airport

---

## BUDGET HIGHLIGHTS

- Personnel includes \$28,832 for employee pay adjustments, \$5,830 for medical benefit rate adjustments and \$2,926 for retirement rate adjustments.
- Operating includes \$488,280 for utilities and stormwater fees, \$476,850 for maintenance of Airport facilities and equipment, and \$200,000 for advertising.
- Contract Services includes \$41,000 for technical consulting, \$40,000 for data infrastructure upgrades for the terminal renovation project, \$10,000 to provide a connection to the flight information display system in the USO center, \$28,000 for landscaping and tree removal services, \$7,000 for security screenings, \$5,000 for wildlife control and \$42,237 for a variety of smaller contracted services and contingent funding.
- Other Charges includes \$430,671 for reimbursements to the General Fund for police services and \$212,500 for indirect cost allocations.
- Transfers include \$279,808 to the Airport Capital Project Fund to support the design phase of the perimeter fence replacement and road paving projects, and public art and terminal renovation projects.
- Non-program expenditures include charges not directly attributable to a specific program including indirect cost allocations, retiree benefits, and insurance and claim settlements.

# 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 \$915,470 / 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:**

- A 2.36% reduction was realized in the number of fire incidents in inspectable occupancies as compared to FY15.
- The number of fire inspections conducted improved with a 30.44% increase over FY15.
- Efforts were revamped in smoke and carbon monoxide alarm installations resulting in a 28.52% increase over FY15.

#### **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.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of fire incidents occurring in inspectable occupancies	165.00	176.00	160.00
# of fire inspections conducted	4,648.00	4,000.00	4,000.00
% of residents very satisfied or satisfied with enforcement of fire code per the biennial City Resident Satisfaction Survey	60.10%	65.00%	70.00%
Average # of inspections conducted per fire inspector	664.00	560.00	600.00

# 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.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017</u></b> <b><u>Estimated</u></b>	<b><u>FY 2018</u></b> <b><u>Target</u></b>
# of fires where smoke detectors alerted occupants	43.00	48.00	50.00
# of smoke detectors installed	645.00	386.00	600.00

**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.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017</u></b> <b><u>Estimated</u></b>	<b><u>FY 2018</u></b> <b><u>Target</u></b>
# of Fire Department public education events	1,313.00	1,300.00	1,400.00
# of fires originating in the cooking area or kitchen	70.00	100.00	75.00
% of residents very satisfied or satisfied with City efforts to prevent fires per the biennial City Resident Satisfaction Survey	62.20%	65.00%	70.00%

<p><b><i>Program: Emergency Management</i></b></p>
--

<p><i>General Fund \$93,126 / 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:**

- Preparedness measures and response operations were successful in managing a federal major declared disaster, Hurricane Matthew (DR-4285), in October. Recovery and resilient re-development operations are ongoing, including following the hazard mitigation grant process.
- Lesser storms were managed via scaled response operations with minimal impacts: Tropical Storm Hermine and local flash flooding in September and a winter storm in January.
- A total of 895 citizens attended outreach events and 9 exercises and drills were conducted as of the third quarter of the fiscal year.
- The annual airport table-top exercise had more than fifty participants in March.

# Fire & Emergency Management

---

**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.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of citizens attending emergency management public outreach events	21.00	1,300.00	1,500.00
# of Emergency Management exercises and drills conducted	8.00	6.00	8.00

***Program: Emergency Response Services***

*General Fund \$25,049,502 / 299.0 FTEs*

**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 29,963 calls for service in FY 2016 , a 1.9% increase as compared to FY 2015. The comparison of calendar years show the department responded to 29,871 incidents in 2015 verses 31,378 incidents in 2016.
- The 90th percentile travel time decreased in FY 2016 to 318 seconds, as compared to 442 seconds in FY 2015.
- The department began to use automatic vehicle locators for closest unit dispatch in FY 2016.

**City Goal:**

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

**Objective:**

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



## Fire & Emergency Management

---

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of building fire calls coded 111 where fire was confined to the room of origin	86.00	90.00	95.00
90th percentile total first response time for emergency calls	318.00 seconds	314.00 seconds	312.00 seconds
Average Actual dollar loss/save ratio	90.00%	93.00%	94.00%

**Objective:**

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

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of actual fires per 1,000 population	1.85	1.20	0.80
# of fire inspections completed per 1,000 population	19.40	22.00	25.00
# of Total Fire Department calls for service	29,963.00	31,000.00	30,000.00
# of total Fire Department calls for service per 1,000 population	144.00	150.00	140.00
% of residents very satisfied or satisfied with the overall quality of fire protection and rescue services per the biennial City Resident Satisfaction Survey	87.10%	88.00%	90.00%

<p><b><i>Program: Fire Administration, Planning and Research</i></b></p>
--

<p><i>General Fund \$1,199,212 / 11.0 FTEs</i></p>
--

**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 received a Class 1 ISO on March of 2015.
- The department successfully hosted a CPSE Accreditation site visit.
- The fire department was recommended and received re-accreditation in August 2016.

**City Goal:**

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

# Fire & Emergency Management

---

**Objective:**

To maintain accreditation through the Commission on Fire Accreditation International (CFAI) and an Insurance Services Offices (ISO) Class 1 Rating

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017</u> <u>Estimated</u></b>	<b><u>FY 2018</u> <u>Target</u></b>
% of female firefighters	3.90%	3.90%	4.00%
% of minority firefighters	10.00%	11.00%	12.00%
% of requirements/performance measures met for ISO Classification Rating (Fire)	100.00%	93.00%	100.00%

***Program: Fire Training and Development***

*General Fund \$435,217 / 4.0 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.

**Highlights:**

- The Fayetteville Fire and Emergency Management Department sets the following training standards:
  - 18 hours annually per member to be conducted at the departments training facility
  - 192 hours of company level training annually per member
  - 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
- The department has increased the number of members meeting the minimum training hour requirements by 18.3% (FY 2015 60%, FY 2016 71%).

**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.

---

# Fire & Emergency Management

---

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
% of Fire personnel obtaining 240 hrs. of established training goal	71.00%	73.00%	75.00%

# Fire & Emergency Management

	2015-16	2016-17	2017-18	2017-18	% Change
Expenditures by Program	<u>Actual</u>	<u>Original Budget</u>	<u>Recommended Budget</u>	<u>Adopted Budget</u>	<u>vs 2016-17 Original Budget</u>
Community Risk Reduction	\$825,407	\$926,406	\$915,470	\$0	-1.2%
Emergency Management	105,270	128,617	93,126	0	-27.6%
Emergency Response Services	24,079,154	25,152,318	25,049,502	0	-0.4%
Fire Administration, Planning and Research	1,044,174	1,144,962	1,199,212	0	4.7%
Fire Training and Development	261,282	287,769	435,217	0	51.2%
<b>Total Expenditures</b>	<b>\$26,315,287</b>	<b>\$27,640,072</b>	<b>\$27,692,527</b>	<b>\$0</b>	<b>0.2%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$21,216,657	\$22,225,850	\$22,455,437	\$0	1.0%
Operating	3,655,181	2,685,777	2,715,595	0	1.1%
Contract Services	715,044	767,275	808,557	0	5.4%
Capital Outlay	723,206	1,936,574	1,312,813	0	-32.2%
Transfers to Other Funds	0	0	374,000	0	0.0%
Debt Service	0	0	0	0	0.0%
Other Charges	5,199	24,596	26,125	0	6.2%
<b>Total Expenditures</b>	<b>\$26,315,287</b>	<b>\$27,640,072</b>	<b>\$27,692,527</b>	<b>\$0</b>	<b>0.2%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$1,031,916	\$933,030	\$980,963	\$0	5.1%
Other General Fund Funding	25,283,371	26,707,042	26,711,564	0	0.0%
General Fund Subtotal	26,315,287	27,640,072	27,692,527	0	0.2%
<b>Total Funding Sources</b>	<b>\$26,315,287</b>	<b>\$27,640,072</b>	<b>\$27,692,527</b>	<b>\$0</b>	<b>0.2%</b>
<b>Full-Time Equivalent Positions by Department</b>					
<b>Total Authorized FTEs</b>	<b>325.0</b>	<b>325.0</b>	<b>325.0</b>	<b>0.0</b>	<b>0.0%</b>

# Fire & Emergency Management

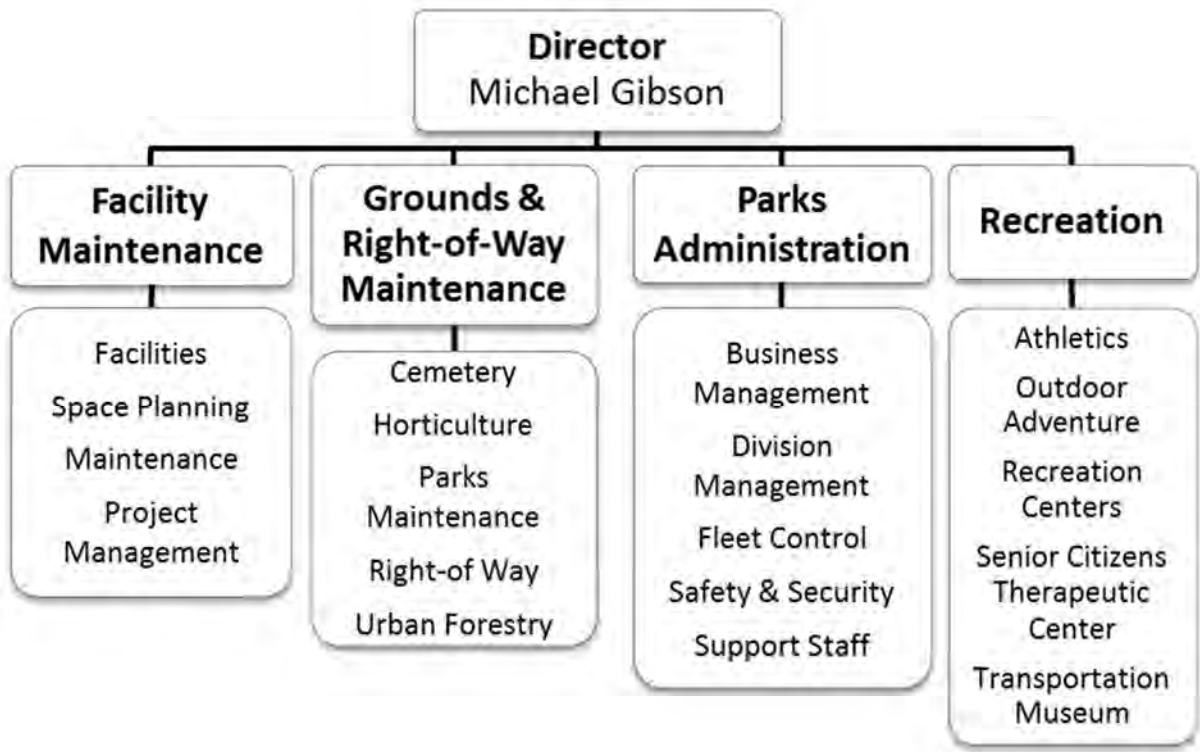
---

## BUDGET HIGHLIGHTS

- Personnel reflects department restructuring which upgraded one Firefighter and one Fire Lieutenant to create two additional Battalion Chief positions.
- Personnel also includes \$437,191 for employee pay adjustments, \$78,975 for medical insurance rate adjustments and \$41,203 for retirement rate adjustments.
- Operating costs consist of expenditures to operate 17 stations, and \$1,130,210 for vehicle maintenance and fuel.
- Contract Services includes \$654,660 for payments to volunteer fire departments for contracted fire protection and \$138,157 for medical services.
- Capital includes \$1,312,813 for vehicles and equipment, including \$1,256,000 for two fire engines
- Transfers to Other Funds includes \$374,000 for design costs of Fire Station 16.
- Other charges includes an indirect cost allocation of \$83,200 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 \$2,249,414 / 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:**

- New roofs are scheduled to be installed at Tokay Recreation Center and the Rowan building.
- New HVAC systems were installed at Myers Recreation Center and the Arts Center.
- Floors are scheduled to be replaced at the Police Training Center.
- Improvements will be completed at the Lake Rim Park building.
- Conceptual designs will be completed for renovation of the first floor of City Hall.
- Maintenance projects to be completed at Airborne and Special Operations Museum include pressure washing, priming and painting the building exterior and interior, HVAC system service and remote control system upgrades.
- Hurricane Matthew recovery projects are underway for the Alexander Street Maintenance Complex, the North Carolina Veterans Park and parking lot restoration at Festival Park Plaza.
- Repairs of fire damage are being completed for the concession stand at Douglas Byrd and the Tokay Recreation 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 efficiently provide quality maintenance to City-owned buildings and structures.

# Parks, Recreation & Maintenance

---

Key Performance Measures:	<u>FY 2016</u>	<u>FY 2017 Estimated</u>	<u>FY 2018 Target</u>
# of facilities receiving monthly maintenance service	104.00	104.00	104.00
# of work orders	2,506.00	3,016.00	2,500.00
% of work orders closed within one month	69.00%	84.00%	80.00%
Average # of work orders per month	209.00	247.00	230.00

## ***Program: Grounds and Right-of-Way Maintenance***

*General Fund \$7,750,328 / 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, pools, 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, right-of-way mowing, and litter pickup.

### **Highlights:**

- Conceptual designs for the Big Cross Creek Greenway will be completed. The Greenway will connect Little Cross Creek to Smith Lake on Fort Bragg.
- The Phase III construction of Blount’s Creek Trail will begin in FY 2018, connecting the trail to the Linear Park Trail.
- The construction of the Cape Fear Trail Connector is also expected to be completed, connecting the Linear Park Trail to the Cape Fear River Trail.
- New signs will be installed at gateway entrances. Phase I will replace six existing signs, four in FY 2017 and two in FY 2018. Locations will be Murchison Road, Ramsey Street, Raeford Road, Bragg Boulevard, Highway 301, and Highway 24.
- Edging and sweeping of sidewalks and catch basins will continue. Major and minor thoroughfares will be edged twice per year, and storm drains will be vacuumed six times per year using a leaf vacuum truck.
- General lawn and plant maintenance, to include mowing, trimming and edging, for 193 vacant lots will be outsourced to a local vendor.

### **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 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.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of parks	64.00	64.00	64.00
Average # of park site visits per month	4.00	4.00	4.00
Land acres of all municipal parks per 10,000 population	43.82	43.82	43.82
Miles of trails per 10,000 population	0.43	0.43	0.43

**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.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of recreation centers grounds maintained	18.00	18.00	18.00
% of recreation centers achieving Level 1 standard	100.00%	100.00%	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	63.20%	64.20%	64.00%
Average # of athletic field site visits per month	4.00	5.00	4.00
Average # of recreation site visits per month	7.00	8.00	7.00
Litter Index Rating	1.62	1.62	1.58

**Objective:**

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

# Parks, Recreation & Maintenance

---

Key Performance Measures:	<u>FY 2016</u>	<u>FY 2017 Estimated</u>	<u>FY 2018 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

## **Program: Parks Administration**

General Fund \$4,579,219 / 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:**

- Requested funding for updating 2006 Parks and Recreation Master Plan.
- Began implementation of Parks and Recreation Bond projects.

### **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 2016</u>	<u>FY 2017 Estimated</u>	<u>FY 2018 Target</u>
# of community garden plots sold	78.00	78.00	80.00
# of park facilities rentals	227.00	276.00	270.00
% of community garden plots sold	83.00%	88.00%	84.00%

## **Program: Recreation**

General Fund \$5,375,416 / 55.0 FTEs

# Parks, Recreation & Maintenance

---

## **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:**

- The Cape Fear Mountain Bike Trail opened to the public on May 26, 2016. Trail access is located one mile north of Clark Park traveling towards Methodist College, adjacent to the Cape Fear River Trail (CFRT) (not far from the intersection with Eastwood Avenue). The trail consists of two sections on opposite sides of the CFRT. The first half mile is more technical with tighter turns and rolls, suitable for experienced riders. After crossing the CFRT it becomes a meandering woodland trail for beginners. The trail is a result of a partnership with The Bicycle Shop of Fayetteville and various volunteer groups from Fort Bragg, cycling groups and individual enthusiasts.
- The Keith A. Bates, Sr. Pool opened at the College Lakes Recreation Center in July, 2016. The facility houses both a 6-lane competitive lap pool and a recreational swim pool with a 24 foot slide.
- The Little River Park in Linden was officially opened on August 26, 2016. This park includes a walking trail, picnic pavilion, playground unit and recreational space.
- Fayetteville-Cumberland Parks and Recreation (FCPR) became a partnering agency in the Cumberland County Misdemeanor Diversion Program. In conjunction with Cumberland County Pretrial Services, this effort assists with first time youth offenders.
- Cooperatively participated in Hurricane Matthew efforts before, during and after the storm. FCPR provided assistance to other City departments as well as County organizations. Overnight shelters were also provided at three recreation locations.
- The newly designed FCPR website was launched on November 30, 2016 after months of work in conjunction with the Corporate Communications and Information Technology departments. The new website features easy-to-use navigational menus and a mobile interface.
- The Fayetteville-Cumberland Youth Council, under direction of FCPR's Youth Development Coordinator, was awarded the title of the Most Outstanding Youth Council for 2015-2016 in the state of North Carolina.
- Improvements were made to five district parks (Falcon, Godwin, Linden, Stedman, and Wade). Improvements included the addition of various park amenities (benches, tables, etc.), restroom upgrades, playground equipment, updated signage, upgraded lighting, and more.

## **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.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of athletic participants	16,153.00	16,960.00	17,808.00
# of athletic programs offered	938.00	961.00	985.00
Average # of registrations per athletic program	17.00	17.00	18.00
Average cost per athletic participant	\$20.00	\$20.00	\$20.00

**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.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# 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	17,954.00	18,852.00	19,794.00
# of recreation programs offered	1,440.00	1,476.00	1,513.00
% of residents very satisfied or satisfied with the availability of swimming pools per the biennial City Resident Satisfaction Survey	35.70%	35.70%	35.70%
Average # of registrations per recreation program	12.00	12.00	13.00
Average cost per recreation participant	\$30.00	\$30.00	\$30.00
Parks and recreation full-time staff per 10,000 population	5.00	5.00	5.00
Recreation centers per 10,000 population	0.55	0.55	0.55

## Parks, Recreation & Maintenance

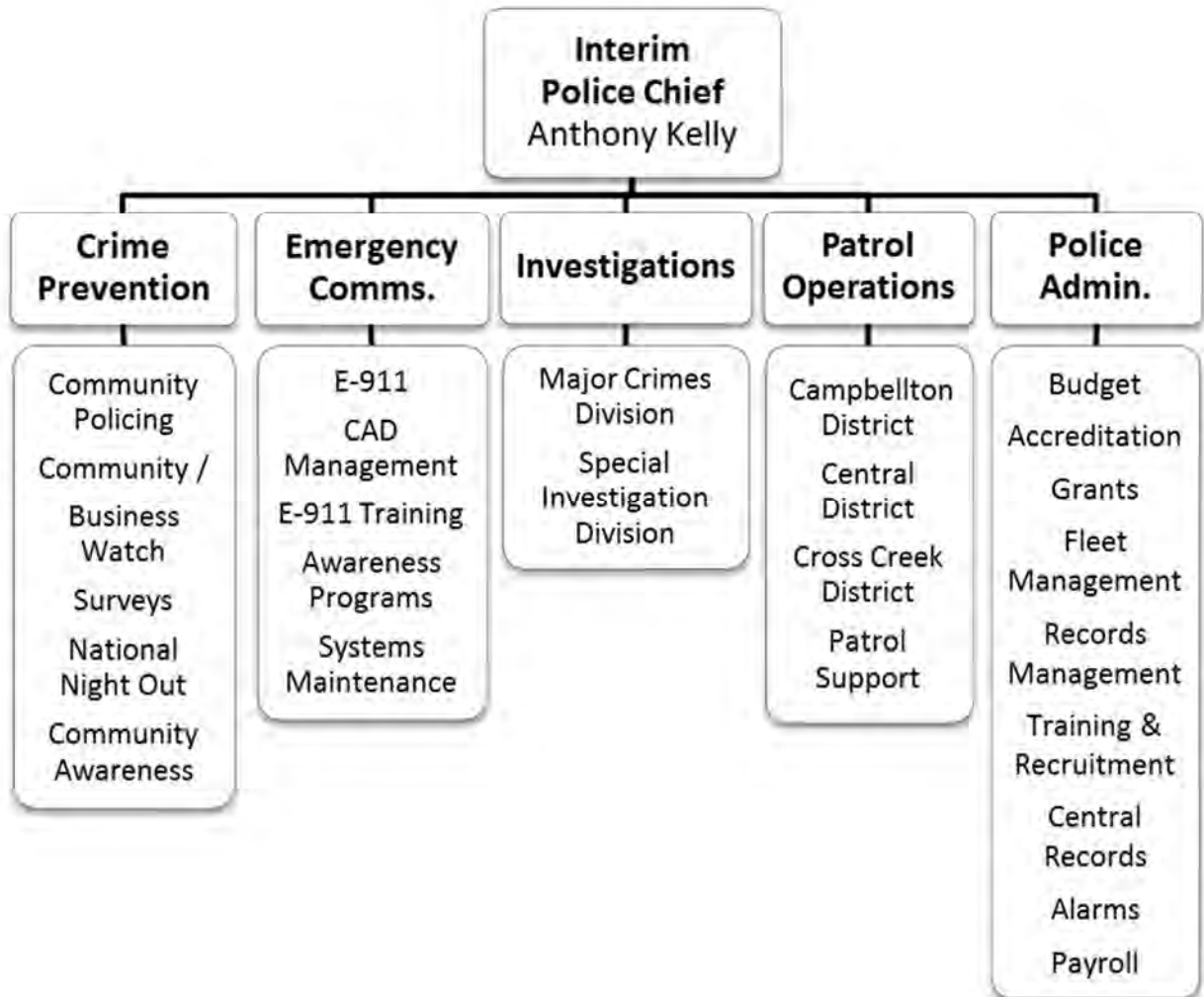
<b>Expenditures by Program</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2017-18 Recommended Budget</b>	<b>2017-18 Adopted Budget</b>	<b>% Change vs 2016-17 Original Budget</b>
Facility Management	\$1,929,728	\$2,448,247	\$2,249,414	\$0	-8.1%
Grounds and Right-of-Way Maintenance	9,424,018	7,331,612	7,750,328	0	5.7%
Non-Program Expenditures	21,090	422,735	20,219	0	-95.2%
Parks Administration	2,546,593	4,538,248	4,579,219	0	0.9%
Recreation	5,187,710	5,369,124	5,375,416	0	0.1%
<b>Total Expenditures</b>	<b>\$19,109,139</b>	<b>\$20,109,966</b>	<b>\$19,974,596</b>	<b>\$0</b>	<b>-0.7%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$9,890,784	\$10,370,357	\$10,445,183	\$0	0.7%
Operating	4,429,637	4,771,001	4,882,395	0	2.3%
Contract Services	1,052,672	1,213,606	1,330,832	0	9.7%
Capital Outlay	1,232,147	870,500	691,600	0	-20.6%
Transfers to Other Funds	2,262,218	2,190,246	2,107,026	0	-3.8%
Debt Service	0	0	225,900	0	0.0%
Other Charges	241,681	694,256	291,660	0	-58.0%
<b>Total Expenditures</b>	<b>\$19,109,139</b>	<b>\$20,109,966</b>	<b>\$19,974,596</b>	<b>\$0</b>	<b>-0.7%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$5,131,620	\$5,719,756	\$3,242,754	\$0	-43.3%
Other General Fund Funding	13,977,519	14,390,210	16,731,842	0	16.3%
General Fund Subtotal	19,109,139	20,109,966	19,974,596	0	-0.7%
<b>Total Funding Sources</b>	<b>\$19,109,139</b>	<b>\$20,109,966</b>	<b>\$19,974,596</b>	<b>\$0</b>	<b>-0.7%</b>
<b>Full-Time Equivalent Positions by Department</b>					
<b>Total Authorized FTEs</b>	<b>162.0</b>	<b>162.0</b>	<b>162.0</b>	<b>0.0</b>	<b>0.0%</b>

# Parks, Recreation & Maintenance

---

## BUDGET HIGHLIGHTS

- Personnel includes \$156,444 for employee pay adjustments, \$39,364 for medical benefit rate adjustments and \$16,515 for retirement rate adjustments.
- Operating costs include \$1,442,192 for utilities, \$1,295,090 for vehicle fuel and maintenance, and \$1,044,836 for supplies, including uniform and food expenditures.
- Contract Services includes \$231,994 for recreation program instructor services, \$241,045 for sports officiating, \$199,485 for pool operations contracts with the YMCA for the Chalmers, Westover and Bates pools, \$87,209 for alarm monitoring, \$65,000 for lot cleaning, \$21,272 for summer camp excursions, \$17,740 for portable toilets, \$33,879 for county landfill fees, \$43,200 for ASOM on call services and \$25,200 for background checks.
- Capital includes \$614,500 for vehicle and equipment replacements, \$12,100 for lighting control links at Lake Rim soccer field, \$30,000 for Festival Park paver repair and \$35,000 for the resurfacing of Reid Ross track.
- Transfers to Other Funds reflects \$1,728,677 to be set aside for the capital funding plan for bond project and debt service, \$378,349 for CIP projects including \$14,049 for roof replacements, \$52,000 for the Big Cross Creek Trail and \$75,000 for building renovations for ADA compliance, \$100,000 for playground repairs and refurbishing and \$137,300 for building exterior generator connectors.
- Debt Service reflects the estimated \$225,900 interest payment for the first Parks and Recreation bond issuance planned for September, 2017.
- Other Charges includes \$75,000 in funding for the Arts Council, \$48,000 for Friends of the Park and \$56,250 for the Airborne and Special Operations Museum, an indirect cost allocation to the county recreation district of \$60,000 and \$50,000 in projected expenditures contingent upon receipt of donations.
- Non-program expenditures consist of \$20,219 for retiree benefits for former district employees.
- General Fund Functional Revenues primarily reflect participant fees and rental fees for parks and recreation centers, recreation tax proceeds from the County and Eastover, and payments for contracted maintenance services for the North Carolina Department of Transportation, the ASOM, and the Airport and Transit departments.
- This budget includes \$4,015,949 for the County Parks and Recreation District; funded by \$1,056,480 of District and Eastover recreation tax proceeds, \$629,013 of participant and facility rental fees, \$31,500 of investment income and a \$2,298,956 appropriation of County District fund balance.



# 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 \$457,328 / 6.0 FTEs

**Purpose Statement:**

Crime Prevention coordinates crime prevention activities in the community.

**Highlights:**

- Launched the Organized Retail Crime/Business Watch Larceny/Shoplifting program at Bordeaux Center through meetings with individual shop managers.
- Set up a crime prevention display for the Wounded Warrior Transition Brigade Back to School/Family Day event at Lake Rim Park.
- Conducted a series of Scam Alert presentations in partnership with the Cumberland County Library System.
- Crime Prevention Specialists attended “National Night Out”, an annual community-building campaign that promotes police-community partnerships and neighborhood camaraderie.

**City Goal:**

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

**Objective:**

To increase level of community awareness through education.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017</u></b> <b><u>Estimated</u></b>	<b><u>FY 2018</u></b> <b><u>Target</u></b>
# of security assessments and safety briefings conducted	106.00	152.00	150.00
% of residents very satisfied or satisfied with Police efforts to prevent crime per the biennial City Resident Satisfaction Survey	54.00%	45.00%	48.00%

**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.



<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of active residential community watch groups	155.00	148.00	160.00

**Objective:**

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

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of schools participating in youth crime prevention programs	18.00	37.00	30.00

***Program: Emergency Communications***

*General Fund \$4,620,562 / 64.3 FTEs*

*Emergency Telephone System Fund \$1,061,311 / 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 completed and implemented a state mandated backup plan for the 911 Center.
- The City of Fayetteville and Cumberland County are in the site assessment stage of the 911 Center planning process.
- The Communications Center has also started the process to seek accreditation by the Commission on Accreditation for Law Enforcement (CALEA).

**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.

# Police

---

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of priority 1 calls for service (Police Department)	57,950.00	39,461.00	50,000.00
% of residents very satisfied or satisfied with how quickly police respond to emergencies per the biennial City Resident Satisfaction Survey	53.50%	53.00%	55.00%
Average police response time for priority 1 calls	977.52 seconds	482.00 seconds	480.00 seconds

**Objective:**

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

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of 911 calls received per year	272,350.00	268,272.00	275,000.00
Average time from CAD entry to dispatch for priority one calls	459.74 seconds	458.00 seconds	460.00 seconds

***Program: Investigations***

*General Fund \$12,989,956 / 133.0 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:**

- The Fayetteville Police Department was the recipient of the 2016 National Sexual Assault Kit Initiative, which provided a \$793,372 grant of federal funds. The department received a \$363,090 grant from the same initiative in 2015, resulting in a two-year total of \$1,156,462 to provide resources for sexual assault cold cases and to assist victims.
- The Fayetteville Police Department made 6,930 arrests in 2016 compared to 6,594 arrests in 2015.
- Part I Crimes for 2016 reached its lowest peak in six years.
- Burglaries decreased by 13.70% in 2016.
- Homicides increased by 54% in 2016.

**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%.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
Property Crime Clearance Rate	32.10%	26.90%	34.50%

**Objective:**

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

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
Violent Crime Clearance Rate	54.20%	50.90%	56.00%

***Program: Patrol Operations***

*General Fund \$26,083,349 / 305.0 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 to enhance the overall quality of life for our citizens. The Bureau utilizes a variety of policing options that provide ultimate maneuverability and increased presence, while also allowing 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:**

- Traffic crashes increased by 8.8% in 2016, with a total of 10,223 traffic crashes.
- The Fayetteville Police Department issued 53,648 traffic warnings in 2016 compared to 38,326 traffic warnings in 2015.
- The Fayetteville Police Department issued 18,572 traffic citations compared to 23,630 traffic citations in 2015.

# Police

---

**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.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of moving violations	16,619.00	14,515.00	16,000.00
# of non-moving violations	5,689.00	11,500.00	7,500.00
# of traffic collisions resulting in 1 or more deaths	19.00	16.00	17.00
# of traffic crashes	10,048.00	8,400.00	7,600.00
% of residents very satisfied or satisfied with enforcement of local traffic laws per the biennial City Resident Satisfaction Survey	49.70%	47.00%	50.00%
Total # of traffic stops annually	57,528.00	56,000.00	60,000.00

**Objective:**

To reduce property crime by at least 5% annually.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of arsons (property crime)	49.00	60.00	50.00
# of larcenies (property crime)	7,164.00	6,945.00	6,736.00
# of motor vehicle thefts (property crime)	408.00	391.00	375.00
# of residential burglaries (property crime)	2,142.00	1,869.00	1,627.00
# of total property crimes	9,714.00	9,205.00	8,726.00
% of residents very satisfied or satisfied with the frequency that police officers patrol their neighborhoods per the biennial City Resident Satisfaction Survey	40.60%	40.00%	43.00%

**Objective:**

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

## Police

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of agg. assaults (violent crime)	715.00	1,083.00	1,634.00
# of murders (violent crime)	18.00	31.00	21.00
# of rapes (violent crime)	68.00	100.00	147.00
# of robberies (violent crime)	386.00	319.00	264.00
# of total violent crimes	1,187.00	1,533.00	1,997.00
Part 1 Crimes per 1,000 population	52.36	51.58	50.80
Total # of Part I Crimes	10,901.00	10,738.00	10,576.00

### ***Program: Police Administration***

*General Fund \$8,709,915 / 100.0 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 Bureau is responsible for providing the administrative support services necessary for the effective operation of the Police Department. Divisions of this bureau manage the department's resources to meet the needs of the agency 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 within the Fayetteville Police Department.

#### **Highlights:**

- The evidence section has initiated a minor renovation to the barn, adding concrete floors to enable secure storage of evidence at this location.
- Evidence purchased a lift so that items can be easily and safely accessed.
- Flag poles were installed to our Central and Cross Creek substations.
- A mobile command trailer was purchased to allow for a secondary work station at special events or crime scenes.
- Seven offices in the Police Administration Building are being renovated with new paint and carpeting for the Forensics Unit.
- Continued the electronic records archiving project to reduce paper records as much as possible.
- Implemented a new Records Management System scanning module to further reduce paper records while allowing greater, one stop access to incident and investigative files.
- Expand PAL athletics by fielding more baseball and softball teams, adding basketball teams, expanding soccer and boxing, and adding football to our current sports roster.
- Baseshirts and Armorskin carriers were issued to officers on patrol which allows them to wear their body armor on the outside for improved comfort.

# Police

---

**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.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017</u></b> <b><u>Estimated</u></b>	<b><u>FY 2018</u></b> <b><u>Target</u></b>
# of citizen complaints	23.00	20.00	23.00
# of departmental investigations	70.00	45.00	50.00
# of fire arm discharges annually	1.00	1.00	0.00
# of officers who left the department	31.00	30.00	30.00
# of use of force incidents reviewed	46.00	45.00	40.00
% of minority sworn officers	33.00%	35.00%	35.00%
% of residents very satisfied or satisfied with the overall police relationship with the community per the biennial City Resident Satisfaction Survey	61.30%	45.00%	62.00%
% of residents very satisfied or satisfied with the overall quality of police protection per the biennial City Resident Satisfaction Survey	66.80%	86.00%	65.00%
% of women sworn officers	17.00%	20.00%	20.00%
Turnover rate for sworn officers	3.79%	3.50%	4.00%

## Police

Expenditures by Program	2015-16 <u>Actual</u>	2016-17 <u>Original Budget</u>	2017-18 <u>Recommended Budget</u>	2017-18 <u>Adopted Budget</u>	% Change vs 2016-17 <u>Original Budget</u>
Crime Prevention	\$393,349	\$420,194	\$457,328	\$0	8.8%
Emergency Communications	4,400,168	5,120,331	5,681,873	0	11.0%
Investigations	12,564,338	11,966,920	12,989,956	0	8.5%
Patrol Operations	26,937,273	26,929,839	26,083,349	0	-3.1%
Police Administration	7,998,932	8,048,280	8,709,915	0	8.2%
<b>Total Expenditures</b>	<b>\$52,294,060</b>	<b>\$52,485,564</b>	<b>\$53,922,421</b>	<b>\$0</b>	<b>2.7%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$40,785,882	\$42,374,079	\$43,451,533	\$0	2.5%
Operating	7,272,623	7,502,434	7,150,028	0	-4.7%
Contract Services	991,928	857,185	770,210	0	-10.1%
Capital Outlay	2,947,550	1,490,223	1,830,777	0	22.9%
Transfers to Other Funds	71,932	61,569	484,417	0	686.8%
Debt Service	97,371	97,371	97,371	0	0.0%
Other Charges	126,774	102,703	138,085	0	34.5%
<b>Total Expenditures</b>	<b>\$52,294,060</b>	<b>\$52,485,564</b>	<b>\$53,922,421</b>	<b>\$0</b>	<b>2.7%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$1,927,463	\$1,879,345	\$1,469,299	\$0	-21.8%
Other General Fund Funding	49,410,236	49,515,822	51,391,811	0	3.8%
General Fund Subtotal	\$51,337,699	\$51,395,167	\$52,861,110	\$0	2.9%
Emergency Telephone System Fund	956,361	1,090,397	1,061,311	0	-2.7%
<b>Total Funding Sources</b>	<b>\$52,294,060</b>	<b>\$52,485,564</b>	<b>\$53,922,421</b>	<b>\$0</b>	<b>2.7%</b>
<b>Full-Time Equivalent Positions by Department</b>					
<b>Total Authorized FTEs</b>	<b>604.5</b>	<b>607.5</b>	<b>608.5</b>	<b>0.0</b>	<b>0.2%</b>

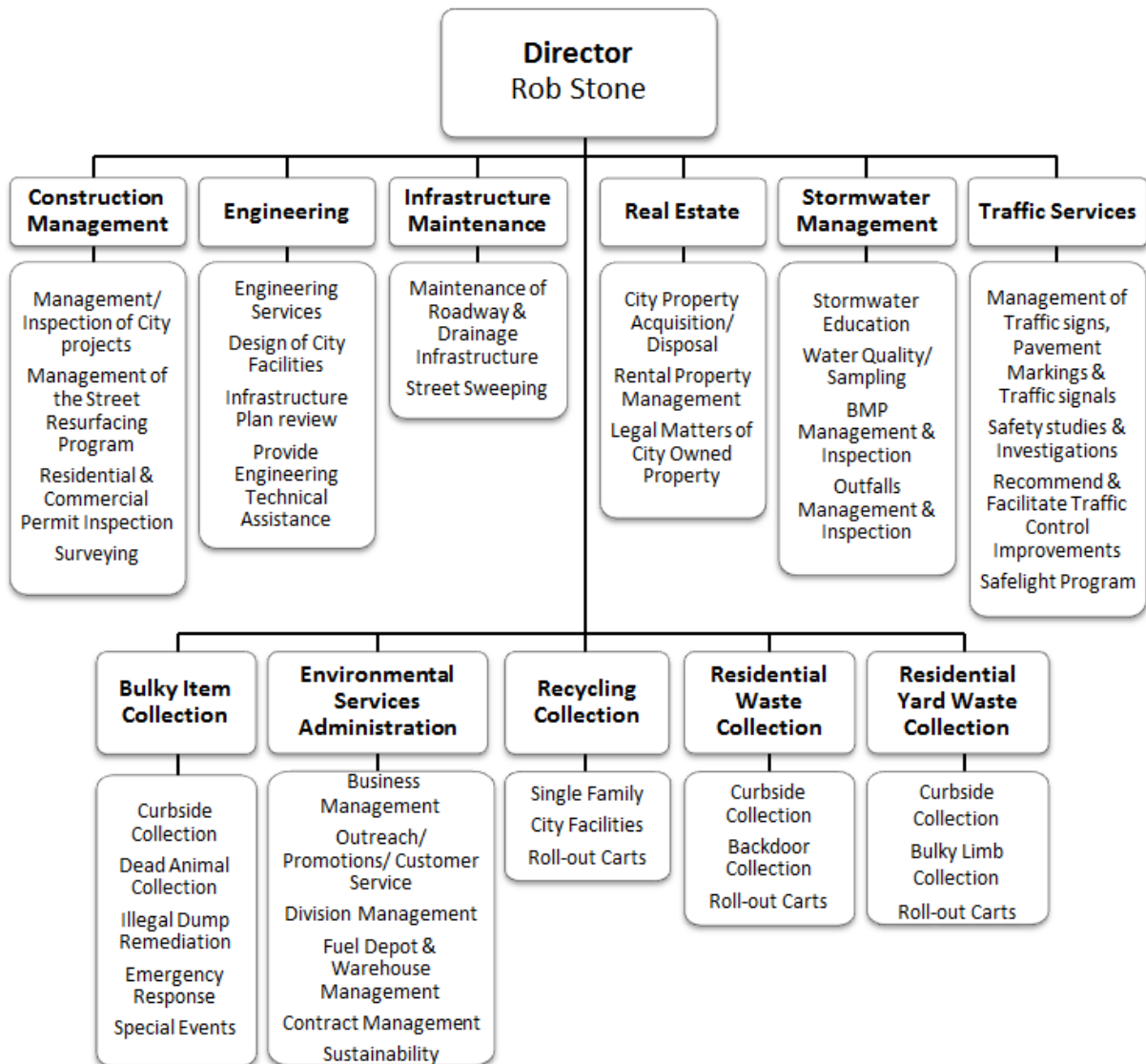
# Police

---

## BUDGET HIGHLIGHTS

- Personnel reflects a FTE increase from 607.5 to 608.5 resulting from the addition of a full-time Office Assistant II and a part-time Custodian, offset by the elimination of a part-time RMS Database Manager.
- Two positions are appropriated in the Special Revenue Fund and are not included in the department FTE count.
- Personnel includes \$892,035 for employee pay adjustments, \$147,257 for medical insurance rate adjustments and \$77,045 for retirement rate adjustments.
- Operating includes \$2,793,460 for vehicle maintenance and fuel; \$1,333,278 for various maintenance, licensing and repair expenditures, \$993,187 for general supplies, uniforms and ammunition; and \$708,438 for other services for facility, equipment and tower space rent, and 800 MHz system hosting by the City of Durham.
- Contract Services includes \$220,000 for forensic testing, \$163,103 for street naming and addressing services provided by Cumberland County, \$92,304 for location monitoring bracelets, \$27,537 for transcription services, \$25,000 for services provided by the Child Advocacy Center, \$25,000 to conduct an assessment process for Captain promotions, \$31,500 for pre-employment screening services and \$18,000 for towing services.
- Capital includes \$1,612,000 for 46 replacement vehicles and \$218,777 for building renovations
- Transfers to Other Funds includes \$19,046 for local matches for Federal and State Grants and \$465,371 for design costs for the Consolidated 911 Center.
- 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, \$12,775 to support community relations activities, \$12,310 for employee appreciation, \$3,000 to support CrimeStoppers, and \$10,000 of funding to be released for expenditures as funded by anticipated donations.





# Public Services

---

## DEPARTMENT MISSION

---

To partner with residents to provide high quality engineering projects, safe and reliable roadway and stormwater infrastructure, and efficient solid waste and recyclables collection in a manner that protects the environment while transitioning toward a more sustainable community.

### **Program: Bulky Item Collection**

*Environmental Services Fund \$844,041 / 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:**

- 20 cubic yard capacity trucks are being replaced with 40 cubic yard capacity trucks to provide better fuel and operational efficiency.
- Collected Hurricane Matthew storm debris within 90 days, reducing standing debris and maximizing FEMA reimbursement potential.

#### **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.

## Public Services

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of bulky item collection service errors per 1,000 collection points	5.25	5.00	5.00
# of collection points serviced	60,907.00	61,143.00	61,143.00
# of illegal dump sites identified and mitigated	117.00	50.00	50.00
# of tons of bulky items collected	1,970.04	1,980.00	1,980.00
# of tons of refuse collected from illegal dump sites	22.75	12.00	12.00
% of surveyed residents that are very satisfied or satisfied with bulky collection services per biennial city survey	58.80%	53.00%	53.00%
Average collection cost per ton of bulky waste collected (includes capital expenditures)	\$417.97	\$410.50	\$413.00

### ***Program: Construction Management***

*General Fund \$9,207,498 / 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 18 miles of City streets.
- Contractors completed the street inventory of City maintained streets in November, 2016. The City's goal is to perform the inventory and assessment process every three years, as the street inventory is utilized each year to select streets for resurfacing.
- Installed 2.7 miles of sidewalk along Cain Road, Cliffdale Road, Village Drive, and Rosehill Road.

#### **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.

# Public Services

---

<b>Key Performance Measures:</b>	<b>FY 2016</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Target</b>
# of miles maintained inside City limits	740.00	741.50	741.50
# of miles resurfaced	15.32	17.00	17.00
% of City streets rated 70% or better	45.00%	80.00%	85.00%
% of residents very satisfied or satisfied with the overall flow of traffic in the City per the biennial City Resident Satisfaction Survey	28.20%	28.20%	50.00%
% of residents very satisfied or satisfied with timing of traffic signals per the biennial City Resident Satisfaction Survey	38.70%	38.70%	50.00%
Average cost of sidewalk construction per linear foot	\$31.45	\$34.00	\$33.00
Average cost of street construction per mile	\$208,867.36	\$220,000.00	\$222,000.00
Average resurfacing cycle	44.0 years	41.0 years	40.0 years

## **Program: Engineering**

*General Fund \$784,785 / 8.7 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 56 infrastructure permit applications. 86% of the applications were reviewed in less than 20 days, with an average review time of 13 days on the first submittal.
- Conducted 18 engineering investigations in response to flooding complaints.
- Completed design for 17 projects, to include spot repair, CIP, stormwater and sidewalk projects.
- Reviewed and coordinated with NCDOT to incorporate drainage improvements in the Raeford Road project.
- Managed the design of the Rayconda Connector and the Ann Street Bridge replacement.
- Completed the construction of the Person Street Innovative Stormwater Greenscape and the Buckhead-Kingsford drainage improvements.
- Completed the design and issued construction contracts for five stormwater projects with a total construction cost of \$5.2 million. These projects include Godfrey Outfall, Bonnie Doone Area 1, Coventry Culvert and Flood Plain Bench, Yadkin Phase 2 and Ferncreek Norwood.
- Completed the review of 25 final plats.
- Completed the Powell Bill 2016 submission.

- Completed the construction for 3 spot repair projects.
- Completed 100% of the maps requested within 20 days.

**City Goal:**

The City of Fayetteville will be designed to include vibrant focal points 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.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of flooding complaint investigations	13.00	20.00	20.00
# of infrastructure permit applications (plan submittal)	58.00	60.00	58.00
# of infrastructure permit resubmittals (plan submittal)	113.00	120.00	110.00
# of plan reviews completed	59.00	60.00	58.00
# of projects designed	16.00	16.00	16.00
% maps produced within 20 days	100.00%	100.00%	100.00%
% of information changes entered into GIS within 30 days	100.00%	100.00%	100.00%
% of plan reviews completed in 20 days or less (Peer benchmark is 80%)	78.00%	85.00%	80.00%

***Program: Environmental Services Administration***

*Environmental Services Fund \$755,881 / 6.3 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

# Public Services

---

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:**

- Changed the contracted temporary labor agency which has provided a more reliable response to department’s need for collectors.
- In conjunction with TetraTech and Crowder Gulf, managed collection and disposal of Hurricane Matthew storm debris.

**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.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of work hours lost due to workplace injuries	1,006.25	1,000.00	300.00
% work hours lost due to injuries per total FTEs	0.67%	0.64%	0.19%
Average # of training hours per employee	6.17	7.00	7.00

<p><b>Program: Infrastructure Maintenance</b> <i>General Fund \$2,559,209 / 26.0 FTEs</i> <i>Stormwater Fund \$1,217,886 / 8.0 FTEs</i></p>
---

**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:**

- Provided emergency response during two major flooding events in October, 2016, which occurred one week apart, and continued to address damage to the City's infrastructure which included the flooding of the Street Maintenance office on Alexander Street.

- Successfully completed a dry run of our snow fighting equipment in preparation for winter storms.
- An employee successfully completed all the ITRE requirements to achieve the designation of “Roads Scholar”.
- Provided support for traffic control for the City’s special events.
- Initiated a program improving the efficiency of the use of Milan Yard stockpiles by other City Departments which resulted in quicker turn around and required fewer trucks.

**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.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017</u></b> <b><u>Estimated</u></b>	<b><u>FY 2018</u></b> <b><u>Target</u></b>
# of inlets cleaned	39,153.00	33,290.00	41,110.00
% of residents very satisfied or satisfied with cleanliness of stormwater drains and creeks in neighborhoods per the biennial City Resident Satisfaction Survey	43.40%	43.40%	50.00%

**Objective:**

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

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017</u></b> <b><u>Estimated</u></b>	<b><u>FY 2018</u></b> <b><u>Target</u></b>
# of curb lane miles swept	12,346.00	12,600.00	14,000.00
% of residents very satisfied or satisfied with the condition of sidewalks per the biennial City Resident Satisfaction Survey	46.90%	46.90%	50.00%
Linear feet of crack seal material placed	198,094.00	50,723.00	75,000.00
Tons of Asphalt placed for potholes and street repairs	773.00	902.14	947.07

# Public Services

---

## **Program: Real Estate**

General Fund \$234,023 / 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.
- Continue to work towards completion of the Catalyst Site 1 acquisitions.
- Continue to work towards completion of the Hope VI/Centre City Business Areas.
- Completed Annual Report for Cape Fear River Trail as required for Clean Water Management Trust Fund.
- Continue to manage the leased properties for the City.
- Provided real estate services to all departments, including Fire, Transit, Legal, and Parks and Recreation.
- Continue to negotiate and acquire needed easements for rights-of-way, sidewalks and bus stops.
- Completed all related title research needed for Community Development loan programs and acquisition and demolition programs.
- Prepared 47 GIS pipe inventory maps and prepared 155 special project maps.

### **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.

<b>Key Performance Measures:</b>	<b>FY 2016</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Target</b>
# of properties acquired and/or disposed per FTE	26.00	24.00	25.00
# of properties leased or rented	23.00	22.00	23.00
% of title research requests completed in 10 days or less	89.00%	77.00%	85.00%



### **Program: Recycling Collection**

Environmental Services Fund \$2,597,633 / 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 second 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:**

- Completed the competitive selection process for recycling collection and disposal services.
- The City participates in two "Electronic Waste" drives per year; one in May and one in November which help to reduce the volume of dangerous metals that can leach contaminants into the ground.

#### **City Goal:**

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

#### **Objective:**

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

# Public Services

---

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of recycling collection points serviced	60,907.00	61,143.00	61,143.00
# of recycling tons collected	7,797.35	8,000.00	8,000.00
% of surveyed residents very satisfied or satisfied with recycling services per biennial city survey	76.00%	74.00%	74.00%
Average collection cost per ton of recycling waste collected (includes capital expenditures)	\$299.01	\$294.32	\$294.32
Diversion rate (# of tons recycled as % of total tons of refuse and recyclables)	13.00%	13.00%	13.00%

## ***Program: Residential Waste Collection***

Environmental Services Fund \$4,101,446 / 35.3 FTEs

### **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 61,143 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 maintained a 99.9% collection accuracy.
- Equipment operators assisted with Hurricane Matthew storm debris removal and maintained regular scheduled collections.

### **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.

## Public Services

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of damaged trash bins	5,339.00	6,500.00	6,000.00
# of residential waste collection points serviced	60,907.00	61,143.00	61,143.00
# of residential waste collection service errors per 1,000 collection points	47.14	45.00	45.00
# of tons of refuse (does not include yard waste, bulky and recycling) collected per 1000 collection points	790.01	788.32	788.32
# of tons of residential refuse collected (does not include yard waste, bulky, or recycling)	48,114.90	48,200.00	48,200.00
% of surveyed residents that are very satisfied or satisfied with solid waste collection services per biennial city survey	77.20%	74.00%	74.00%
Average collection cost per ton of household waste collected (includes capital expenditures)	\$101.42	\$85.43	\$85.43

### ***Program: Residential Yard Waste Collection***

Environmental Services Fund \$2,434,018 / 26.0 FTEs

#### **Purpose Statement:**

The residential yard waste collection program is responsible for daily pickup of curbside containerized yard and 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 61,143 residential households per week. The personnel in this program respond to all resident requests related to yard waste and bulky limb collections. The employees in this program use rear-loading and knuckle boom trucks for collection. The program is heavily impacted in the fall due to leaf debris. These crews must complete collections every week of the year despite inclement weather and holidays.

#### **Highlights:**

- Department replaced four yard waste collection trucks with cleaner-burning and more dependable trucks which provided a more reliable collection of yard waste.
- The department maintained a 99.9% collection accuracy.
- Limb collection was rescheduled for the day following yard debris collection to maximize fuel efficiency and improve collection accuracy.

#### **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.

# Public Services

---

**Objective:**

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

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of residential yard waste collection points serviced	60,907.00	61,143.00	61,143.00
# of residential yard waste service errors per 1,000 collection points	31.24	6.00	5.00
# of tons of yard waste collected per 1,000 collection points	352.80	351.63	351.63
# of tons yard waste collected	21,486.66	21,500.00	21,500.00
% of surveyed residents that are very satisfied or satisfied with yard waste collection service per biennial city survey	70.80%	66.00%	66.00%

***Program: Stormwater Management***

*Stormwater Fund \$5,567,742 / 32.5 FTEs*

**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 (NPDES) permit requirements and environmental regulations for the City of Fayetteville.

**Highlights:**

- Maintained compliance for the City’s NPDES MS4 municipal stormwater discharge permit, including the improvement of water quality and removal of multiple sites on the NC 303d impaired streams list.
- Inspected 476 restaurants facilities for stormwater compliance, of which 10% of the facilities were out of compliance but were successfully rehabilitated within 7 days of the inspection.
- Worked in conjunction with North Carolina Division of Environmental Quality (NCDEQ) to inspect the NPDES permitted industrial facilities within the city limits to ensure that water quality standards were being met upon discharge.
- Continued to implement FayWorx work order software to build a flexible yet historically accurate database to assist in productivity, structural improvements, and customer service.
- Reviewed and updated the Stormwater Management Plan to reflect new permit regulations and the procedures needed to achieve these new goals.

- Enforced the implementation of the site pollution plans for identified municipal facilities and their operations.

**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.

<b>Key Performance Measures:</b>	<b>FY 2016</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Target</b>
# of stormwater outreach participants	36,716.00	17,000.00	20,000.00
Average # of business days from request to investigation	2.33	2.00	3.00

**Program: Traffic Services**

*General Fund \$4,109,508 / 19.4 FTEs*

*Parking Fund \$361,480 / 0.0 FTEs*

**Purpose Statement:**

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

**Highlights:**

- Responded to NC 811 tickets to locate underground traffic signal facilities.
- Installed traffic control for many special events including the Christmas Parade, Veterans Parade, Dogwood Festival, Zombie Walk, Folk Festival, Martin Luther King, Jr. Day Parade and the All American Marathon.
- Conducted investigations requested by citizens and determine any necessary traffic calming strategies, resulting in the installation of five (5) speed humps and two (2) traffic circles.
- Initiated the Comprehensive Pedestrian Planning Study.
- Coordinated the installation of streetlights along the next section of Reilly Road up to Morganton Road.
- Monitored traffic flow and implement traffic signal timings to reduce delay for motorists traveling along the City's most congested corridors.

## Public Services

---

- Applied for transportation grants to expand sidewalk and pedestrian facilities throughout the City.
- Performed preventive maintenance inspections on traffic signals and conduct nighttime sign surveillance on traffic signs.
- Completed the Winslow Streetscape project.

### 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.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of traffic signal intersection timings evaluated	143.00	110.00	120.00
% of residents very satisfied or satisfied with the overall maintenance of City streets per the biennial City Resident Satisfaction Survey	38.80%	38.80%	50.00%
% of signal timing requests investigated and responded to in 1 day	100.00%	100.00%	100.00%
% of signalized intersections requiring emergency repair	6.25%	7.50%	6.25%
% of traffic signal equipment inspected twice annually	100.00%	100.00%	100.00%

### 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.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of sign and pavement marking related work orders	1,558.00	1,300.00	1,500.00
% of signs/markings work orders completed within five working days	94.00%	94.00%	94.00%

## Public Services

<b>Expenditures by Program</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2017-18 Recommended Budget</b>	<b>2017-18 Adopted Budget</b>	<b>% Change vs 2016-17 Original Budget</b>
Bulky Item Collection	\$805,470	\$812,790	\$844,041	\$0	3.8%
Construction Management	6,952,970	6,625,552	9,207,498	0	39.0%
Engineering	626,177	684,295	784,785	0	14.7%
Environmental Services Administration	768,281	767,692	755,881	0	-1.5%
Infrastructure Maintenance	3,506,236	3,786,972	3,777,095	0	-0.3%
Non-Program Expenditures	2,216,193	2,293,344	2,468,852	0	7.7%
Real Estate	883,862	944,049	234,023	0	-75.2%
Recycling Collection	2,303,739	2,361,898	2,597,633	0	10.0%
Residential Waste Collection	4,803,408	4,153,722	4,101,446	0	-1.3%
Residential Yard Waste Collection	1,727,412	2,311,825	2,434,018	0	5.3%
Stormwater Management	4,203,453	5,222,744	5,567,742	0	6.6%
Traffic Services	3,254,713	4,072,560	4,470,988	0	9.8%
<b>Total Expenditures</b>	<b>\$32,051,914</b>	<b>\$34,037,443</b>	<b>\$37,244,002</b>	<b>\$0</b>	<b>9.4%</b>
 <b>Expenditures by Type</b>					
Personnel Services	\$10,418,567	\$10,884,930	\$11,118,575	\$0	2.1%
Operating	5,063,473	5,482,976	5,536,706	0	1.0%
Contract Services	3,937,693	4,525,538	4,595,025	0	1.5%
Capital Outlay	2,103,806	1,419,864	1,584,000	0	11.6%
Transfers to Other Funds	8,134,833	9,075,974	12,086,302	0	33.2%
Debt Service	1,483,675	1,677,690	1,325,987	0	-21.0%
Other Charges	909,867	970,471	997,407	0	2.8%
<b>Total Expenditures</b>	<b>\$32,051,914</b>	<b>\$34,037,443</b>	<b>\$37,244,002</b>	<b>\$0</b>	<b>9.4%</b>

## Public Services

---

Funding Sources	2015-16 <u>Actual</u>	2016-17 <u>Original Budget</u>	2017-18 <u>Recommended Budget</u>	2017-18 <u>Adopted Budget</u>	% Change vs 2016-17 <u>Original Budget</u>
General Fund					
General Fund Functional Revenues	\$1,608,890	\$2,161,823	\$1,815,634	\$0	-16.0%
Other General Fund Funding	12,318,681	12,472,986	15,079,389	0	20.9%
General Fund Subtotal	13,927,571	14,634,809	16,895,023	0	15.4%
Environmental Services Fund	11,289,506	11,483,002	11,946,870	0	4.0%
Parking Fund	331,048	352,581	361,480	0	2.5%
Stormwater Fund	6,503,789	7,567,051	8,040,629	0	6.3%
<b>Total Funding Sources</b>	<b>\$32,051,914</b>	<b>\$34,037,443</b>	<b>\$37,244,002</b>	<b>\$0</b>	<b>9.4%</b>
Full-Time Equivalent Positions by Department					
<b>Total Authorized FTEs</b>	<b>184.2</b>	<b>185.2</b>	<b>186.2</b>	<b>0.0</b>	<b>0.5%</b>

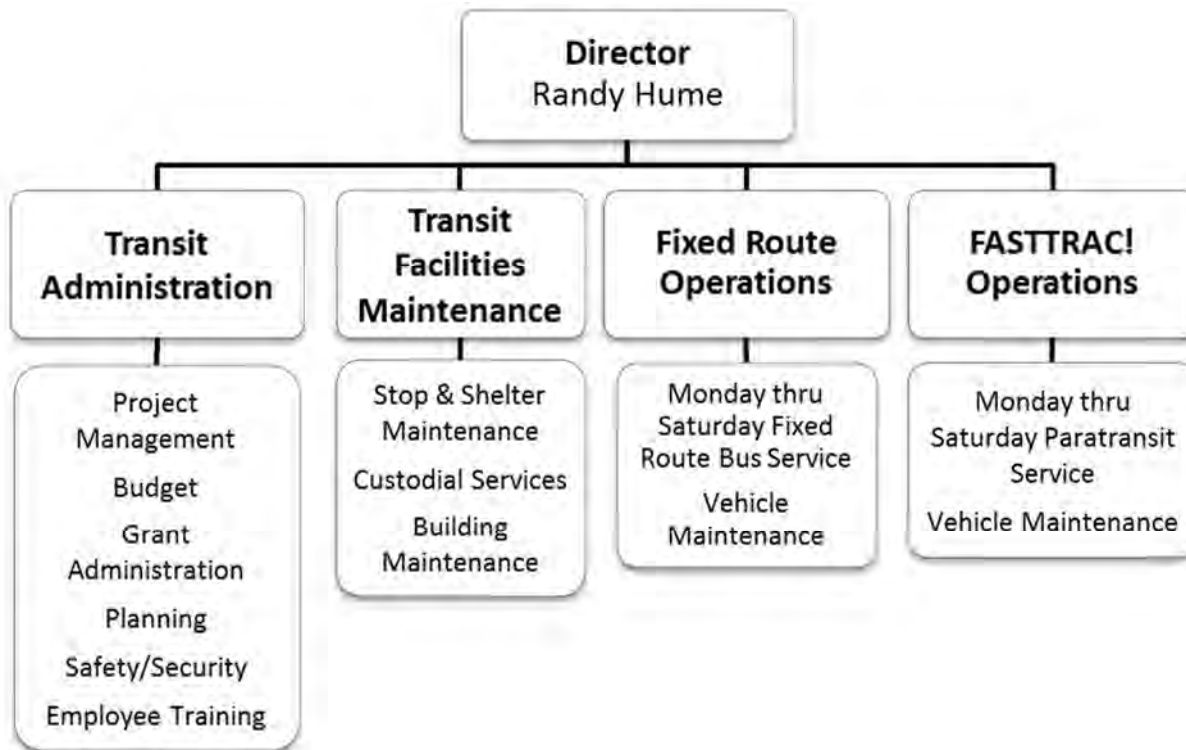


## BUDGET HIGHLIGHTS

- The Public Services department budget reflects the consolidation of the former Engineering and Infrastructure and Environmental Services departments.
- Personnel FTE counts increased from 185.2 to 186.2 reflecting the funding of a previously frozen Engineer II position.
- Personnel includes \$163,100 for employee pay adjustments, \$45,255 for medical insurance rate adjustments and \$20,341 for retirement rate adjustments.
- Operating includes \$3,527,240 for vehicle maintenance and fuel; \$368,030 for utilities, including \$254,540 for streetlights; \$1,008,191 for supplies and uniforms, including: \$462,000 for supplies and materials for street maintenance, signals, signs and street markings; \$317,057 for garbage, recycling and yard waste roll-out carts; and \$116,995 for projected insurance and claims costs for the Environmental Services and Stormwater Funds.
- Contract Services includes \$2,316,357 for contracted curbside recycling collection for an estimated 62,672 households, \$939,084 for the safelight program, \$261,023 for downtown parking enforcement and management of the parking deck, \$205,000 for professional engineering services, \$160,000 for concrete and asphalt repairs, \$220,500 for County landfill fees and stormwater billing services, \$60,000 for signal maintenance, \$60,000 for pavement marking, \$70,000 for jetrodding, and \$42,712 for railroad crossing maintenance agreements.
- Capital includes \$1,583,000 for 12 vehicle and equipment replacements, and \$1,000 for minor rights-of-way purchases.
- Other Charges includes \$899,900 for indirect cost allocations to the Stormwater and Environmental Services Funds and a \$75,000 HazMat program cost redistribution.
- Debt Service includes \$913,086 in debt service payments for the stormwater revenue bonds and state loans, and \$412,901 for vehicle financing for solid waste trucks.
- Transfers to Other Funds includes of \$4,150,000 for street resurfacing, \$2,260,000 for drainage improvements, \$1,600,000 for Legend Ave improvements, \$950,000 Sykes Pond Road repairs, \$870,000 for municipal agreements, \$650,000 for sidewalk improvements, \$620,802 for Phase 2 of the Cape Fear River Trail and \$725,000 to replace two pieces of stormwater equipment.
- Non-program expenditures encompasses those costs not directly associated with any one program and includes retiree benefits, indirect costs, insurance and claim settlements and debt services.
- Stormwater funding reflects a reallocation of 2.25 full-time equivalent positions supporting drainage maintenance services from the General Fund to the Stormwater Fund.

# Transit

---



---

**DEPARTMENT MISSION**

---

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

**Program: FASTTRAC! Operations**

*Transit Fund \$1,672,089 / 22.0 FTEs*

**Purpose Statement:**

The FASTTRAC! program provides service to residents eligible under the Americans with Disabilities Act (ADA) using a fleet of 18 vehicles. This service operates on the same schedule as our fixed route service within 3/4 mile of those routes.

**Highlights:**

- Staff continues to implement changes outlined in the updated 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 will replace six FASTTRAC! vehicles and add two vehicles to the fleet in FY 2017. Staff worked with the vendor to design seating arrangements that will maximize capacity as well as safety by including enhanced mobility device securement features.

**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 maintain timeliness of ADA application processing to no more than 21 calendar days.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
% of FASTTRAC applications processed within 21 calendar days	87.00%	90.00%	92.00%
Average number of days to process a completed FASTTRAC! application	7.00	7.00	6.00

**Objective:**

To make efficient use of the phone system software to reduce call wait times to less than one minute.

# Transit

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of FASTTRAC! calls received for reservations	34,490.00	37,500.00	38,000.00
FASTTRAC! average wait time per call (in seconds)	80.00 seconds	80.00 seconds	60.00 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%.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of FASTTRAC! passengers	61,857.00	59,068.00	62,000.00
# of FASTTRAC! revenue hours	29,510.00	30,266.00	30,300.00
# of no shows	2,521.00	2,200.00	2,000.00
# of trip denials	1.00	0.00	0.00
Average FASTTRAC! passengers per revenue hour	2.10	1.95	2.05
Average weekday FASTTRAC! ridership	223.00	225.00	230.00

***Program: Fixed Route Operations***

*Transit Fund \$5,731,397 / 69.0 FTEs*

**Purpose Statement:**

Fixed Route Operations provides fixed route bus service using a fleet of 29 buses. Fixed route service runs on Monday through Friday from 5:30 a.m. to 10:30 p.m., and on Saturday from 7:30 a.m. to 10:30 p.m. 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.

**Highlights:**

- FAST contracted with Hoke County HATS thru September to operate a new route (Route 32) serving the new VA Health Care Center on west Raeford Road. FAST has been directly operating Route 32 since October.
- Streetlevel Media continues to manage advertising on FAST revenue service vehicles.
- Construction continues on the FAST Transit Center, with a grand opening expected for late June. Nine existing routes will change as a result of our move to the new facility, and a new route (#16) will be added to the schedule. Service will also be added to Route 17 in west Fayetteville to provide many more direct trips to Cross Creek Mall.

**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.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of Fixed Route passengers	1,535,755.00	1,574,000.00	1,613,000.00
# of Fixed Route revenue hours	93,607.00	96,000.00	98,000.00
% of farebox recovery (total passenger fare revenue/by total operating cost)	20.04%	20.00%	21.00%
Average weekday fixed route ridership	5,308.00	5,440.00	5,576.00

**Objective:**

To provide reliable fixed route service by improving on-time performance by 5%.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of valid customer complaints related to on-time performance	13.00	11.00	10.00
% of routes which operate within zero to five minutes of published schedules at least 75% of the time	65.00%	68.25%	72.00%

***Program: Transit Administration***

*Transit Fund \$1,191,959 / 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:**

- The "FAST Forward" program has grown to 13 employees. This program was implemented as part of our EEO Plan in an effort to guide employees in developing the skills needed to advance within the department and the City.
- FAST continues to improve its public outreach efforts by increasing staff participation in public meetings, educational seminars, and community events.

# Transit

---

- FAST continues to increase marketing efforts through the development of updated informational brochures and maps, increased advertising efforts using local media, and regular updates to our website.
- FAST continues to participate in the NCDOT Apprenticeship program. This program provides 90% funding for a recent college graduate to serve a one-year full-time apprenticeship with FAST. The intern has focused on GIS and planning efforts in the department and has been instrumental in the planning efforts 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%.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
% of customers very satisfied or satisfied with FAST services (Annual FAST Customer survey)	65.00%	70.00%	75.00%
% of residents very satisfied or satisfied with the availability of public transportation per the biennial City Resident Satisfaction Survey	41.40%	41.40%	41.40%
% of residents very satisfied or satisfied with the overall quality of public transportation per the biennial City Resident Satisfaction Survey	34.80%	34.80%	34.80%
% of respondents who use public transportation per the biennial Resident Satisfaction Survey	14.30%	14.30%	14.30%

**Objective:**

To reduce or maintain preventable vehicle accidents and passenger incidents.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of passenger incidents per 100,000 miles	2.56	2.50	2.25
# of vehicular accidents per 100,000 miles	1.79	1.75	1.50

**Program: Transit Facilities Maintenance**

*Transit Fund \$868,095 / 19.5 FTEs*

**Purpose Statement:**

The Facilities Maintenance program provides routine maintenance, repairs and cleaning services for all FAST facilities, including our administrative offices, maintenance facility, transfer center, and stops/shelters throughout the service area.

**Highlights:**

- FAST continues to construct ADA accessible bus stops and walkways, and install bus shelters and benches to make it easier for customers to use the FAST system.
- FAST updated the landscaping at the Grove Street facility as a safety measure.
- The Transit Planner continues to maintain an 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 in the future.
- Four maintenance workers began in March, and will maintain the new FAST Transit Center. Until the center opens, however, they are detailing existing facilities, grounds, bus stops and vehicles.

**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%.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017</u></b> <b><u>Estimated</u></b>	<b><u>FY 2018</u></b> <b><u>Target</u></b>
% of ADA accessible bus stops	34.00%	36.00%	38.00%
% of bus stops with a shelter and/or a bench	18.79%	19.73%	20.72%

# Transit

---

	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2017-18</b>	<b>% Change</b>
<b>Expenditures by Program</b>	<b><u>Actual</u></b>	<b><u>Original</u></b>	<b><u>Recommended</u></b>	<b><u>Adopted</u></b>	<b><u>vs 2016-17</u></b>
		<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Original</u></b>
					<b><u>Budget</u></b>
FASTTRAC! Operations	\$1,550,692	\$1,572,780	\$1,672,089	\$0	6.3%
Fixed Route Operations	4,964,910	5,344,221	5,731,397	0	7.2%
Non-Program Expenditures	51,365	144,027	84,743	0	-41.2%
Transit Administration	1,235,754	1,299,728	1,191,959	0	-8.3%
Transit Facilities Maintenance	247,878	395,265	868,095	0	119.6%
<b>Total Expenditures</b>	<b>\$8,050,599</b>	<b>\$8,756,021</b>	<b>\$9,548,283</b>	<b>\$0</b>	<b>9.0%</b>

## Expenditures by Type

Personnel Services	\$5,495,751	\$6,071,845	\$6,274,422	\$0	3.3%
Operating	1,504,590	1,564,165	2,170,612	0	38.8%
Contract Services	180,171	311,453	331,663	0	6.5%
Capital Outlay	15,207	34,800	31,518	0	-9.4%
Transfers to Other Funds	278,091	253,350	154,108	0	-39.2%
Debt Service	0	0	0	0	0.0%
Other Charges	576,789	520,408	585,960	0	12.6%
<b>Total Expenditures</b>	<b>\$8,050,599</b>	<b>\$8,756,021</b>	<b>\$9,548,283</b>	<b>\$0</b>	<b>9.0%</b>

## Funding Sources

Transit Fund	\$8,050,599	\$8,756,021	\$9,548,283	\$0	9.0%
<b>Total Funding Sources</b>	<b>\$8,050,599</b>	<b>\$8,756,021</b>	<b>\$9,548,283</b>	<b>\$0</b>	<b>9.0%</b>

## Full-Time Equivalent Positions by Department

<b>Total Authorized FTEs</b>	<b>114.5</b>	<b>119.5</b>	<b>119.5</b>	<b>0.0</b>	<b>0.0%</b>
------------------------------	--------------	--------------	--------------	------------	-------------



## BUDGET HIGHLIGHTS

- Personnel reflects the addition of one Office Assistant II position, offset by the elimination of a custodian position.
- Personnel also includes \$101,148 for employee pay adjustments, \$29,037 for medical benefit rate adjustments and \$10,694 for retirement rate adjustments.
- Operating includes \$605,833 for vehicle parts and contracted maintenance, \$723,690 for fuel costs and \$137,421 for insurance and claim settlements including the addition of physical damage coverage for the bus fleet.
- Contract Services includes \$25,000 for bus shelter maintenance services to be performed by the Parks, Recreation and Maintenance Department, \$213,180 for contracted security services for the new Transit Center and \$31,200 for security services on buses, \$6,500 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 \$154,108 for required local match funds for capital and planning grants.
- Other Charges includes \$772,900 for indirect cost allocations, \$40,000 for pass through grant funding to Spring Lake, offset by a \$241,000 cost redistribution to the planning grant.
- Non-program expenditures consist of \$44,743 for retiree benefits and \$40,000 for the Spring Lake pass through grant funding.
- The total expenditure budget projected for operating costs for the new downtown Transit Center is \$528,970.
- Revenue for fiscal year 2018 includes \$21,460 for four months of rent and \$95,744 in reimbursements from Greyhound for an allocated share of Transit Center operating costs, including security, utilities, supplies and maintenance.

---

This page is intentionally left blank.

# FY 2018 Annual Budget »



Recommended



City of  
*Fayetteville*  
North Carolina

# Support Services & Administration

# Support Services & Administration

---

Portfolio Overview .....	G-2
Budget & Evaluation .....	G-4
City Attorney's Office .....	G-9
City Manager's Office .....	G-15
Corporate Communications .....	G-26
Finance .....	G-33
Human Resource Development .....	G-41
Information Technology .....	G-50
Mayor, Council & City Clerk .....	G-57

## Support Services & Administration

---

<b>Expenditures by Department</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2017-18 Recommended Budget</b>	<b>2017-18 Adopted Budget</b>	<b>% Change vs 2016-17 Original Budget</b>
Budget & Evaluation	\$468,730	\$462,667	\$481,995	\$0	4.2%
City Attorney's Office	1,401,132	1,562,081	1,409,268	0	-9.8%
City Manager's Office	2,472,784	2,103,665	2,099,715	0	-0.2%
Corporate Communications	840,021	812,439	928,394	0	14.3%
Finance	6,404,306	6,068,855	6,363,388	0	4.9%
Human Resources Development	15,786,362	18,809,644	19,831,365	0	5.4%
Information Technology	5,431,887	5,491,307	5,496,105	0	0.1%
Mayor, Council & City Clerk	884,120	739,634	1,052,460	0	42.3%
<b>Total Expenditures</b>	<b>\$33,689,342</b>	<b>\$36,050,292</b>	<b>\$37,662,690</b>	<b>\$0</b>	<b>4.5%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$9,031,389	\$9,633,736	\$9,706,863	\$0	0.8%
Operating	20,235,224	22,339,239	23,365,978	0	4.6%
Contract Services	2,549,831	2,159,472	2,618,508	0	21.3%
Capital Outlay	70,718	190,415	170,175	0	-10.6%
Transfers to Other Funds	1,703,085	819,941	510,149	0	-37.8%
Debt Service	0	0	0	0	0.0%
Other Charges	99,095	907,489	1,291,017	0	42.3%
<b>Total Expenditures</b>	<b>\$33,689,342</b>	<b>\$36,050,292</b>	<b>\$37,662,690</b>	<b>\$0</b>	<b>4.5%</b>

## Support Services & Administration

---

	<u>2015-16 Actual</u>	<u>2016-17 Original Budget</u>	<u>2017-18 Recommended Budget</u>	<u>2017-18 Adopted Budget</u>	<u>% Change vs 2016-17 Original Budget</u>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$113,200	\$2,000	\$87,000	0	4,250.0%
Other General Fund Funding	14,937,798	14,759,529	15,017,484	0	1.7%
General Fund Subtotal	15,050,998	14,761,529	15,104,484	0	2.3%
Risk Management Fund	18,638,344	21,288,763	22,558,206	0	6.0%
<b>Total Funding Sources</b>	<b>\$33,689,342</b>	<b>\$36,050,292</b>	<b>\$37,662,690</b>	<b>\$0</b>	<b>4.5%</b>
<b>Full-Time Equivalent Positions by Department</b>					
Budget & Evaluation	5.1	5.1	5.1	0.0	0.0%
City Attorney's Office	9.0	9.0	9.0	0.0	0.0%
City Manager's Office	17.9	17.9	17.9	0.0	0.0%
Corporate Communications	9.5	9.5	9.5	0.0	0.0%
Finance	20.0	25.0	25.0	0.0	0.0%
Human Resources Development	19.0	19.0	18.0	0.0	-5.3%
Information Technology	27.0	27.0	27.0	0.0	0.0%
Mayor, Council & City Clerk	3.0	3.0	3.0	0.0	0.0%
<b>Total Authorized FTEs</b>	<b>110.5</b>	<b>115.5</b>	<b>114.5</b>	<b>0.0</b>	<b>-0.9%</b>

# 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 \$481,995 / 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 2017 Annual Operating Budget which was adopted unanimously by the City Council in June, 2016.
- Providing continuing support of the budget development process for the FY 2018 Annual Operating Budget which began in December, 2016 and will conclude in June, 2017.
- Providing continuing support for departments with preparation of project appropriations for Hurricane Matthew recovery and operating budget impacts.
- Led the FY 2018-2022 Capital Improvement Plan (CIP) development process, including presentation of the recommended funding plan and document to Council in February, 2017. A joint process improvement project was undertaken with the Information Technology department to create a database portal for departments to submit project requests.
- Supported the City Council Baseball Committee with the development of a 30-year funding plan for the downtown stadium and redevelopment project.

#### **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

---

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# 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)	(2.50%)	0.22%	0.00%
% variance in General Fund vs. budgeted revenues (excluding other financing sources)	2.22%	(1.05%)	3.00%
General Fund unassigned fund balance as a % of the subsequent year's budget	14.14%	14.08%	12.00%

## Budget & Evaluation

Expenditures by Program	2015-16 <u>Actual</u>	2016-17 <u>Original Budget</u>	2017-18 <u>Recommended Budget</u>	2017-18 <u>Adopted Budget</u>	% Change vs 2016-17 <u>Original Budget</u>
Budget and Evaluation	\$468,730	\$462,667	\$481,995	\$0	4.2%
<b>Total Expenditures</b>	<b>\$468,730</b>	<b>\$462,667</b>	<b>\$481,995</b>	<b>\$0</b>	<b>4.2%</b>

Expenditures by Type	2015-16 <u>Actual</u>	2016-17 <u>Original Budget</u>	2017-18 <u>Recommended Budget</u>	2017-18 <u>Adopted Budget</u>	% Change vs 2016-17 <u>Original Budget</u>
Personnel Services	\$418,523	\$443,107	\$463,710	\$0	4.6%
Operating	31,621	18,755	17,480	0	-6.8%
Contract Services	18,430	650	650	0	0.0%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	0	0	0	0	0.0%
Debt Service	0	0	0	0	0.0%
Other Charges	156	155	155	0	0.0%
<b>Total Expenditures</b>	<b>\$468,730</b>	<b>\$462,667</b>	<b>\$481,995</b>	<b>\$0</b>	<b>4.2%</b>

### Funding Sources

General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	468,730	462,667	481,995	0	4.2%
General Fund Subtotal	468,730	462,667	481,995	0	4.2%
<b>Total Funding Sources</b>	<b>\$468,730</b>	<b>\$462,667</b>	<b>\$481,995</b>	<b>\$0</b>	<b>4.2%</b>

### Full-Time Equivalent Positions by Department

<b>Total Authorized FTEs</b>	<b>5.1</b>	<b>5.1</b>	<b>5.1</b>	<b>0.0</b>	<b>0.0%</b>
------------------------------	------------	------------	------------	------------	-------------

# Budget & Evaluation

---

## BUDGET HIGHLIGHTS

- Personnel includes \$7,432 for employee pay adjustments, \$1,239 for medical insurance rate adjustments, and \$923 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 \$707,856 / 5.6 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:**

- In an effort to move the City forward with the baseball stadium economic development project for downtown, the City Attorney's office provided timely review and advised on the stadium and private development agreements.
- Pursuant to Council's interest, the City Attorney's office provided timely review of legislation to authorize the City to establish a small business enterprise program to promote the development of LSDBE businesses and to enhance the opportunities for LSDBE businesses to participate in City contracts.
- Provided timely review of contracts while assuring all contracts met requirements for legal compliance.
- Provided advice and opinions to all departments and boards and commissions in a timely manner.

#### **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

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of full-time attorneys providing advice and opinion services	6.00	6.00	6.00
% of documents reviewed within 10 days of receipt	92.00%	96.00%	96.00%
% of reported staff hours expended for advice and opinions for governing body	5.46%	8.12%	8.12%
% of reported staff hours expended for advice and opinions for operations departments	40.55%	41.37%	41.37%
% of reported staff hours expended for advice and opinions for Public Works Commission	1.47%	0.51%	0.51%
% of reported staff hours expended for advice and opinions for the administration and support services departments	25.44%	22.14%	22.14%
% of reported staff hours expended for advice and opinions for the community investment departments	27.09%	27.86%	27.86%

***Program: Litigation***

*General Fund \$701,412 / 3.4 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:**

- In the best interest of the City, the City Attorney's office through in-house and outside counsel provided litigation services in a timely, professional, and effective manner.
- In an effort to move forward with the development of the Centre City project, the City has begun condemnation notifications to property owners who own or claim an interest in the properties being condemned.

**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

---

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of employment claims open	8.00	5.00	5.00
# of environmental court cases open	148.00	130.00	130.00
# of full-time attorneys providing litigation services	6.00	6.00	6.00
# of State/Federal cases open	48.00	40.00	40.00
% of employment claims closed	63.00%	80.00%	80.00%
% of environmental court cases closed	28.00%	37.00%	37.00%
% of litigation represented in-house	93.00%	93.00%	93.00%
% of State/Federal cases closed	38.00%	38.00%	38.00%

## City Attorney's Office

<b>Expenditures by Program</b>	<b>2015-16 <u>Actual</u></b>	<b>2016-17 <u>Original Budget</u></b>	<b>2017-18 <u>Recommended Budget</u></b>	<b>2017-18 <u>Adopted Budget</u></b>	<b>% Change vs 2016-17 <u>Original Budget</u></b>
Legal Reviews, Advice and Opinions	\$586,988	\$622,311	\$707,856	\$0	13.7%
Litigation	814,144	939,770	701,412	0	-25.4%
<b>Total Expenditures</b>	<b>\$1,401,132</b>	<b>\$1,562,081</b>	<b>\$1,409,268</b>	<b>\$0</b>	<b>-9.8%</b>

### Expenditures by Type

Personnel Services	\$892,630	\$930,449	\$947,900	\$0	1.9%
Operating	60,944	57,954	60,690	0	4.7%
Contract Services	446,864	600,100	400,100	0	-33.3%
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	694	(26,422)	578	0	-102.2%
<b>Total Expenditures</b>	<b>\$1,401,132</b>	<b>\$1,562,081</b>	<b>\$1,409,268</b>	<b>\$0</b>	<b>-9.8%</b>

### Funding Sources

#### General Fund

General Fund Functional Revenues	\$27,000	\$0	\$0	\$0	0.0%
Other General Fund Funding	1,374,132	1,562,081	1,409,268	0	-9.8%
General Fund Subtotal	1,401,132	1,562,081	1,409,268	0	-9.8%
<b>Total Funding Sources</b>	<b>\$1,401,132</b>	<b>\$1,562,081</b>	<b>\$1,409,268</b>	<b>\$0</b>	<b>-9.8%</b>

### Full-Time Equivalent Positions by Department

<b>Total Authorized FTEs</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>	<b>0.0</b>	<b>0.0%</b>
------------------------------	------------	------------	------------	------------	-------------

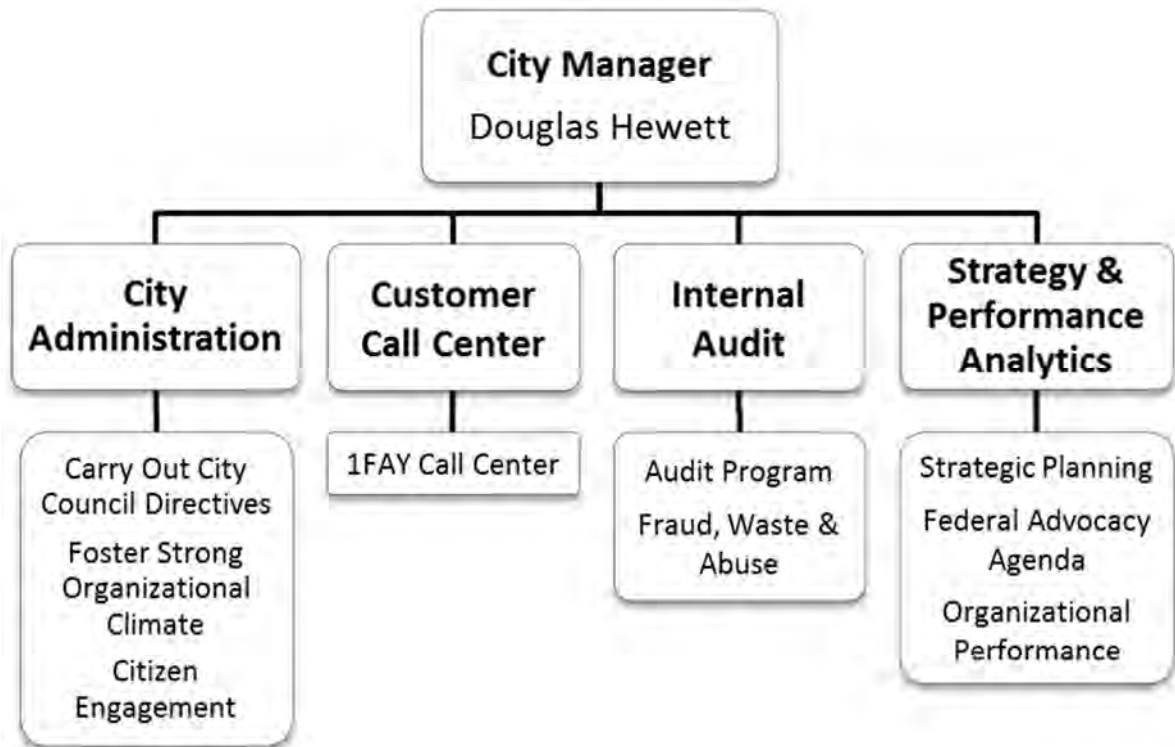


# City Attorney's Office

---

## BUDGET HIGHLIGHTS

- Personnel includes \$16,660 for employee pay adjustments, \$2,186 for medical insurance rate adjustments, and \$1,892 for retirement rate adjustments.
- Operating includes \$38,106 for supplies, which primarily consists of case research reference materials, and \$13,209 for employee travel and training.
- Contract Services consists of \$400,000 for contracted legal services.



# 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 \$269,934 / 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:**

- Key Successes for FY 2017
  - Answered 34,343 calls Q1-Q3 of FY 2017.
  - Received 7,395 FayFixIt requests Q1-Q3 of FY 2017.
  - Achieved a customer satisfaction rating of 92% Q1-Q3 of FY 2017.
  - Performed customer satisfaction surveys for the Technical Review Committee.
  - Signed an MOU with Fayetteville Technical Community College for an internship program.
  - FayFixIt was featured on SeeClickFix Radio and in a webinar.
  - Launched the FayFixIt Ambassadors committee.
  - Began developing an MOU with Environmental Services.
  - Toured Durham and Winston Salem call centers to learn best practices.
- Major Functions
  - Respond to customer inquiries primarily related to environmental services for issues including pickups, complaints, and roll cart maintenance.
  - Direct calls to other departments in the organization, such as Development Services, Parks and Recreation, Public Services, and Finance. Key areas include, code enforcement, loose leaf pickup, right-of-way maintenance, street maintenance, stormwater services, traffic services, and business licenses.

#### **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

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of 1FAY calls	52,324.00	55,000.00	52,000.00
# of total FayFixIt tickets	6,785.00	9,600.00	6,229.00
% of abandoned calls	23.34%	25.00%	20.00%
1FAY Call Center customer satisfaction rating	91.00%	94.00%	90.00%
Average talk time per call for the 1FAY call center	197.00 seconds	240.00 seconds	180.00 seconds
Average wait time per call for the 1FAY call center	150.00 seconds	210.00 seconds	180.00 seconds
Internal quality control rating for 1FAY Call Center	94.46%	95.00%	95.00%

### ***Program: City Administration***

*General Fund \$1,204,123 / 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 17 operating units of City government.

#### **Highlights:**

- Successfully moved forward with the downtown baseball stadium project, with approval from Council along with the execution of architectural and construction manager at risk agreements.
- Realigned departments to ensure staffing levels and capabilities are utilized to effectively meet the needs of City Council and the residents of Fayetteville.
- 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.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
Mean response of employees satisfied with their job (0 = very dissatisfied, 6 = very satisfied)	4.50	4.58	4.58

#### **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.

# City Manager's Office

---

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
Mean response of employees that understand how their job supports the City's mission and goals (0 = strongly disagree, 6 =strongly agree)	4.86	4.89	4.89

**Objective:**

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

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
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	4.48	4.48

**Objective:**

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

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
Mean response of employees who plan to stay with the City (0 = very dissatisfied, 6 = very satisfied)	4.68	4.75	4.75

**Objective:**

To increase the mean response of employees who think the City is well managed towards a target of 4.7.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
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	4.04	4.04
Mean response of employees who think the City is well managed (0 = strongly disagree, 6 =strongly agree)	3.85	3.91	3.91

**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.

## City Manager's Office

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
% of residents very satisfied or satisfied with the level of public involvement in local decisions per the biennial City Resident Satisfaction Survey	33.60%	33.65%	33.65%

**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.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
% of residents very satisfied or satisfied with overall quality of customer service received from City employees per the biennial City Resident Satisfaction Survey	57.80%	57.85%	57.85%

**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.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
% 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	56.30%	56.35%	56.35%

**Objective:**

To maintain a AA+ general obligation bond rating.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
General obligation bond ratings	AAA/Aaa	AAA/Aaa	AAA/Aaa

<p><b><i>Program: Internal Audit</i></b></p>
--

<p><i>General Fund \$316,302 / 3.1 FTEs</i></p>
---

**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

# City Manager's Office

---

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 included: Police confidential funds; procurement cards; petty cash and change funds; Finance Department balance sheet and grant review; City-wide travel and training expenditures; contracting practices and procedures; and Parks and Recreation non-resident fees implementation.
- Maintained and supported the City's hotline through employee education and investigation of claims through the hotline. The City's 'Doing What's Right' campaign was the feature story of a Fayetteville in Focus episode in September 2016. The Office of Internal Audit marketed the Fraud Waste and Abuse Hotline to residents to assist in reducing the incidents of fraud, waste and abuse that could affect the City of Fayetteville.
- Participated in new employee onboarding process by presenting information at bi-weekly new employee orientation sessions outlining the internal audit function and describing possible ways fraud could affect City operations.
- Continued training and career development plans for Internal Audit staff, to include: the professional designation as Certified Internal Auditor; attendance at the Association of Local Government Auditors 2017 Annual Conference in Atlanta, GA in May, 2017; and completion of the COBIT 5 Foundation and Implementation courses, which will assist the City in implementing a business framework for the governance and management of enterprise IT .
- Coordinated and conducted the Audit Committee onboarding process to include adoption of the bylaws, and individual meetings with members of the Audit Committee to address roles and responsibilities of members.
- Coordinated and held quarterly Audit Committee meetings in October 2016, January 2017 and April 2017 where the permitting and inspections, City-wide travel and training, Police confidential funds and the follow-up petty cash and change fund compliance audits and related action plans were presented.
- Continued to research and refine 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.
- Provided guidance on the preparation of the government-wide and fund financial statements along with the combining and individual fund financial statements and schedules for the FY 2016 Comprehensive Annual Financial Report.
- Continued to provide support for the Finance Department during the FY 2016 closing of funds and annual audit.
- Continued departmental development strategies to improve employee satisfaction and group cohesion within the department by participating in team oriented activities.

**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.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of fraud, waste and abuse allegations investigated	3.00	10.00	10.00
% 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.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
% of Internal Audit recommendations accepted by management	100.00%	100.00%	100.00%

***Program: Strategy & Performance Analytics***  
*General Fund \$309,356 / 2.5 FTEs*

**Purpose Statement:**

The Strategy and Performance Analytics Office provides strategic planning and organizational performance oversight, which aligns resources to the City's Strategic Plan, maximizing performance for a positive impact on citizens. The program seeks to provide the information needed for City leaders to resource the organization for success, compare performance over time, review trend analysis, evaluate and benchmark results and continuously improve the organization.

**Highlights:**

- Completed roll-out of the TRACStat Performance Management tool with positive feedback from end users, citizens and Council. Received local, regional and International press coverage.
- Received the ICMA Certificate of Excellence award for Performance Management.
- City received the Distinguished Budget Presentation Award with the incorporation of performance management data.
- Coordinated execution of the Real Solutions citizen engagement event with more than 100 attendees.



# City Manager's Office

---

- Achieved all-time high attendance at Café Conversation of over 100 in attendance, with 95% indicating it was an effective citizen engagement event.
- Collaborated with Greater Fayetteville United and was awarded a \$20,000 grant from the Cumberland Community Foundation to conduct a social capital survey and community engagement event.
- Gained acceptance into the Bloomberg Philanthropies What Works Cities initiative working with Johns Hopkins University, Harvard and Sunlight Foundation.
- Completed two successful Six Sigma training courses, offered for free to all city employees. Completed multiple lunch and learn sessions with City performance measurement staff to “sharpen the saw” on performance data and project management techniques.
- Completed a successful employee survey with mean response scores increasing over 2014 scores on 83% of the statements. Moving forward with employee innovation focus groups to address areas still needing improvement.
- Completed DAT performance measurement integrity audit with a result of 96% validated, which is a 40% improvement over 69% for last fiscal year.
- Completed two successful exercises with the 96th Civil Affairs Battalion, augmenting the Comprehensive Land Use Plan data sets and neighborhood revitalization efforts and also providing a critical proof of concept for the City’s GIS survey application. Nearly 4,000 parcel conditions and uses have been documented and entered into our GIS system, including individual pictures.

**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.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
% 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.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
% of departmental performance measures reported in the City's budget and/or performance report that are efficiency or outcome measures	55.00%	56.00%	57.00%

# City Manager's Office

---

**Objective:**

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

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017</u> <u>Estimated</u></b>	<b><u>FY 2018</u> <u>Target</u></b>
% of residents who have heard about the City's Strategic Plan per the biennial City Resident Satisfaction Survey	21.10%	21.10%	22.00%

**Objective:**

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

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017</u> <u>Estimated</u></b>	<b><u>FY 2018</u> <u>Target</u></b>
% of performance measures validated in the Performance Measurement Data Integrity Audit	68.00%	90.00%	90.00%

**Objective:**

To train a minimum of 30 additional employees in quality improvement methodologies over the course of the fiscal year.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017</u> <u>Estimated</u></b>	<b><u>FY 2018</u> <u>Target</u></b>
# of employees trained in total quality management methodologies annually	32.00	30.00	30.00

# City Manager's Office

---

Expenditures by Program	2015-16	2016-17	2017-18	2017-18	% Change
	<u>Actual</u>	<u>Original Budget</u>	<u>Recommended Budget</u>	<u>Adopted Budget</u>	<u>vs 2016-17 Original Budget</u>
1FAY Call Center	\$285,056	\$299,557	\$269,934	\$0	-9.9%
City Administration	1,420,953	1,157,858	1,204,123	0	4.0%
Internal Audit	464,721	316,450	316,302	0	0.0%
Strategy & Performance Analytics	302,054	329,800	309,356	0	-6.2%
<b>Total Expenditures</b>	<b>\$2,472,784</b>	<b>\$2,103,665</b>	<b>\$2,099,715</b>	<b>\$0</b>	<b>-0.2%</b>

## Expenditures by Type

Personnel Services	\$1,985,013	\$1,846,199	\$1,877,986	\$0	1.7%
Operating	185,510	128,162	112,389	0	-12.3%
Contract Services	267,933	126,079	106,740	0	-15.3%
Capital Outlay	31,731	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	2,597	3,225	2,600	0	-19.4%
<b>Total Expenditures</b>	<b>\$2,472,784</b>	<b>\$2,103,665</b>	<b>\$2,099,715</b>	<b>\$0</b>	<b>-0.2%</b>

## Funding Sources

General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	2,472,784	2,103,665	2,099,715	0	-0.2%
General Fund Subtotal	2,472,784	2,103,665	2,099,715	0	-0.2%
<b>Total Funding Sources</b>	<b>\$2,472,784</b>	<b>\$2,103,665</b>	<b>\$2,099,715</b>	<b>\$0</b>	<b>-0.2%</b>

## Full-Time Equivalent Positions by Department

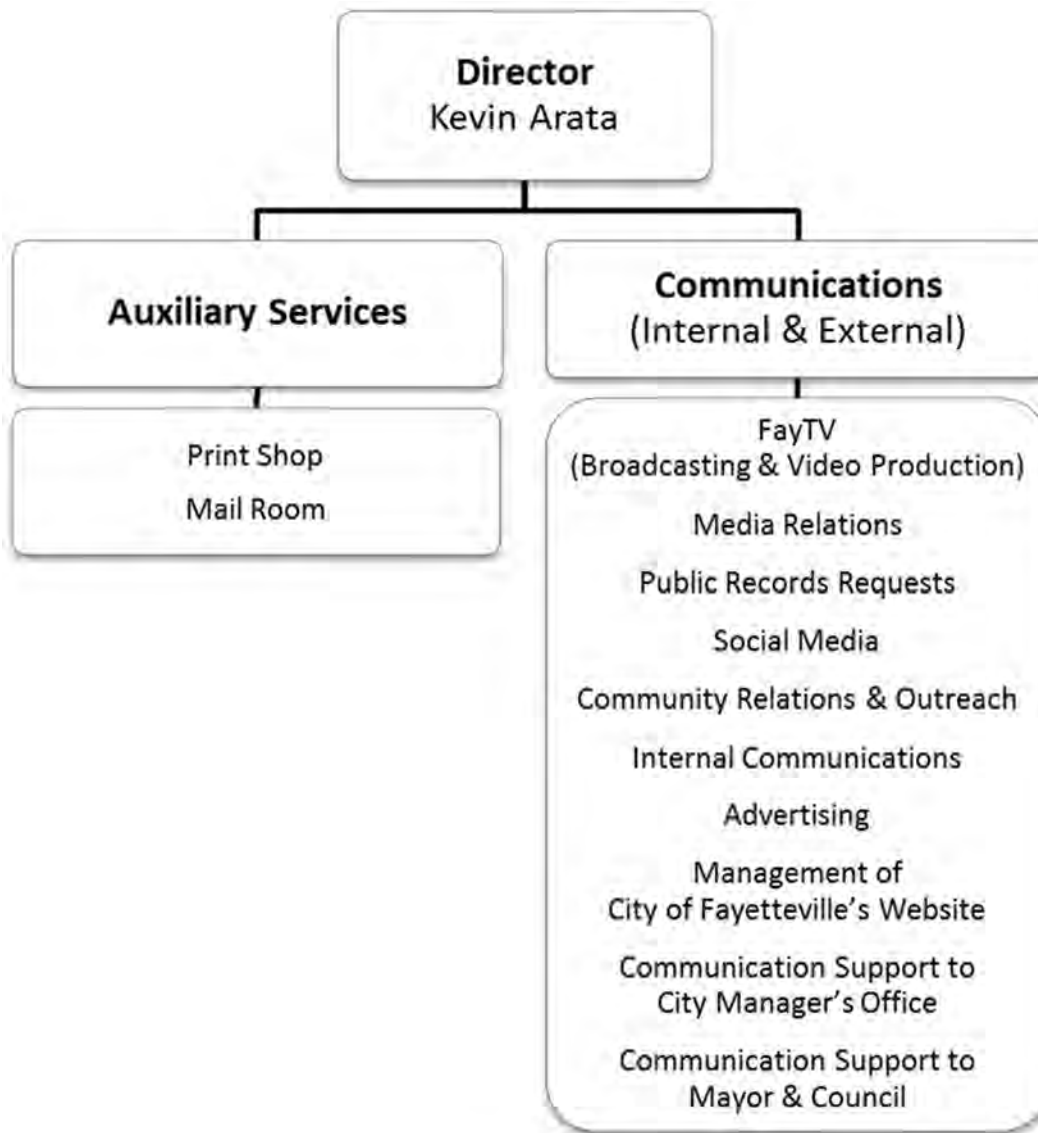
<b>Total Authorized FTEs</b>	<b>17.9</b>	<b>17.9</b>	<b>17.9</b>	<b>0.0</b>	<b>0.0%</b>
------------------------------	-------------	-------------	-------------	------------	-------------

## **BUDGET HIGHLIGHTS**

- Personnel reflects position changes including: the reclassification of a deputy city manager to an assistant city manager; the elimination of an assistant to the city manager; and, the addition of a management analyst, temporary, part-time senior project manager.
- Personnel also reflects the addition of interim project manager temporary services.
- Personnel also includes \$31,341 for employee pay adjustments, \$4,591 for medical insurance rate adjustments, and \$3,520 for retirement rate adjustments.
- Operating includes \$11,188 for memberships and dues, \$27,725 for general supplies, and \$43,241 for travel and training.
- Contract Services includes \$5,119 for the fraud hotline, \$21,621 for shared services provided by PWC for the Customer Call Center, \$20,000 for the biennial citizen survey, \$25,000 for strategic plan development, \$22,500 for a youth internship program, and \$10,000 for potential studies.
- Other Charges consists of \$1,750 for employee appreciation and \$850 for community relations.
- Total funding of \$10,000 is included to convene an anti-poverty summit.

# 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 by being a transparent provider of timely and accurate information to the public, consistent internal communications across all departments, brand and reputation management, quality customer service, public outreach and citizen engagement.

### **Program: Auxiliary Services**

General Fund \$183,166 / 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:**

- The Print Shop leased a new digital printer in November 2016. The new printer allows staff to minimize expenditure of time and increase efficiency, enhance the quality of the product, and provide more timely customer service through technology.
- The Mail Room received a new postage machine in November 2016 which enables the mail room to work more efficiently with increased automation of processes from enhanced technology.

#### **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).

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of outgoing mailings	80,142.83	50,000.00	50,000.00
# of print impressions	1,648,943.00	1,250,000.00	1,250,000.00

### **Program: Communications**

General Fund \$745,228 / 7.0 FTEs

# Corporate Communications

---

## **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, FayTV, graphic design, social media, marketing plans, media relations, crisis communications, sponsorships and citizen engagement tools.

## **Highlights:**

- Created and published a strategic communications plan.
- Created and published a social media policy that was recognized by the UNC School of Government as a standard-setting policy for North Carolina municipal government.
- Corporate Communications was awarded 1st place in the Special Categories Division by North Carolina City and County Communications Association for efforts in publicizing Hurricane Matthew to residents.
- The City of Fayetteville's Facebook page reached 20,000 followers in April 2017; it is currently ranked #2 in Facebook likes of the 7 largest North Carolina cities, with a goal of becoming #1 by the end of 2017.
- The City of Fayetteville's Twitter account reached 7,000 followers in April 2017; it is ranked #6 in Twitter followers of the 7 largest cities in North Carolina, with a goal of becoming #5 by the end of 2017.
- The City of Fayetteville's website (FayettevilleNC.gov), after its redesign in October 2015, now averages approximately 193,000 page views per month, up from 75,000 per month before the redesign.
- Fayetteville-Cumberland Parks and Recreation's website was completely redesigned and migrated into the City's new web platform (FCPR.us) on Nov. 30, 2016.
- The Fayetteville Police Department's website was completely redesigned and migrated into the City's new web platform (FayPD.com) on Sept. 12, 2016.
- Corporate Communications contracted with Screen Vision to play 30-second public service announcements that advertise city services and programs in the Patriot and Market Fair movie theaters, reaching more than 21,000 ticket holders weekly. The majority of City departments are featured in 8-week increments throughout the year and the videos are produced in-house by Corporate Communications.
- Corporate Communications staff now live-streams FayTV on the City's webpage, making the channel accessible on-the-go and to those who do not subscribe to Time Warner Cable, further increasing our resident reach.

## **City Goal:**

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

## Corporate Communications

---

**Objective:**

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

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of Citizens' Academy graduates	45.00	40.00	45.00
# of Manager's Messenger newsletters	28.00	25.00	25.00
# of press releases	170.00	240.00	250.00
% of residents very satisfied or satisfied with the availability of information about City programs and services per the biennial City Resident Satisfaction Survey	56.00%	60.00%	61.00%
Mean response of employees that are satisfied that management keeps employees informed of what is going on (0 = very dissatisfied, 6 = very satisfied)	3.32	3.50	3.50
Mean response of employees that are satisfied with communications within the City (0 = very dissatisfied, 6 = very satisfied)	3.33	3.50	3.50
Mean response of employees that feel managers clearly communicate the reasons behind policy decisions (0 = strongly disagree, 6 =strongly agree)	3.35	3.50	3.50

**Objective:**

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

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of programs aired on FayTV	185.00	450.00	450.00
# of YouTube subscribers added	121.00	125.00	130.00
# of YouTube views	47,797.00	50,000.00	52,000.00
% of residents indicating they receive information about the City via FayTV per the biennial City Resident Satisfaction Survey	29.90%	29.00%	29.00%

**Objective:**

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



## Corporate Communications

---

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of followers on the City of Fayetteville Instagram account	300.00	700.00	1,000.00
# of followers on the City of Fayetteville Twitter account	5,082.00	6,500.00	7,500.00
# of likes on the City of Fayetteville Facebook page	10,358.00	20,000.00	30,000.00
Total # of views on Facebook videos	491,293.00	650,000.00	1,000,000.00

**Objective:**

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

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of print advertisements (magazine/newspaper)	22.00	25.00	27.00
# of total webpage views (FayettevilleNC.gov)	1,661,650.00	2,000,000.00	2,100,000.00
# of website visits (FayettevilleNC.gov)	1,462,818.00	1,000,000.00	1,100,000.00

## Corporate Communications

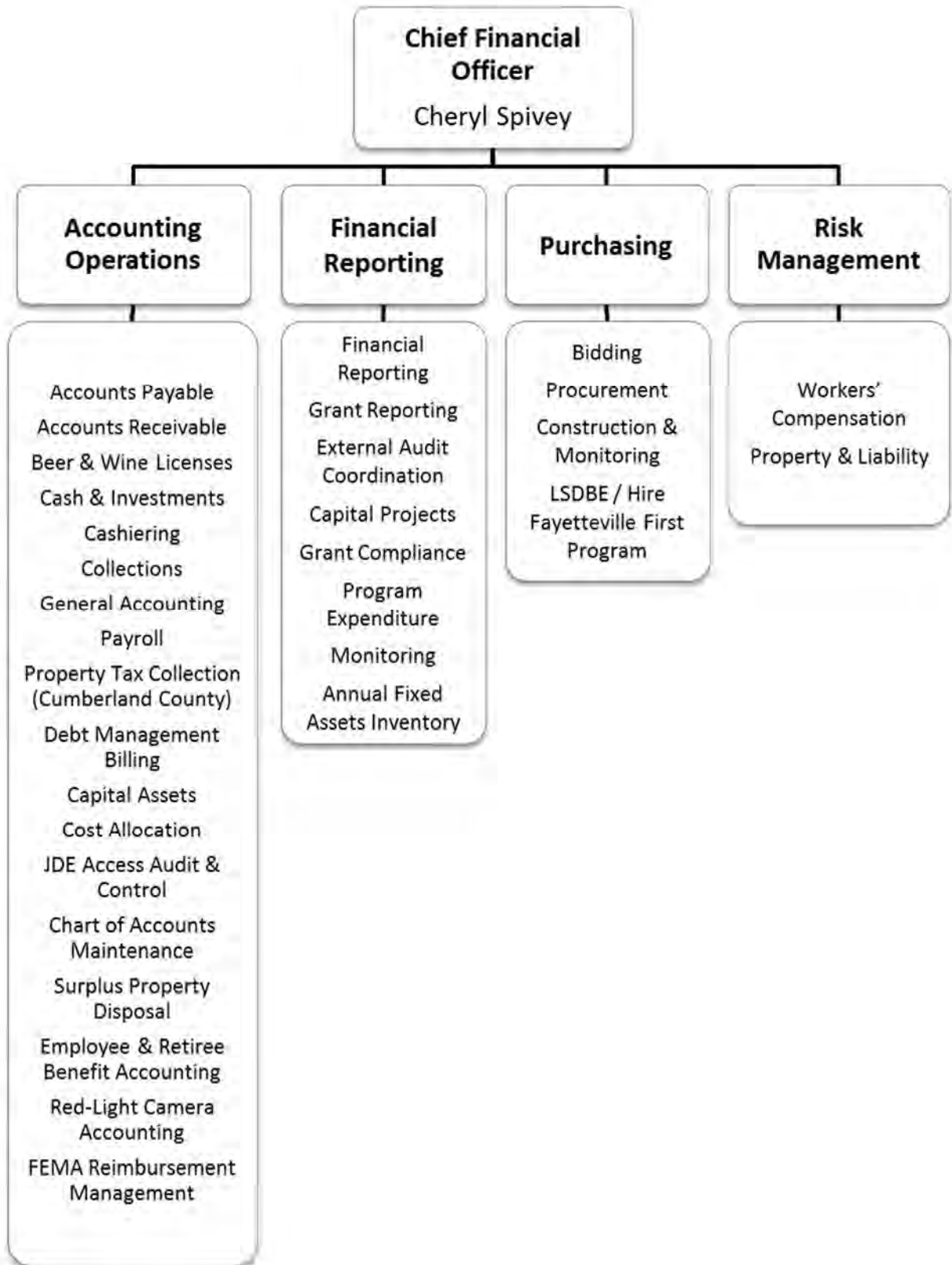
	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2017-18</b>	<b>% Change</b>
	<b><u>Actual</u></b>	<b><u>Original</u></b>	<b><u>Recommended</u></b>	<b><u>Adopted</u></b>	<b><u>vs 2016-17</u></b>
		<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Original</u></b>
					<b><u>Budget</u></b>
<b>Expenditures by Program</b>					
Auxiliary Services	\$163,342	\$180,691	\$183,166	\$0	1.4%
Communications	676,679	631,748	745,228	0	18.0%
<b>Total Expenditures</b>	<b>\$840,021</b>	<b>\$812,439</b>	<b>\$928,394</b>	<b>\$0</b>	<b>14.3%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$667,551	\$692,805	\$716,737	\$0	3.5%
Operating	210,233	171,069	177,521	0	3.8%
Contract Services	11,757	14,300	19,476	0	36.2%
Capital Outlay	0	57,415	45,175	0	-21.3%
Transfers to Other Funds	0	0	0	0	0.0%
Debt Service	0	0	0	0	0.0%
Other Charges	(49,520)	(123,150)	(30,515)	0	-75.2%
<b>Total Expenditures</b>	<b>\$840,021</b>	<b>\$812,439</b>	<b>\$928,394</b>	<b>\$0</b>	<b>14.3%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$85,000	\$0	\$85,000	\$0	0.0%
Other General Fund Funding	755,021	812,439	843,394	0	3.8%
General Fund Subtotal	840,021	812,439	928,394	0	14.3%
<b>Total Funding Sources</b>	<b>\$840,021</b>	<b>\$812,439</b>	<b>\$928,394</b>	<b>\$0</b>	<b>14.3%</b>
<b>Full-Time Equivalent Positions by Department</b>					
<b>Total Authorized FTEs</b>	<b>9.5</b>	<b>9.5</b>	<b>9.5</b>	<b>0.0</b>	<b>0.0%</b>

# Corporate Communications

---

## BUDGET HIGHLIGHTS

- Personnel includes \$12,453 for employee pay adjustments, \$2,187 for medical insurance rate adjustments and \$1,370 for retirement rate adjustments.
- Operating includes \$51,598 for advertising expenditures; \$40,480 for photocopier expenditures, which are primarily for print shop operations; and \$19,228 in other services for print shop and mail room equipment leases.
- Contract Services includes \$7,300 for closed captioning services, \$7,176 for social media archiving, and \$5,000 for contracted photography/video production services.
- Capital includes \$17,835 for broadcast equipment and \$27,340 for the development of a mobile app to access the City's website.
- Other Charges reflects \$97,900 for postage and printing inventories, offset by \$128,800 in service charges to other departments.



# 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 \$1,577,520 / 14.8 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 2016 CAFR and reported no findings for the City.
- Working with the Information Technology department (IT) and a consultant to complete integration of the automated time and attendance system (known as FayPay) and JDE. Integration of Phase 1 of the FayPay Project should be completed around the start of FY 2018.
- Collected over \$527,891 in lot cleaning, demolition and street assessments and associated interest in FY 2016. For FY 2017, as of March 17, 2017, the City has collected approximately \$90,946 in these assessments.
- On June 27, 2016, City Council approved amendments to Section 15.16 of the City Code of Ordinance regarding solicitors, peddlers and seasonal merchants, clarifying the interpretation and application of Sections 15-16 and 15-16.1. This resulted in five (5) types of solicitor, peddler, and seasonal merchant permits issued. City Council, also, adopted an ordinance to amend Article IV of Title 15 on June 27, 2016, which updated requirements for pawnbrokers and added licensure and reporting requirements for currency converters.
- In FY 2016, the Accounts Receivable division processed 4,200 A/R invoices. For FY 2017, as of March 1, 2017, the number of A/R invoices that have been processed is 2,576.
- For FY 2016, the Accounts Payable Division processed 58,305 vouchers. For FY 2017, as of March 9, 2017, A/P has processed 24,510 checks and drafts. In December 2016, the Division worked with IT to transfer from dot matrix to laser printed checks. A/P is also currently implementing direct payments to vendors, with a goal to be at 25% direct deposit through the Automated Clearing House (ACH) by the end of FY 2017. A/P is also working with IT to automate the routing of asset surplus forms.
- In calendar year 2016, the City received payments for 218 debts in the amount of \$27,070 using the State's debt set-off program to collect payments that may otherwise be uncollectible. Current debt submitted totaled \$923,724 as of 2016 calendar year-end.

- By June 2017, staff will coordinate issuance of installment financing contracts for vehicles and equipment (\$3.6 million) and will coordinate issuance of limited obligation bonds (not to exceed \$5.5 million) to reimburse the costs of renovations to City Hall Phase I and potentially refinance two installment financing agreements.
- In FY 2016, the City transferred \$779,210 of Red Light citation proceeds to Cumberland County Schools. In FY 2017, through February, the City has transferred \$705,927.

**City Goal:**

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

**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.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017</u> <u>Estimated</u></b>	<b><u>FY 2018</u> <u>Target</u></b>
% of property tax collection in the year of assessment	99.35%	99.42%	99.00%

***Program: Financial Reporting***

*General Fund \$454,832 / 4.5 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 2015 Comprehensive Annual Financial Report (CAFR).
- Prepared the FY 2016 CAFR and submitted it for consideration for the Certificate of Achievement for Excellence in Financial Reporting.

# Finance

---

- Successfully administering 74 federal, state and local grants, over \$41 million in grant revenue, with no single audit findings.

**City Goal:**

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

**Objective:**

To provide accurate financial information.

<b>Key Performance Measures:</b>	<b>FY 2016</b>	<b>FY 2017 Estimated</b>	<b>FY 2018 Target</b>
# of completed projects closed	70.00	30.00	20.00
# of financial compliance findings reported in prior year annual audit	0.00	0.00	0.00
Did the CAFR achieve GFOA award in prior year?	Yes	Yes	Yes
Was the audit opinion unmodified in prior year?	Yes	Yes	Yes

**Program: Purchasing**

*General Fund \$386,607 / 4.2 FTEs*

**Purpose Statement:**

This program provides procurement services for supplies, materials, and equipment; contract bidding and coordination; participates in the administration of the Hire Fayetteville First and Local, Small and Disadvantaged Business Enterprise programs; and provides surplus asset disposal services for the City.

**Highlights:**

- During FY 2017, the City transitioned the Local, Small and Disadvantaged Enterprise (LSDBE) Program function to the Finance Department from the City’s Economic Development department.
- The Purchasing division facilitated several LSDBE outreach efforts in conjunction with the Center for Economic Empowerment and Development (CEED), including “How to do Business with the City of Fayetteville”, and informational sessions promoting local participation opportunities with the construction of the downtown baseball stadium and upcoming parks and recreation bond projects.
- In addition, the Purchasing Division provided assistance to local, small and disadvantaged businesses in their efforts to become certified DBE or HUB vendors, supported the “Hire Fayetteville First” program, tracked and reported local spending, administered new vendor registrations, and assisted vendors seeking technical assistance.

**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.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
Average number of days to process a purchase order (City)	2.00	2.00	2.00

***Program: Risk Management***

*Risk Management Fund \$3,944,357 / 1.5 FTEs*

**Purpose Statement:**

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

**Highlights:**

- 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.
- Implemented a new web-based liability claim form used for reporting damages. This new method enables the City of Fayetteville to report damage claims in a timely manner.
- A new process for annual drivers' history check is currently being implemented for all essential drivers. A database will provide e-mail notifications to designated City of Fayetteville representatives of any charges that a City of Fayetteville essential driver receives.
- Coordinated meetings with all parties involving stormwater claims that potentially worsened as a result of Hurricane Matthew. Claims adjusters were on site for departmental meetings, in order to resolve these issues for City of Fayetteville citizens.

**City Goal:**

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

**Objective:**

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

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
Average cost to administer a Liability Claim	\$357.44	\$365.00	\$370.00
Property and liability closing ratio (# claims closed / # new claims)	107.00%	100.00%	100.00%



# Finance

---

**Objective:**

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

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017</u> <u>Estimated</u></b>	<b><u>FY 2018</u> <u>Target</u></b>
Average cost to administer a Medical Only Claim	\$170.00	\$180.00	\$180.00
Workers' compensation closing ratio (# claims closed / # new claims)	64.75%	62.11%	63.00%

## Finance

	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2017-18</b>	<b>% Change</b>
<b>Expenditures by Program</b>	<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b>vs 2016-17</b>
		<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>
Accounting Operations	\$1,452,745	\$1,544,749	\$1,577,520	\$0	2.1%
Financial Reporting	508,907	456,491	454,832	0	-0.4%
Non-Program Expenditures	72	72	72	0	0.0%
Purchasing	479,650	356,384	386,607	0	8.5%
Risk Management	3,962,932	3,711,159	3,944,357	0	6.3%
<b>Total Expenditures</b>	<b>\$6,404,306</b>	<b>\$6,068,855</b>	<b>\$6,363,388</b>	<b>\$0</b>	<b>4.9%</b>
 <b>Expenditures by Type</b>					
Personnel Services	\$1,485,764	\$1,754,411	\$1,717,081	\$0	-2.1%
Operating	3,855,891	3,604,419	3,870,745	0	7.4%
Contract Services	997,220	709,400	774,775	0	9.2%
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	65,431	625	787	0	25.9%
<b>Total Expenditures</b>	<b>\$6,404,306</b>	<b>\$6,068,855</b>	<b>\$6,363,388</b>	<b>\$0</b>	<b>4.9%</b>
 <b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	2,441,302	2,357,624	2,418,959	0	2.6%
General Fund Subtotal	2,441,302	2,357,624	2,418,959	0	2.6%
Risk Management Fund	3,963,004	3,711,231	3,944,429	0	6.3%
<b>Total Funding Sources</b>	<b>\$6,404,306</b>	<b>\$6,068,855</b>	<b>\$6,363,388</b>	<b>\$0</b>	<b>4.9%</b>
 <b>Full-Time Equivalent Positions by Department</b>					
<b>Total Authorized FTEs</b>	<b>20.0</b>	<b>25.0</b>	<b>25.0</b>	<b>0.0</b>	<b>0.0%</b>

# Finance

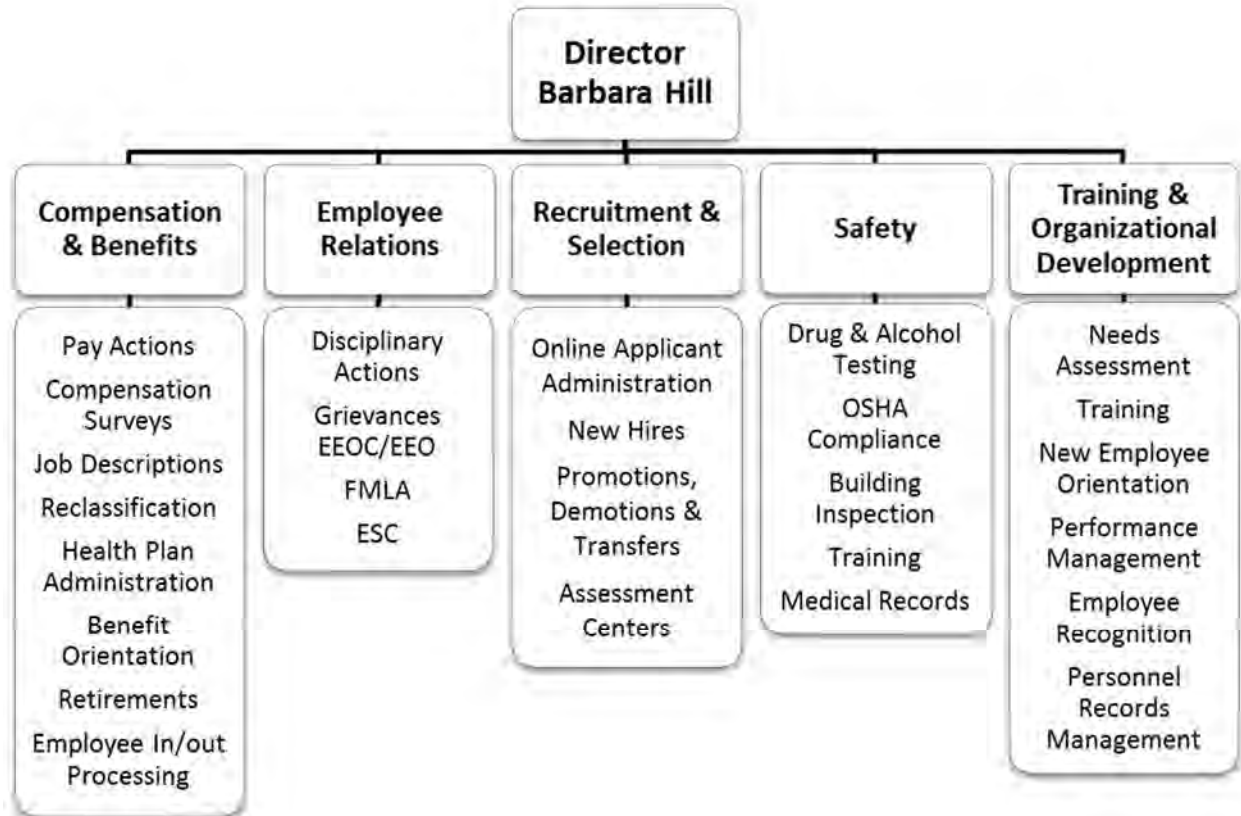
---

## BUDGET HIGHLIGHTS

- Personnel includes \$28,964 for employee pay adjustments, \$6,315 for medical benefit rate adjustments and \$3,535 for retirement rate adjustments.
- Operating includes \$1,926,500 for claims administration, payments, and reinsurance costs for workers' compensation, \$1,578,088 for property and liability insurance, claims administration and settlements, \$214,000 for repairs to city vehicles and property to be subrogated against responsible parties, \$28,443 for employee training and local mileage reimbursements, and \$47,525 for equipment and software maintenance agreements.
- Contract Services includes \$424,200 for property tax collection services, \$50,000 for bond counsel, \$47,000 for asset disposal services, \$74,150 for broker and consulting services for property and liability coverage, \$77,000 for the annual financial audit, \$27,350 for contracted administration of community development loans, \$25,000 for other consulting services, \$23,000 for medical service bill reviews, \$7,500 for environmental monitoring at Festival Park, and \$7,500 for development of the cost allocation plan.
- 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 \$392,438 / 4.9 FTEs

Risk Management Fund \$17,023,979 / 1.7 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:**

- Completed local and national surveys to ensure competitive pay and benefits, which are an integral component for recruiting and retaining employees.
- Reviewed benefits for maximum value for our employees while controlling costs for the City. Renewed benefits with our prior providers with only single digit increases in premiums.
- Reviewed policies and provided guidance to staff to ensure compliance with federal and state laws in such areas as the Fair Labor Standards Act (FLSA), the Department of Labor’s Wage and Hour provisions (DOL), 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.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
% change in annual health plan renewal cost	9.50%	2.00%	7.00%
Mean response of employees that are satisfied with employee benefits provided (0 = very dissatisfied, 6 = very satisfied)	3.90	4.19	4.19

#### **Objective:**

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

# Human Resources Development

---

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
% of positions reviewed for marketplace competitive	36.00%	25.00%	25.00%
Mean response of employees that are satisfied with their pay (0 = very dissatisfied, 6 = very satisfied)	2.97	3.33	3.33
Mean response of employees that feel they are paid fairly for the work they do (0 = very dissatisfied, 6 = very satisfied)	3.10	3.42	3.42

**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.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of 401(k) and 457 information sessions offered	21.00	30.00	30.00
Mean response of employees that understand what employee benefits provide (0 = very dissatisfied, 6 = very satisfied)	4.54	4.71	4.71

<p><b><i>Program: Employee Relations</i></b></p>
--

<p><i>General Fund \$170,099 / 2.1 FTEs</i></p>
---

**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 (COD), Performance Improvement Plans (PIP), Dismissals and coordination of grievance and appeal 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.

# Human Resources Development

---

- HRD’s Employee Relations function is responsible for ensuring compliance with matters that fall under EEOC, FMLA, ADA and Division of Employment Security (formerly ESC).

**City Goal:**

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

**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.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of CODs processed per FTE	14.00	13.00	13.00
% of hires who successfully complete probationary period	89.40%	90.00%	90.00%
Retention rate	89.90%	90.00%	90.00%

***Program: Recruitment***  
*General Fund \$273,819 / 3.3 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 high volume of applications annually (approximately 14,000 – 15,000).
- The Recruitment function continues to partner with Ft. Bragg, local high schools, colleges and universities as well as 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 citywide and complies with EEO requirements.

**City Goal:**

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

# Human Resources Development

---

**Objective:**

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

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of employment applications received per year	14,092.00	14,700.00	15,000.00
# of hires per month	29.00	25.00	27.00
# of job postings per year	162.00	145.00	150.00
# of positions filled per year	344.00	310.00	340.00
% of positions filled at or before 60 days (from initial posting date to start date)	32.00%	25.00%	35.00%
Average city-wide fill time in days (from posting date to new hire start date)	89.00	83.00	90.00

***Program: Safety***

*Risk Management Fund \$256,098 / 2.3 FTEs*

**Purpose Statement:**

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

**Highlights:**

- Promoted workplace safety by offering annual classroom and online training to City employees.
- 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 hazardous exposures in the workplace to prevent illness or disease.
- Responded to safety concerns from employees and citizens to eliminate hazards.
- Organized and attended City and department safety committees to provide safety regulation guidance.
- Ensured a drug free work place through random drug and alcohol testing programs for which testing services have been contracted to a private service provider.

**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.

---



# Human Resources Development

---

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of employees attending safety training classes	771.00	300.00	300.00
% reduction of workplace injuries	11.00%	0.00%	10.00%
DART Score (Days Away, Restriction or Transfer)	4.91%	5.31%	3.52%

## ***Program: Training and Organizational Development***

*General Fund \$381,232 / 3.7 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 evaluations for every employee and ensured that feedback was received on their job performance.
- Promoted employee appreciation and recognition through semi-annual service award ceremonies.
- Ensured employees receive training for career growth and performance improvements by offering more than 100 classes annually to over 1,500 employees at various career development levels.
- Offered compliance training to City 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 (KSA’s) they require to effectively lead others (including more than 35 firefighters in preparation for the Fayetteville Fire Lieutenant promotional process).
- Developed new, more relevant training as requested to meet organizational requirements.

### **City Goal:**

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

### **Objective:**

To manage an employee recognition program that recognizes individual employees for length of service and their outstanding contributions to the City's mission and values.

## Human Resources Development

---

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of Core Value Award recipients	33.00	64.00	40.00
% of positive responses from employees attending annual picnic	74.00%	81.00%	85.00%

**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.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of employee job results received from departments	1,421.00	1,430.00	1,430.00
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	3.18	3.18
Mean response of employees that feel performance is fairly evaluated and delivered in a timely manner (0 = strongly disagree, 6 =strongly agree)	4.35	4.39	4.39
Mean response of employees that understand how the City's performance evaluation system works (0 = strongly disagree, 6 = strongly agree)	4.21	4.39	4.39

**Objective:**

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

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of course hours per month (measure was changed)	47.00	47.00	60.00
# of employees completing compliance training programs	1,550.00	1,550.00	1,550.00
# of training programs offered	87.00	90.00	90.00

# Human Resources Development

	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2017-18</b>	<b>% Change</b>
<b>Expenditures by Program</b>	<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>vs 2016-17</u></b>
					<b><u>Original</u></b>
					<b><u>Budget</u></b>
Compensation/Benefits	\$14,301,912	\$16,744,213	\$17,416,417	\$0	4.0%
Employee Relations	167,560	187,042	170,099	0	-9.1%
Non-Program Expenditures	505,943	944,230	1,333,700	0	41.2%
Recruitment	275,979	284,257	273,819	0	-3.7%
Safety	196,966	241,819	256,098	0	5.9%
Training and Organizational Development	338,002	408,083	381,232	0	-6.6%
<b>Total Expenditures</b>	<b>\$15,786,362</b>	<b>\$18,809,644</b>	<b>\$19,831,365</b>	<b>\$0</b>	<b>5.4%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$1,163,466	\$1,346,056	\$1,313,403	\$0	-2.4%
Operating	13,763,991	16,075,099	16,828,956	0	4.7%
Contract Services	220,648	279,441	315,567	0	12.9%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	495,000	0	0	0	0.0%
Debt Service	0	0	0	0	0.0%
Other Charges	143,257	1,109,048	1,373,439	0	23.8%
<b>Total Expenditures</b>	<b>\$15,786,362</b>	<b>\$18,809,644</b>	<b>\$19,831,365</b>	<b>\$0</b>	<b>5.4%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	1,111,022	1,232,112	1,217,588	0	-1.2%
General Fund Subtotal	1,111,022	1,232,112	1,217,588	0	-1.2%
Risk Management Fund	14,675,340	17,577,532	18,613,777	0	5.9%
<b>Total Funding Sources</b>	<b>\$15,786,362</b>	<b>\$18,809,644</b>	<b>\$19,831,365</b>	<b>\$0</b>	<b>5.4%</b>
<b>Full-Time Equivalent Positions by Department</b>					
<b>Total Authorized FTEs</b>	<b>19.0</b>	<b>19.0</b>	<b>18.0</b>	<b>0.0</b>	<b>-5.3%</b>

# Human Resources Development

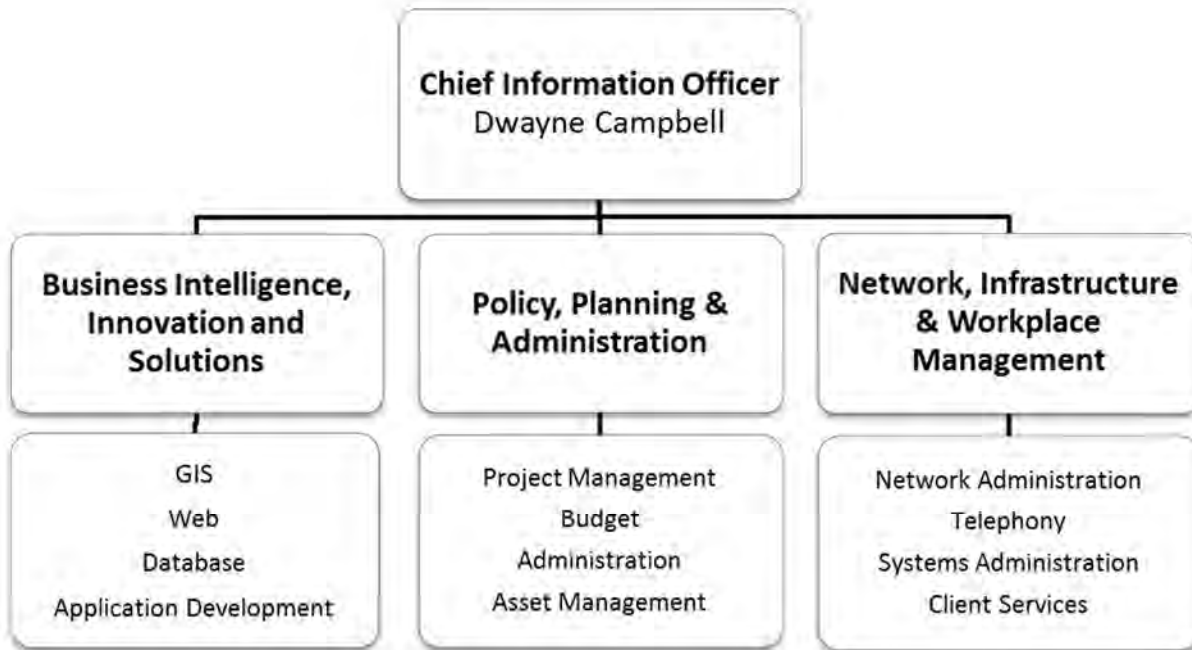
---

## BUDGET HIGHLIGHTS

- Personnel reflects the elimination of one Office Assistant II position, the reclassification of three positions (Organizational Development & Training Manager, Organizational Development & Training Specialist and Organizational Development & Training Consultant) to Coach positions and a reallocation of the Wellness Coordinator position to be 75% funded by Risk Management and 25% funded by the General Fund.
- Personnel also includes \$20,824 for employee pay adjustments, \$4,370 for medical benefit rate adjustments and \$2,506 for retirement rate adjustments.
- Operating includes \$16,657,034 for claims administration, payments and reinsurance costs for employee and retiree health, life and dental benefits, \$36,691 for supply items including \$22,700 for safety shoe and boot replacements, and \$77,065 for travel and development including \$59,690 for city-wide internal development and training.
- Contract Services includes \$20,137 for the Employee Assistance Program, \$30,610 for flexible spending account administration, \$73,800 for medical services related to employee health and safety, \$101,120 for healthcare plan consulting, and \$89,350 for benefit enrollment administration and Affordable Care Act reporting services.
- Other Charges includes \$8,000 for Affordable Care Act fees, \$41,389 for employee relations activities, including the employee picnic, \$878 for community relations expenditures and \$1,323,172 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 \$974,381 / 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:**

- Completed and launched the Capital and Technology Improvement Plan web portal for City departments.
- Launched the Parks and Recreation department's new website.
- Launched the Economic Business Development department's Xceligent website.
- Completed Global Spreadsheet Server upgrade for the Audit department.
- Completed updates to FayWorx reports to improve efficiency.
- Automated several Fire department reports to assist in the ISO 1 accreditation.
- Launched the open data portal on the City of Fayetteville website.
- Completed and launched TracStat citizen facing website for the Strategy and Performance Analytics (SPA) department.
- Assisted SPA and the 96th Civil Affairs unit with the Neighborhood Indicators and Community Evaluation (NICE) project.
- Assisted with tracking of the collection trucks for Parks and Recreation's loose leaf collection project, saving the City \$25,000 while collecting more than 6,000 data points.
- Assisted with Hurricane Matthew damage assessment project (maps and analysis).
- Launched Wasp inventory control for the Fire department.
- Completed the Police department records management system upgrade.
- Completed the RecTrac upgrade for Parks and Recreation.
- Completed the Blue Team upgrade and training for Police Internal Affairs division.
- Completed the PROQA fire protocol upgrade for the Emergency Communications division.

# Information Technology

---

- Launched FayettevilleNow.org for the Economic and Business Development department.
- Completed the eCitation upgrade and automation deployment.
- Completed the GIS and data collection activities for the Quality of Life Explorer project.
- Finalized the Enterprise GIS RoadMap project: “Access Enterprise GIS Data” with the Transit and Fire departments.
- Created an online web map for the Murchison Road Beautification project.
- Continued data collection and storymap implementation for the Parks and Recreation department. (College Lakes Park and extended Linear Trail Park).

**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.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017</u></b> <b><u>Estimated</u></b>	<b><u>FY 2018</u></b> <b><u>Target</u></b>
# of technology solutions developed, implemented and supported	62.00	64.00	65.00
# of unique visitors to the City's website fayettevillenc.gov	595,000.00	598,000.00	600,000.00
% of time IT Service Level Agreement was met	94.00%	90.00%	90.00%
% positive customer survey responses in customer survey for IT Business Intelligence, Innovation and Solutions	94.00%	90.00%	90.00%

***Program: Information Technology Policy, Planning and Administration***  
*General Fund \$2,410,441 / 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:**

- Implemented an IT governance model.
- Finalized the Electronic Device and CenturyLink Telephone policies.

# Information Technology

- Developed a customer service oriented environment within the IT department by rolling out the FISH philosophy concept.
- Successfully hosted the 4th Annual IT Technology Day.
- Launched electronic contract routing.
- Made enhancements to the Fayetteville Beautiful and the Adopt-A-Street website.
- Implemented FayWorx asset management system service requests, work orders, inspections and store room modules.
- Deployed iPads to assist Parks and Recreation with the loose leaf collection project.
- Developed and implemented JDE role-based security for City staff.
- Introduced the COBIT 5 Business Framework for governance and management of enterprise IT to the City IT Governance team.
- Migrated Accounts Payable to laser checks.
- Implemented enterprise DropBox for 75 users in the City.
- The Fayetteville Police department was chosen as a pilot site to utilize the Sexual Assault Management System (SAMS) developed by Portland Police Department and endorsed by the Bureau of Justice Administration. The SAMS application is designed to improve the tracking of sexual assault suspects, registered sex offenders, traffickers and sexual assault kits for the Fayetteville Police department.
- Launched Fayetteville Police department and Parks and Recreation websites.
- In collaboration with the Timmons group and Permitting and Inspections staff, several enhancements were implemented in the FayWorx system.
- 14 employees from IT, SPA, and Internal Audit were trained and certified in COBIT5 Foundation, and 14 employees were trained and four employees certified in COBIT5 Implementation & Risk.

**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.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017</u></b> <b><u>Estimated</u></b>	<b><u>FY 2018</u></b> <b><u>Target</u></b>
# of process improvement initiatives completed through IT	11.00	12.00	12.00
% positive customer survey responses in customer survey for IT Policy, Planning, and Administration	99.00%	90.00%	90.00%

<b><i>Program: Network, Infrastructure, and Workplace Management</i></b>
--

General Fund \$2,111,283 / 10.2 FTEs
--------------------------------------



# Information Technology

---

**Purpose Statement:**

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

**Highlights:**

- Implemented best practice remediation tasks suggested by the AGIO 2016 security penetration test for city public safety domain users.
- Completed remediation tasks defined in 2016 security evaluation.
- Engaged vendor to install McAfee Move software in the virtual server and desktop environment to increase the impact of virus protection across all servers dedicated to this environment.
- Deployed desktops to multiple parks and recreation facilities to support the additional need for terminals to accept payments.
- Completed security awareness training in partnership with our security vendor to increase the cyber security awareness of City staff.
- Completed installation of Third floor conference room audio and video equipment.
- Completed quarterly external vulnerability scans of the City’s network environment.
- Completed after-action review for sites and services affected by Hurricane Matthew.
- Implemented, trained and deployed the Avaya Task Call Center Software. This software is used to track incoming call quantity for city and public safety call takers, which allows managers to report, audit, and compare city defined call taker metrics.

**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.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
<i># of network devices supported</i>	1,401.00	1,600.00	1,600.00
% of compliance with quarterly security level audit	85.00%	91.00%	91.00%
% of Information Technology supported systems availability that affects user access	99.00%	99.00%	99.00%
% positive customer survey response in customer survey for IT Network, Infrastructure, and Workplace Management	97.50%	90.00%	90.00%

## Information Technology

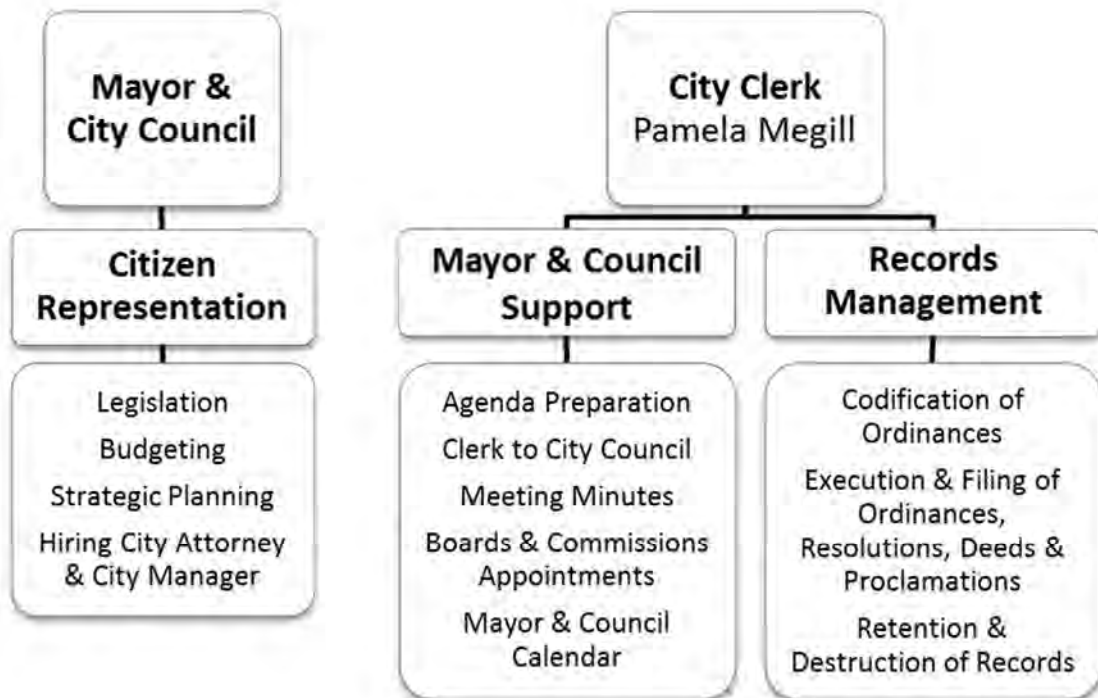
<b>Expenditures by Program</b>	<b>2015-16 Actual</b>	<b>2016-17 Original Budget</b>	<b>2017-18 Recommended Budget</b>	<b>2017-18 Adopted Budget</b>	<b>% Change vs 2016-17 Original Budget</b>
Business Intelligence, Innovation and Solutions	\$964,559	\$1,019,566	\$974,381	\$0	-4.4%
Information Technology Policy, Planning and Administration	1,956,985	2,099,717	2,410,441	0	14.8%
Network, Infrastructure, and Workplace Management	2,510,343	2,372,024	2,111,283	0	-11.0%
<b>Total Expenditures</b>	<b>\$5,431,887</b>	<b>\$5,491,307</b>	<b>\$5,496,105</b>	<b>\$0</b>	<b>0.1%</b>
 <b>Expenditures by Type</b>					
Personnel Services	\$1,981,691	\$2,121,508	\$2,159,044	\$0	1.8%
Operating	1,935,766	2,091,036	2,090,682	0	0.0%
Contract Services	337,590	388,002	673,400	0	73.6%
Capital Outlay	38,987	133,000	125,000	0	-6.0%
Transfers to Other Funds	1,208,085	819,941	510,149	0	-37.8%
Debt Service	0	0	0	0	0.0%
Other Charges	(70,232)	(62,180)	(62,170)	0	0.0%
<b>Total Expenditures</b>	<b>\$5,431,887</b>	<b>\$5,491,307</b>	<b>\$5,496,105</b>	<b>\$0</b>	<b>0.1%</b>
 <b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$1,200	\$2,000	\$2,000	\$0	0.0%
Other General Fund Funding	5,430,687	5,489,307	5,494,105	0	0.1%
General Fund Subtotal	5,431,887	5,491,307	5,496,105	0	0.1%
<b>Total Funding Sources</b>	<b>\$5,431,887</b>	<b>\$5,491,307</b>	<b>\$5,496,105</b>	<b>\$0</b>	<b>0.1%</b>
 <b>Full-Time Equivalent Positions by Department</b>					
<b>Total Authorized FTEs</b>	<b>27.0</b>	<b>27.0</b>	<b>27.0</b>	<b>0.0</b>	<b>0.0%</b>

# Information Technology

---

## BUDGET HIGHLIGHTS

- Personnel includes \$35,824 for employee pay adjustments, \$6,559 for medical benefit rate adjustments and \$4,174 for retirement rate adjustments.
- Operating includes \$1,596,611 for hardware and software maintenance and licensing, \$86,141 for a variety of small computer equipment, \$182,856 for data and telephone services and repairs, \$61,600 for departmental travel and training, \$70,800 for technology training for user departments, and \$23,000 for the first year of a three year lease for a replacement AS400 system.
- Contract Services includes technical consulting and programming, telephone maintenance and wiring, and other support services. Significant contracts include \$183,000 for continued development of the FayWorx system, \$100,000 for planning and specification development for a replacement Enterprise Resource Planning (ERP) system, \$84,000 for contracted help-desk support services, \$91,000 for network security analysis and remediation, \$66,200 for exchange email maintenance, \$40,000 for electronic forms workflow development, and \$30,000 for contracted support for the JD Edwards system.
- Capital includes \$110,000 for SunGard OneSite License and \$15,000 for reporting and administrative software for JD Edwards.
- Transfers to Other Funds consists of transfers to capital project funds totaling \$510,149 for various TIP projects including \$360,516 for the computer replacement plan, \$52,573 for Kronos, \$62,060 for direct fiber connections, \$15,000 for the enterprise data program and \$20,000 for a collections revenue management system.



# Mayor, Council & City Clerk

---

## DEPARTMENT MISSION

---

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

### ***Program: Citizen Representation***

*General Fund \$861,508 / 1.0 FTEs*

#### **Purpose Statement:**

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

#### **Highlights:**

- The Houston Astros and the City of Fayetteville signed a 30-year lease agreement, which will move the club's Class "A" Advanced affiliate to Fayetteville for the 2019 season and beyond.
- City Council approved a major airport renovation project.
- Adopted FY 2017 Strategic Plan and FY 2017 Annual Budget.
- Prioritized six top policy strategic initiatives which moved forward:
  - Safe and Secure Community
  - Diverse and Viable Economy
  - High Quality Built Environment
  - Desirable Place to Live, Work, and Recreate
  - Sustainable Organizational Capacity
  - Citizen Engagement & Partnerships
- Expanded the Red Light Camera Program and initiated Police Cadet Program.
- Adopted the Cape Fear River Plan and Overlay District.
- Created a capital plan for Parks and Recreation bonds.

#### **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.

## Mayor, Council & City Clerk

---

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
% of residents that are very satisfied or satisfied with the overall quality of life per the biennial City Resident Satisfaction Survey	46.90%	46.90%	46.90%
% of residents that feel the City is moving in the right direction per the biennial City Resident Satisfaction Survey	48.60%	48.60%	48.60%

<p><b>Program: Mayor &amp; Council Support</b></p>
--

<p><i>General Fund \$146,588 / 1.5 FTEs</i></p>
---

**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, 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.
- 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.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of Boards and Commissions applicants	123.00	105.00	110.00
# of vacant boards and commissions seats filled annually	90.00	65.00	66.00

**Objective:**

To ensure information is distributed in a timely manner.

# Mayor, Council & City Clerk

---

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
% of agenda packets provided to City Council and available to the public at least five days in advance of the Council meeting	93.40%	93.75%	94.00%

**Objective:**

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

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
% of minutes prepared and presented for Council approval within scheduled time frame	93.80%	75.00%	80.00%

**Objective:**

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

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of meeting notices prepared	124.00	125.00	125.00

<p><b><i>Program: Records Management</i></b></p>
--

<p><i>General Fund \$44,364 / 0.5 FTEs</i></p>
--

**Purpose Statement:**

The City Clerk's Office archives permanent records and advises other departments on records 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:**

- Facilitated training by State Archives personnel for City staff on record retention issues.
- Maintained City minutes, ordinances, resolutions, and contracts/agreements.
- Coordinated shredding of out of date records for all City departments.

**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

---

## Mayor, Council & City Clerk

---

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of ordinances and resolutions prepared	141.00	100.00	110.00

**Objective:**

To reduce the City's liability by shredding records we are legally authorized to destroy.

<b>Key Performance Measures:</b>	<b><u>FY 2016</u></b>	<b><u>FY 2017 Estimated</u></b>	<b><u>FY 2018 Target</u></b>
# of boxes of out-of-date records destroyed	705.50	710.00	715.00



# Mayor, Council & City Clerk

---

	<u>2015-16 Actual</u>	<u>2016-17 Original Budget</u>	<u>2017-18 Recommended Budget</u>	<u>2017-18 Adopted Budget</u>	<u>% Change vs 2016-17 Original Budget</u>
<b>Expenditures by Program</b>					
Citizen Representation	\$693,872	\$548,339	\$861,508	\$0	57.1%
Mayor & Council Support	144,655	143,964	146,588	0	1.8%
Records Management	45,593	47,331	44,364	0	-6.3%
<b>Total Expenditures</b>	<b>\$884,120</b>	<b>\$739,634</b>	<b>\$1,052,460</b>	<b>\$0</b>	<b>42.3%</b>

<b>Expenditures by Type</b>					
Personnel Services	\$436,751	\$499,201	\$511,002	\$0	2.4%
Operating	191,268	192,745	207,515	0	7.7%
Contract Services	249,389	41,500	327,800	0	689.9%
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	6,712	6,188	6,143	0	-0.7%
<b>Total Expenditures</b>	<b>\$884,120</b>	<b>\$739,634</b>	<b>\$1,052,460</b>	<b>\$0</b>	<b>42.3%</b>

## Funding Sources

### General Fund

General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	884,120	739,634	1,052,460	0	42.3%
General Fund Subtotal	884,120	739,634	1,052,460	0	42.3%
<b>Total Funding Sources</b>	<b>\$884,120</b>	<b>\$739,634</b>	<b>\$1,052,460</b>	<b>\$0</b>	<b>42.3%</b>

## Full-Time Equivalent Positions by Department

<b>Total Authorized FTEs</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>0.0</b>	<b>0.0%</b>
------------------------------	------------	------------	------------	------------	-------------

## BUDGET HIGHLIGHTS

- Personnel includes \$8,252 for employee pay adjustments, \$3,157 for medical insurance rate adjustments and \$402 for retirement rate adjustments.
- Operating includes \$19,250 for food and refreshments; \$49,120 for travel, training and local mileage reimbursements; and \$111,110 for organizational memberships and dues.
- Contract Services includes \$235,000 for 2017 City Council elections, \$49,000 for state lobbyist services, and \$36,000 for the city's share of the federal advocacy contract.
- Other Charges consists of \$6,143 for funding of employee appreciation and community relations activities.

---

This page is intentionally left blank.

# FY 2018 Annual Budget >>



*Recommended*



City of  
*Fayetteville*  
North Carolina

# 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 2018 are listed below by expenditure category.

### Personnel Services

- \$1,304,898 to fund projected costs of health and death benefits for employees who retired from General Fund departments.
- \$912,384 to fund separation allowance payments for retired law enforcement officers.
- \$39,000 to fund unemployment insurance expenditures.
- \$150,000 to fund potential required contributions to the retirement system for pension benefits in excess of contribution-based benefit caps.
- \$13,763 to fund 25% of the Warehouse Coordinator position for duties associated with operating the City's fuel site.

### Operating Expenditures

- \$1,358,367 for insurance and claim settlement funding for General Fund operations.
- \$233,328 for lease space for City departments in the Festival Park Plaza building due to the anticipated sale of the facility in June, 2017.
- \$23,580 for miscellaneous utility expenditures and stormwater utility fees for General Fund facilities.
- \$8,140 for operating expenditures for the City's fuel site.

### Contract Services

- \$310,500 for professional services for arbitrage calculations, bond counsel, financial advisors and sales tax reallocation services.
- \$16,000 for collection services.
- \$380 for miscellaneous inspection services for the City fuel site.
- 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.

### Transfers to Other Funds

- \$7,004,023 from the General Fund to the Environmental Services Fund to support operations.
- \$4,037,518 from the General Fund to the Transit Fund to support operations.
- \$1,135,000 for Hay Street redevelopment site infrastructure improvements and \$400,000 for a temporary alternate downtown parking location from the General Fund to the Economic Development Fund.
- \$128,861 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.
- \$1,173,285 from the General Fund to the Risk Management fund for interfund loan repayments.

### Debt Service

- \$6,879,895 for Capital Funding Plan debt service in the General Fund. Details of the debt service payments are included in Section J.

### Other Charges

- \$7,651,539 for payments to the County and other municipalities for the sales tax agreement.
- \$156,808 for payments to Spring Lake for the Fort Bragg annexation agreement for sharing of state revenues (\$82,434 for Powell Bill proceeds, \$18,554 for Beer & Wine taxes, and \$55,820 for Video Programming utility taxes).
- \$942,618 for fuel inventory purchase for the City's fuel site, offset by \$999,618 in cost redistributions to City departments for fuel usage.
- \$105,400 banking service charges for credit and debit card payments to the city.
- \$20,000 for property tax refunds.
- \$728,069 and \$1,050 respectively for the LEOSSA and Lake Valley Drive MSD Funds for expected increases to fund balance.

## Other Appropriations

	<u>2015-16</u> <u>Actual</u>	<u>2016-17</u> <u>Original</u> <u>Budget</u>	<u>2017-18</u> <u>Recommended</u> <u>Budget</u>	<u>2017-18</u> <u>Adopted</u> <u>Budget</u>	<u>% Change</u> <u>vs 2016-17</u> <u>Original</u> <u>Budget</u>
<b>Expenditures by Department</b>					
Other Appropriations	\$32,572,568	\$33,006,771	\$33,790,320	\$ 0	2.4%
<b>Total Expenditures</b>	<b>\$32,572,568</b>	<b>\$33,006,771</b>	<b>\$33,790,320</b>	<b>\$ 0</b>	<b>2.4%</b>

### Expenditures by Type

Personnel Services	\$ 2,026,319	\$ 2,249,644	\$ 2,420,045	\$ 0	7.6%
Operating	3,687,000	1,247,564	1,623,415	0	30.1%
Contract Services	7,261,948	118,500	326,880	0	175.8%
Capital Outlay	0	49,500	0	0	-100.0%
Transfers to Other Funds	11,711,062	16,320,915	13,934,219	0	-14.6%
Debt Service	7,210,184	5,069,403	6,879,895	0	35.7%
Other Charges	676,055	7,951,245	8,605,866	0	8.2%
<b>Total Expenditures</b>	<b>\$32,572,568</b>	<b>\$33,006,771</b>	<b>\$33,790,320</b>	<b>\$ 0</b>	<b>2.4%</b>

### Funding Sources

#### General Fund

General Fund Functional Revenues	\$ 129,442	\$ 198,130	\$ 200,283	\$ 0	1.1%
Other General Fund Funding	29,354,487	31,645,067	31,893,002	0	0.8%
General Fund Subtotal	29,483,929	31,843,197	32,093,285	0	0.8%
Lake Valley Drive MSD Fund	55,532	57,355	56,582	0	-1.3%
City of Fayetteville Finance Corp	2,410,137	0	0	0	0.0%
LEOSSA Fund	622,970	1,106,219	1,640,453	0	48.3%
<b>Total Funding Sources</b>	<b>\$32,572,568</b>	<b>\$33,006,771</b>	<b>\$33,790,320</b>	<b>\$ 0</b>	<b>2.4%</b>

### Full-Time Equivalent Positions by Department

<b>Total Authorized FTEs</b>	<b>0.3</b>	<b>0.3</b>	<b>0.3</b>	<b>0</b>	<b>0.0%</b>
------------------------------	------------	------------	------------	----------	-------------

---

This page is intentionally left blank.



# FY 2018 Annual Budget »



*Recommended*



*City of*  
**Fayetteville**  
*North Carolina*

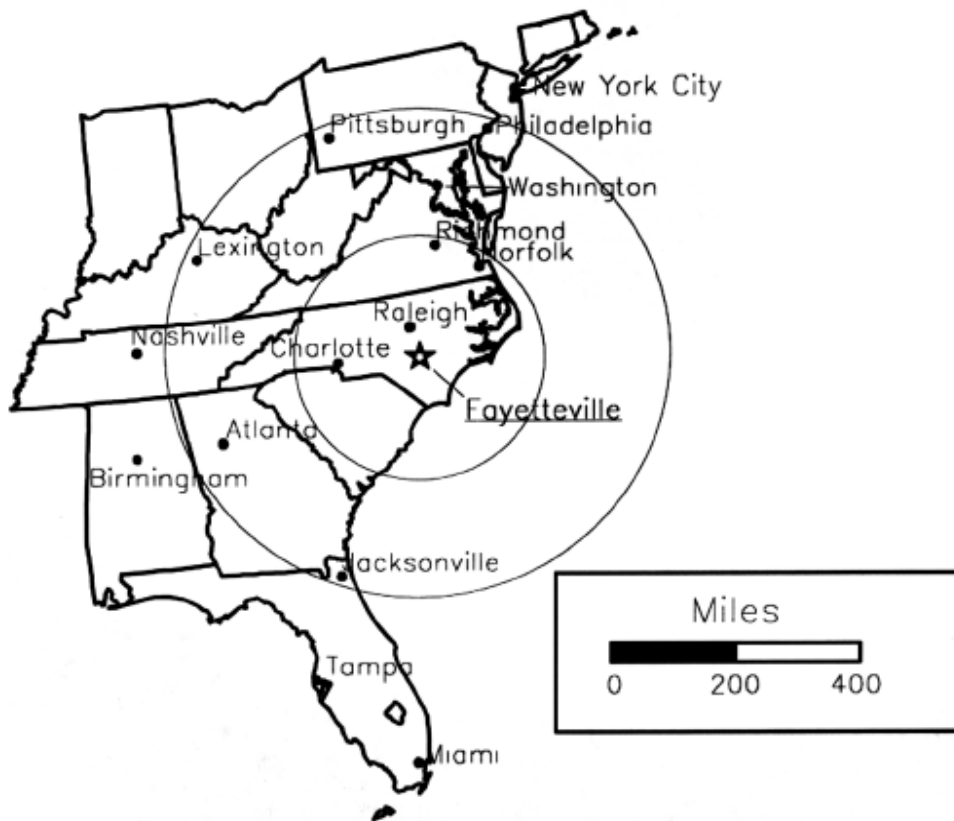
# Fayetteville at a Glance

## 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	208,158
Median Age*	31
Median Education*	25.1% with 4 or more yrs of college
Median Household Income*	\$43,630
Median Value of Owner Occupied Housing Unit*	\$128,200

\*Source – U.S. Census Bureau, Bureau of Labor Statistics  
2011-2015 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 2017)
Fayetteville – 6.2 %
North Carolina – 5.1 %
United States – 4.7 %

## Building Construction

<u>Year</u>	<u># of Permits</u>	<u>\$ Value</u>
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
2016	2,483	360.6M

## Major Civilian Employers\*\*

U.S. Dept. of Defense (Civilian)	8,757
Cape Fear Valley Health System	7,000
Cumberland County Board of Ed	6,453
Wal-Mart	2,850
The Goodyear Tire and Rubber Co.	2,500
Cumberland County Government	2,362
Fayetteville Tech. Community College	1,790
City of Fayetteville	1,770
Veterans Administration	1,000
Food Lion	810

*Approximately 52,000 uniformed soldiers and airmen are stationed at Fort Bragg.*

\*\*Source: City of Fayetteville Comprehensive Annual Financial Report 2016

## 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	0.95%
Piedmont Natural Gas Co., Inc.	Utility	46,536,718	0.33%
Wal-Mart	Retail	44,276,400	0.31%
Carolina Telephone	Utility	40,250,374	0.29%
Fayetteville VA Co LLC	Property Rental	34,036,428	0.24%
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%

# FY 2018 Annual Budget >>



*Recommended*



# 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 208,158 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.

## Basics of Budgeting

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

### **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 are adopted at the fund level for all other annual operating funds.

Departments are aligned in portfolio groups as follows:

### Community Investment

- Community Development
- Development Services
- Human Relations

### Operations

- Airport
- Fire and Emergency Management
- Parks, Recreation and Maintenance
- Police and Emergency Communications
- Public Services
- 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 two 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 intergovernmental revenues, 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.
- **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.
- **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.

## Budget Format

---

- **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.
- **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.
- **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.
- **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.
- **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.

**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.

# 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.

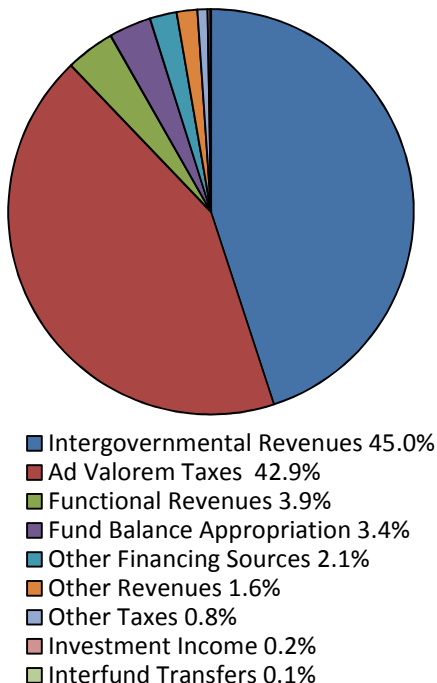
## Overview

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 2018 fiscal year.

## **GENERAL FUND REVENUES**

The two largest components of General Fund revenues and other financing sources are intergovernmental revenues estimated at 45.0 percent and ad valorem taxes, estimated at 42.9 percent of total revenues for fiscal year 2018. Functional revenues are estimated to provide 3.9 percent and fund balance appropriations are projected to account for 3.4 percent of total funding sources. The remaining 4.8 percent of funding sources are projected to be provided by a combination financing proceeds (other financing source), other miscellaneous revenues and taxes, interfund transfers, and investment income. Each of these funding sources is explained in greater detail in this section.

***FY 2018 General Fund Funding Sources***



## Ad Valorem Taxes

The tax rate for fiscal year 2018 is recommended to increase by 2.71 cents to 52.66 cents per 100 dollars of property valuation, with total taxable values estimated to be \$13,863,363,264 and collection rates estimated at 99.36 percent for real and personal property and 99.99 percent for motor vehicles. The recommended tax rate is the revenue neutral tax rate based upon estimated taxable values resulting from the January 1, 2017 property revaluation process and has been calculated in accordance with the formula mandated under state statutes.

<b>Revenue Neutral Tax Levy Estimate</b>	
Estimated FY 2017 total taxable values	\$14,366,724,020
Calculated FY 2017 total levy @ 49.95 cents	\$71,761,768
Apply 1.73% natural growth factor to levy	\$73,002,648
Estimated FY 2018 total taxable values	\$13,863,363,264
Revenue-neutral tax rate	52.66 cents
Calculated FY 2018 revenue-neutral levy	\$73,004,471
Three month lag to apply new tax rate to motor vehicles	(\$104,428)
Projected FY 2018 levy at 52.66 tax rate	\$72,900,043

Fiscal year 2018 current year property tax collections are projected to be \$72,480,134, which represents a 1.56 percent increase over the fiscal year 2017 year-end estimate. These projections are based upon the revenue

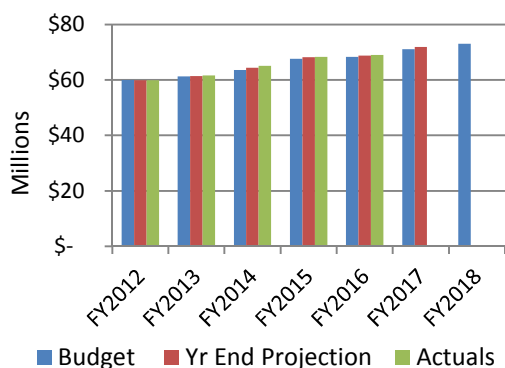
## Revenue Assumptions

neutral tax rate adjustment which applies a growth factor equal to the average annual percentage increase in the tax base due to improvements since the last general reappraisal historical. That 1.73 percent increase is offset by the three month lag in application of the tax rate increase to motor vehicle taxes and taxes on discovered property that are included in the fiscal year 2017 year-end estimates. Prior year taxes and penalties are projected to total \$581,070.

Real and personal property taxable values are projected to be \$12,437,350,818, which represents a decrease of \$551,583,399 or 4.25 percent as compared to estimated fiscal year 2017 values. The projected taxable property value is based upon tax valuation data provided by the Cumberland County Tax Office on April 20, 2017, reduced by \$60,000,000 for additional estimated decline in values due to continuing revaluation appeal processes.

Motor vehicle taxable property values for fiscal year 2018 are projected to be \$1,426,012,446, which represents an increase of \$48,222,643 or 3.5 percent over projected fiscal year 2017 values. The current tax rate of 49.95 cents will be effective for the first three billing cycles in fiscal year 2018, and the recommended 52.66 cent tax rate will be effective for nine of twelve billing cycles.

**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 \$631,065 for fiscal year 2018 based upon the current \$5 per vehicle per year license tax rate.

As of July 1, 2015, municipal authority for privilege license taxes remains only for collection of beer and wine license fees, peddler and solicitor permit fees, and special event permits. Revenue projections for fiscal year 2018 total \$16,420.

Vehicle gross receipts tax revenues are collected on rental vehicles and heavy equipment and collections are projected to total \$704,490 for fiscal year 2018.

## 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 2018 total \$323,658, including \$166,777 in grant funding for 19 police officer positions. Fiscal year 2018 is the final year of funding for these hiring grants. Total estimated revenues for fiscal year 2017 equal \$2,775,908 and include an estimated \$1,927,391 in reimbursements from the Federal Emergency Management Administration for Hurricane Matthew recovery and restoration expenditures in the General Fund.

Federal funding for fiscal year 2018 also includes \$86,959 from federal law enforcement agencies for other agreements

for police expenditures and \$69,922 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). For fiscal year 2017, the City is also projected to receive \$642,464 in state assistance for Hurricane Matthew recovery and restoration.

### Sales Tax Distributions

Cumberland County and its municipalities currently receive 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.

Three factors are impacting distributions of sales tax proceeds for Cumberland County for fiscal year 2017. First, in March, 2016, general statutes were revised to expand the tax base through the application of sales taxes to additional services. It is estimated that 1.75 percent of fiscal year to date sales tax growth

relates to this base expansion. Second, in accordance with General Statute 105-524, beginning in June, 2016, the State began redistributing a portion of the proceeds from all three articles of sales tax among counties. Total sales tax distributions to Cumberland County have been reduced by an average of 2.78 percent through December, 2016 due to the G.S. 105-524 redistributions. Third, it is estimated that the county-wide per capita share of Article 40 taxes declined 1.2 percent due to a decline in the ratio of county-wide population against statewide population.

Cumberland County currently chooses that the State distribute sales tax revenues among the County and its municipalities using the per capita based method of distribution.

Through the first six months of fiscal year 2017, it is estimated that state-wide sales tax growth has approached 7 percent. For point-of-delivery sales taxes based upon sales occurring within Cumberland County, it is estimated that those taxes have grown by approximately 5.5 percent. With the impact of the G.S. 105-524 reallocations and the per capita loss for Article 42 distributions, Cumberland County increases have been 3.8 percent for the local share of state-wide taxes and 2.5 percent for the local point-of-delivery taxes.

For fiscal year 2017, the NCLM is projecting that overall statewide sales tax collections will be up 4.75 percent over fiscal year 2016. Taking into account all of the factors impacting the local share of the state-wide revenues, the City's sales tax revenue projections assume that sales taxes collections based on statewide sales will be 3.08 percent above the last six months of fiscal year 2016. Sales tax collections based on local sales are projected to be 1.94 percent above the last six months of fiscal year 2016. Total City sales tax revenues and hold harmless payments projected for fiscal year 2017 are \$40,149,823, 0.9 percent above the

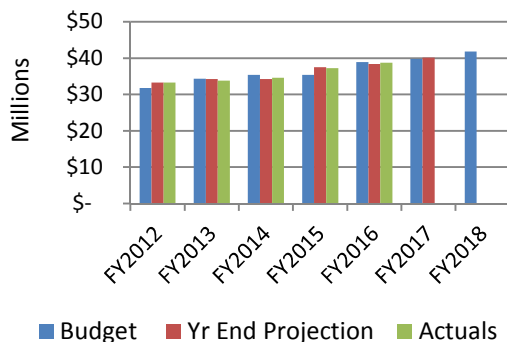
## Revenue Assumptions

original budget of \$39,808,142. 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 \$7,366,891.

For fiscal year 2018, the NCLM is projecting statewide sales tax collections to be up 4.25 percent. The growth projection applied for local point-of-delivery sales tax revenues is 3.75 percent, assuming that local growth will continue to lag state-wide growth. There is no further impact of erosion of growth estimated for Cumberland County due to G.S. 105-524 as the reallocations will have been in effect for all of fiscal year 2017. On that basis, projections of total sales tax distributions to the county as a whole are projected to be up 3.86 percent for fiscal year 2018.

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. There is no population change impact assumed for fiscal year 2018. For fiscal year 2018, the City is projected to receive \$41,806,724 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 \$7,651,539.

### General Fund Sales Tax Distributions



### Utility Tax Distributions

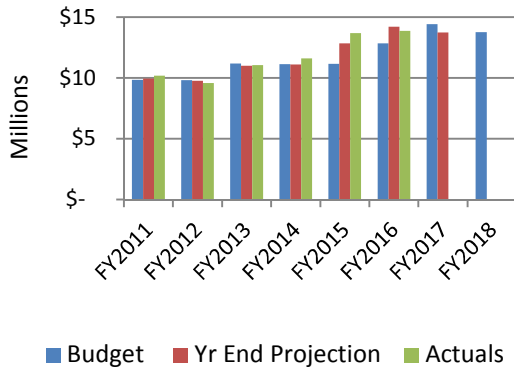
Total utility tax distributions from the State are projected to be \$13,724,100 in fiscal year 2017, down 4.86 percent from the fiscal year 2017 original budget projection of \$14,424,500. The projected budget variance primarily reflects a 5.6 percent negative variance in electric sales taxes. The decline in electric sales tax revenues reflects the impact of four straight quarters of declines (from the fourth quarter of calendar 2015 through the third quarter of calendar year 2016), followed by growth in the fourth quarter of calendar year 2016.

For fiscal year 2018, \$13,748,600 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. Decreases are projected for taxes on natural gas (8.5 percent), telecommunications (7.0 percent), and video programming sales (1.0 percent). Growth of 2.0 percent is projected for statewide sales taxes on electricity sales. Local revenue growth, however, is projected to be 1.6 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 2017, \$56,385 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 \$55,820 for fiscal year 2018.



## 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 \$915,700 in beer and wine tax proceeds for fiscal year 2017, and \$924,800 for fiscal year 2018. These projections reflect unchanged per capita revenues in fiscal year 2017 as compared to fiscal year 2016, and a 1.0 percent increase in fiscal year 2018 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 2018, the per capita rate is projected to be \$19.74 with a population estimate of 208,158, and the per mile rate is projected to be \$1,612.69 with a municipal street mileage estimate of 740.69. Powell Bill revenues are expected to total \$5,330,525 in fiscal year 2018, a 0.8 percent decline from fiscal year 2017. 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 2018, projected payments related to Powell Bill and beer and wine taxes total \$100,988.

## Local Revenues

The most significant local intergovernmental revenue source is a payment in lieu of taxes from the Public Works Commission (PWC). This payment is specified in the revised City Charter at 2.45% of total electric fund net assets for the prior completed fiscal year. For fiscal year 2017, that payment totals \$9,966,765. For fiscal year 2018, that payment will be \$10,428,117, based upon 2.45% of electric fund net assets for the fiscal year ending June 30, 2016.

In addition to the payment in lieu of taxes, through interlocal agreement, the PWC will provide payments of \$1.2 million for five years from fiscal year 2017 through fiscal year 2021 for economic development purposes. The City Council has chosen to dedicate those revenues to the funding plan for the downtown stadium redevelopment project.

Intergovernmental revenues from Cumberland County are based upon formulas specified in the interlocal agreements for the operations of the 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. These revenues are projected to total \$1,406,730 in fiscal year 2018, as compared to \$2,511,618 in fiscal year 2017. The decline primarily relates to the retention of \$2.5 million in recreation tax proceeds for improvement projects administered by the County, as compared to \$1.5 million in fiscal year 2017. In addition, fiscal year 2018 revenue projections also include an estimated payment of \$45,506 from growth in County taxes from the area of the Central Business Tax District under an agreement to fund the Franklin Street Parking Deck.

## Revenue Assumptions

---

Other local intergovernmental revenues projected for fiscal year 2018 include: revenues from an agreement with the housing authority to provide on-site police services (\$312,590), and school system reimbursements for the operating costs of the red light camera system (\$939,084), and reimbursements from Spring Lake under the sales tax interlocal agreement (\$17,418).

### 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 2018 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 2018, some of which are proposed to change. To be conservative, additional revenues have not been projected due to unproven revenues from new proposed facility rental options (splash pads) or programs for parks and recreation (golf leagues), nor from proposed fee basis changes for inspection fees which are intended to be revenue neutral.

Permit and fee revenues for fiscal year 2017 are projected to be \$2,300,440, which is 15.6 percent below the current budget and 3.2 percent below actual fiscal year 2016 revenues. The revenue decrease primarily reflects current levels of building and inspection activity. Fiscal year 2018 revenue projections total \$2,592,440, reflecting slight increases in building and trade permit activity.

Property lease revenues for fiscal year 2017 are projected to total \$604,233, up from the original budget projection of \$553,369. Property lease revenues for fiscal year 2018 are projected to total \$224,978, primarily reflecting the loss of \$383,367 in tenant leases in the Festival Plaza

building due to the anticipated sale of the facility in June, 2017.

Public Services revenues for fiscal year 2017 are projected to be \$402,500, 6.0 percent below the current year budget. Projections for fiscal year 2018 assume a continuation of current levels of activity and no change in revenues.

Development Services fees for planning and zoning services for fiscal year 2017 and 2018 are projected to be \$62,500 and \$62,750 respectively, relatively unchanged from the fiscal year 2017 original budget of \$63,500, based upon current levels of rezoning and subdivision and site plan reviews.

Public safety revenues for fiscal year 2017 and fiscal year 2018 are projected to be \$1,059,509 and \$1,110,484 respectively, relatively unchanged from the original fiscal year 2017 budget of \$1,067,917.

Parks and Recreation revenues for fiscal year 2017 are projected to be \$1,690,603, or 2.9 percent above budget, primarily reflecting increases in revenues from athletic programming and park facility rentals. Fiscal year 2018 revenues are projected to increase to \$1,698,061, primarily increases in projected state payments for right-of-way mowing.

Other fees and services are primarily estimated based upon known service agreements. For fiscal year 2017 and 2018, revenue projections include \$175,460 and \$208,793 respectively for custodial and maintenance services to be provided under contract for the Airborne and Special Operations Museum. This category also now includes payments from PWC for shares of operating and debt service costs for the 800 Megahertz radio system, and the FayTV7 government access channel at \$241,155 for fiscal year 2018. These payments were previously classified as cost redistributions or under other revenue categories.

## **Other Revenues**

Refunds and Sundry revenues include miscellaneous revenues projected based on historical trends, and other estimated revenues such as donations, and nongovernmental grants. Fiscal year 2018 revenues also include \$53,706 for loan repayments from Greyhound for the loan for up-fit expenditures at the new transit multimodal center.

Indirect cost allocations are the largest funding source in Other Revenues and are projected based upon cost allocation plans.

## **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 2018 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 2017, the Electric Fund transfer from the Public Works Commission (PWC) to the General Fund was originally budgeted at \$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 was 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. Payments from the PWC to the General Fund are now classified as intergovernmental revenues.

Interfund transfers projected to be received by the General Fund in fiscal year 2018 include: \$55,532 from the Lake Valley Municipal Service District Fund to repay an interfund loan; and, \$31,149 from the Central Business Tax District Fund to assist in funding debt service for the Franklin Street Parking Deck.

The City anticipates financing \$3,673,812 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 2018 fund balance appropriation for the General Fund totals \$5,747,039 and includes appropriations of \$2,298,956 from fund balance retained for the County Parks and Recreation program, and \$1,336,981 for capital funding plan expenditures in excess of current year dedicated revenues. The remaining balance of \$2,111,102 is associated with specific planned non-recurring expenditures.

The funded expenditures include: a total of \$1,368,000 for capital and technology improvement plan projects comprised of \$950,000 for the restoration of Sykes Pond Road due to storm damage, \$208,000 for continuing implementation of the FayWorx system, and \$100,000 for consulting services for replacement of the enterprise resource planning system, and \$110,000 for furnishings

## Revenue Assumptions

---

for the renovated areas on the first floor of City Hall; \$244,700 for costs associated with the Council election; \$163,000 for non-recurring consulting services and studies; \$112,593 for interim staffing in the City Manager's Office; \$10,000 to convene an anti-poverty summit; and, \$212,809 for a variety of non-recurring small equipment, supply, software and technology purchases.

### **CENTRAL BUSINESS TAX DISTRICT FUND**

The tax rate for the Central Business Tax District for fiscal year 2018 is recommended to remain at 10.0 cents per 100 dollars of property valuation, with total taxable values estimated to be \$137,100,862 and collection rates estimated at 99.40 percent for real and personal property and 100.0 percent for motor vehicles. On this basis, fiscal year 2018 current year property tax collections are projected to be \$136,305, a decrease of 1.40 percent from fiscal year 2017 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 were repaid in fiscal year 2016, there are no revenues or expenditures projected for the COFFC for fiscal year 2017 or 2018.

### **EMERGENCY TELEPHONE SYSTEM FUND**

Enhanced 911 operations are funded by service charges collected by the State on voice communications services. In fiscal year 2017, the E911 Fund is projected to receive \$819,347 in these dedicated revenues from the State. In fiscal year 2018, the E911 Fund

is projected to receive \$799,301 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 2018 is recommended to be 39.4 cents per 100 dollars of property valuation, an increase from 33.6 cents for fiscal year 2017 due to decreased taxable values following the revaluation process. Total taxable values for fiscal year 2018 are projected to be \$14,360,995. With a projected collection rate of 100 percent, property tax collections are estimated to be \$56,582 for fiscal year 2018.

### **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 \$187,106 in fiscal year 2017, which is 5.0 percent below the fiscal year 2017 budget. These revenue projections for fiscal year 2018 total \$187,206. For fiscal year 2018, lease rates for all lots are recommended to remain at \$50 per month.

The Public Works Commission is projected to pay \$45,413 in fiscal year 2018 to fund its proportionate share of parking deck operating costs and capital reserves.

As the projected total revenues generated for the Parking Fund are not sufficient to fully support operating costs for downtown parking and fund balance in the Parking Fund has been exhausted, the General Fund is projected to provide transfers of \$121,848 in fiscal year 2017 and \$128,861 in fiscal year 2018 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 \$3,887,610 in fiscal year 2018 based upon known leases and agreements and historical trends. These revenues are expected to comprise 80.2 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 \$316,737 for fiscal year 2018 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 \$363,264 in fiscal year 2018.

### **ENVIRONMENTAL SERVICES FUND**

The residential solid waste fee is the primary fee supporting environmental services operations. For fiscal year 2018, the annual fee is recommended to increase by \$4 to \$48 per single-family residential unit. Based upon the recommended fee, current year fee revenues for fiscal year 2018 are projected to total \$2,969,780.

Intergovernmental revenue projections for fiscal year 2018 include \$313,360 from Cumberland County based upon agreed payments of \$5 per household and \$146,000 in proceeds from the solid waste disposal tax collected by the State.

The City anticipates financing \$1,225,000 for the purchase of Environmental Services Fund vehicles and equipment in fiscal year 2018.

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 2018, the transfer is projected to total \$7,004,023 as compared to the fiscal year 2017 original budget of \$7,051,370. The decrease in the General Fund transfer primarily reflects the increase in the planned amount of vehicle financing proceeds as compared to fiscal year 2017.

### **STORMWATER FUND**

The monthly stormwater fee is recommended to be \$4.25 per equivalent residential unit for fiscal year 2018, an increase of \$0.50 per month as compared to fiscal year 2017.

Stormwater fee revenue projections for fiscal year 2017 for first-year collections are projected to total \$6,790,760. For fiscal year 2018, stormwater fee revenues for first-year collections are projected to total \$7,773,160, a 14.5 percent increase over projected revenues for fiscal year 2017.

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 2018, unchanged from fiscal year 2017 projections.

### **TRANSIT FUND**

The Transit Fund receives grants from the federal government for the operation of transit services. The transit capital maintenance, operating assistance, ADA and JARC grants are projected to total \$2,639,027 in fiscal year 2018. The grant proceeds fund ADA services, vehicle and general maintenance, limited operating costs and specific service enhancements.

## Revenue Assumptions

---

The Transit Fund also receives funding under the State Maintenance Assistance Program. Fiscal year 2018 proceeds from this revenue are projected to be \$793,216, in-line with projected fiscal year 2017 receipts.

In fiscal year 2009, the City implemented a \$5 vehicle license tax dedicated to support transit operations. In fiscal year 2018, \$632,035 is projected to be generated from this tax.

The Transit system is projected to generate a total of \$1,053,790 in fare revenue in fiscal year 2018 based upon ridership data supplied by the Transit Department and current fare schedules.

For fiscal year 2018, \$92,100 is projected to be received from PWC for the operation of the shuttle route, and \$97,000 is projected to be received from Fayetteville State University for the route enhancement agreement.

Property use revenues projected for fiscal year 2018 total \$135,924, and include Greyhound payments of \$21,460 for four months of rent and \$95,744 projected for an allocated share of operating costs for the new multimodal center. The rent payments are abated for the first eight months for the fiscal year under the terms of the lease agreement.

Advertising revenues for fiscal year 2018 are projected to total \$59,083, down from fiscal year 2017 projected revenues of \$67,965.

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 2017, the transfer is projected to total \$3,738,389 as compared to the currently budgeted transfer of \$3,753,363. For fiscal year 2018, the General Fund transfer to the Transit Fund is projected to total \$4,037,518.

### 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. In fiscal year 2018, that transfer is projected to be \$1,173,285.

## Community Development

Description	FY 2016 Actual	FY 2017 Original Budget	FY 2017 Estimate	FY 2018 Recommend	FY 2018 Adopted
Salaries & Wages	258,478	448,844	418,826	228,522	0
Social Security & Pension	37,296	71,104	64,359	36,915	0
Insurance & Benefits	21,119	59,291	44,311	33,059	0
Temporary Services	16,071	0	0	0	0
<b>Personnel Services</b>	<b>332,964</b>	<b>579,239</b>	<b>527,496</b>	<b>298,496</b>	<b>0</b>
Utilities	454	490	25,460	25,520	0
Supplies	15612	30300	21,837	4,500	0
Small Equipment/ Computers	6869	0	4,589	0	0
General Maintenance	0	0	500	0	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	13402	24550	34,330	6,634	0
Travel and Development	23347	29700	26,800	12,850	0
Memberships and Dues	1955	14495	10,595	1,220	0
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
<b>Operating</b>	<b>61,639</b>	<b>99,535</b>	<b>124,111</b>	<b>50,724</b>	<b>0</b>
Accounting, Auditing & Legal	12,124	12,000	12,000	12,000	0
Medical Services	42	0	0	0	0
Other Contract Services	686,929	415,124	3,808,473	451,587	0
<b>Contract Services</b>	<b>699,095</b>	<b>427,124</b>	<b>3,820,473</b>	<b>463,587</b>	<b>0</b>
Land	200	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
<b>Capital Outlay</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>334,639</b>	<b>507,523</b>	<b>466,046</b>	<b>270,423</b>	<b>0</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	556	2,929	2,530	750	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	406,655	700,353	506,825	135,353	0
Inventory	0	0	0	0	0
Cost Redistribution	-157,500	-315,000	0	0	0
<b>Other Charges</b>	<b>249,712</b>	<b>388,282</b>	<b>509,355</b>	<b>136,103</b>	<b>0</b>
<b>Total Expenditures</b>	<b>1,678,249</b>	<b>2,001,703</b>	<b>5,447,481</b>	<b>1,219,333</b>	<b>0</b>

## Development Services

Description	FY 2016 Actual	FY 2017 Original Budget	FY 2017 Estimate	FY 2018 Recommend	FY 2018 Adopted
Salaries & Wages	2,710,480	2,872,384	2,593,364	2,843,218	0
Social Security & Pension	393,906	458,353	405,285	459,496	0
Insurance & Benefits	385,213	457,620	366,932	469,364	0
Temporary Services	77,309	0	38,566	0	0
<b>Personnel Services</b>	<b>3,566,908</b>	<b>3,788,357</b>	<b>3,404,147</b>	<b>3,772,078</b>	<b>0</b>
Utilities	0	0	0	0	0
Supplies	39,666	32,339	53,523	39,830	0
Small Equipment/ Computers	21,579	0	1,538	600	0
General Maintenance	6,539	8,726	9,471	9,024	0
Vehicle Maintenance	27,759	31,930	29,770	30,680	0
Vehicle Fuel	23,690	22,920	27,280	28,380	0
Communications	114,677	122,720	119,403	105,878	0
Travel and Development	57,994	59,086	55,312	51,146	0
Memberships and Dues	13,377	15,940	15,940	17,176	0
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
<b>Operating</b>	<b>305,281</b>	<b>293,661</b>	<b>312,237</b>	<b>282,714</b>	<b>0</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	393,369	399,966	525,614	425,977	0
<b>Contract Services</b>	<b>393,369</b>	<b>399,966</b>	<b>525,614</b>	<b>425,977</b>	<b>0</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	29,276	0	23,965	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>29,275</b>	<b>0</b>	<b>23,965</b>	<b>0</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>50,000</b>	<b>58,500</b>	<b>58,500</b>	<b>0</b>	<b>0</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	66	1,000	1,030	1,540	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	514	10,000	10,000	1,500	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
<b>Other Charges</b>	<b>580</b>	<b>11,000</b>	<b>11,030</b>	<b>3,040</b>	<b>0</b>
<b>Total Expenditures</b>	<b>4,345,413</b>	<b>4,551,484</b>	<b>4,335,493</b>	<b>4,483,809</b>	<b>0</b>



## Human Relations

Description	FY 2016 Actual	FY 2017 Original Budget	FY 2017 Estimate	FY 2018 Recommend	FY 2018 Adopted
Salaries & Wages	140,872	231,582	218,084	213,962	0
Social Security & Pension	19,896	36,326	34,285	34,687	0
Insurance & Benefits	19,659	27,377	29,385	27,594	0
Temporary Services	4,671	0	0	0	0
<b>Personnel Services</b>	<b>185,098</b>	<b>295,285</b>	<b>281,754</b>	<b>276,243</b>	<b>0</b>
Utilities	0	0	0	0	0
Supplies	10,206	10,400	8,959	10,400	0
Small Equipment/ Computers	2,411	2,000	2,000	0	0
General Maintenance	0	0	0	0	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	5,383	11,340	7,830	8,330	0
Travel and Development	2,646	10,200	7,525	10,220	0
Memberships and Dues	778	2,570	2,570	3,429	0
Insurance/Claims	0	0	0	0	0
Other Services	0	3,136	2,200	2,500	0
<b>Operating</b>	<b>21,424</b>	<b>39,646</b>	<b>31,084</b>	<b>34,879</b>	<b>0</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	27,957	11,974	10,700	1,974	0
<b>Contract Services</b>	<b>27,957</b>	<b>11,974</b>	<b>10,700</b>	<b>1,974</b>	<b>0</b>
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
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	3,435	4,900	4,900	3,700	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	11,325	10,500	27,118	14,658	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
<b>Other Charges</b>	<b>14,760</b>	<b>15,400</b>	<b>32,018</b>	<b>18,358</b>	<b>0</b>
<b>Total Expenditures</b>	<b>249,239</b>	<b>362,305</b>	<b>355,556</b>	<b>331,454</b>	<b>0</b>

# Airport

Description	FY 2016 Actual	FY 2017 Original Budget	FY 2017 Estimate	FY 2018 Recommend	FY 2018 Adopted
Salaries & Wages	1,103,132	1,199,467	1,144,809	1,194,684	0
Social Security & Pension	159,414	191,171	177,074	192,531	0
Insurance & Benefits	195,909	220,303	219,004	236,368	0
Temporary Services	42,479	56,629	48,068	48,925	0
<b>Personnel Services</b>	<b>1,500,934</b>	<b>1,667,570</b>	<b>1,588,955</b>	<b>1,672,508</b>	<b>0</b>
Utilities	446,905	475,950	460,250	488,280	0
Supplies	129,639	146,000	136,880	143,600	0
Small Equipment/ Computers	25,611	6,592	13,164	8,800	0
General Maintenance	193,752	371,195	358,711	362,290	0
Vehicle Maintenance	120,127	134,270	111,670	114,560	0
Vehicle Fuel	32,735	34,650	36,280	37,740	0
Communications	60,115	208,630	200,680	210,870	0
Travel and Development	32,425	32,700	32,100	43,800	0
Memberships and Dues	5,035	4,842	4,842	6,842	0
Insurance/Claims	51,665	55,600	51,994	57,456	0
Other Services	120	0	0	0	0
<b>Operating</b>	<b>1,098,129</b>	<b>1,470,429</b>	<b>1,406,571</b>	<b>1,474,238</b>	<b>0</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	104	122	122	350	0
Other Contract Services	105,708	122,887	131,887	172,887	0
<b>Contract Services</b>	<b>105,812</b>	<b>123,009</b>	<b>132,009</b>	<b>173,237</b>	<b>0</b>
Land	0	0	0	0	0
Buildings	0	0	0	40,000	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	98,700	44,000	55,380	5,000	0
Equipment - Motor Vehicles	24,197	0	0	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>122,897</b>	<b>44,000</b>	<b>55,380</b>	<b>45,000</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>0</b>	<b>5,500,000</b>	<b>1,426,046</b>	<b>279,808</b>	<b>0</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	425,828	417,948	506,256	974,238	0
Indirect Cost Allocation	201,522	182,318	206,300	212,500	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	14,728	15,000	15,000	15,000	0
Cost Redistribution	0	0	0	0	0
<b>Other Charges</b>	<b>642,078</b>	<b>615,266</b>	<b>727,556</b>	<b>1,201,738</b>	<b>0</b>
<b>Total Expenditures</b>	<b>3,469,850</b>	<b>9,420,274</b>	<b>5,336,517</b>	<b>4,846,529</b>	<b>0</b>

## Fire & Emergency Management

Description	FY 2016 Actual	FY 2017 Original Budget	FY 2017 Estimate	FY 2018 Recommend	FY 2018 Adopted
Salaries & Wages	16,136,315	16,708,214	16,496,418	16,812,400	0
Social Security & Pension	2,332,354	2,670,921	2,558,497	2,714,561	0
Insurance & Benefits	2,747,988	2,846,715	2,820,891	2,928,476	0
Temporary Services	0	0	0	0	0
<b>Personnel Services</b>	<b>21,216,657</b>	<b>22,225,850</b>	<b>21,875,806</b>	<b>22,455,437</b>	<b>0</b>
Utilities	216,634	220,220	213,030	221,550	0
Supplies	532,801	692,328	614,910	667,675	0
Small Equipment/ Computers	1,440,238	167,530	220,120	251,981	0
General Maintenance	272,472	174,245	187,559	162,389	0
Vehicle Maintenance	824,170	972,330	849,323	867,180	0
Vehicle Fuel	201,261	204,780	239,567	263,030	0
Communications	75,303	76,840	90,713	95,690	0
Travel and Development	60,123	106,429	105,729	113,497	0
Memberships and Dues	20,822	24,075	24,075	27,103	0
Insurance/Claims	8,635	45,000	45,000	45,000	0
Other Services	2,722	2,000	1,410	500	0
<b>Operating</b>	<b>3,655,181</b>	<b>2,685,777</b>	<b>2,591,436</b>	<b>2,715,595</b>	<b>0</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	108,554	136,307	136,307	138,157	0
Other Contract Services	606,490	630,968	630,968	670,400	0
<b>Contract Services</b>	<b>715,044</b>	<b>767,275</b>	<b>767,275</b>	<b>808,557</b>	<b>0</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	13,750	0
Equipment - Other	71,646	58,074	50,042	43,063	0
Equipment - Motor Vehicles	651,560	1,878,500	1,977,666	1,256,000	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>723,206</b>	<b>1,936,574</b>	<b>2,027,708</b>	<b>1,312,813</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>374,000</b>	<b>0</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	1,707	18,750	19,360	17,925	0
Indirect Cost Allocation	78,492	80,846	80,800	83,200	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	-75,000	-75,000	-75,000	-75,000	0
<b>Other Charges</b>	<b>5,199</b>	<b>24,596</b>	<b>25,160</b>	<b>26,125</b>	<b>0</b>
<b>Total Expenditures</b>	<b>26,315,287</b>	<b>27,640,072</b>	<b>27,287,385</b>	<b>27,692,527</b>	<b>0</b>

## Parks, Recreation & Maintenance

Description	FY 2016 Actual	FY 2017 Original Budget	FY 2017 Estimate	FY 2018 Recommend	FY 2018 Adopted
Salaries & Wages	7,068,870	7,184,961	7,146,985	7,204,761	0
Social Security & Pension	997,590	1,110,886	1,076,573	1,127,322	0
Insurance & Benefits	1,264,897	1,365,345	1,319,349	1,404,135	0
Temporary Services	559,427	709,165	721,605	708,965	0
<b>Personnel Services</b>	<b>9,890,784</b>	<b>10,370,357</b>	<b>10,264,512</b>	<b>10,445,183</b>	<b>0</b>
Utilities	1,251,426	1,359,422	1,377,250	1,442,192	0
Supplies	962,688	1,016,522	1,047,706	1,044,836	0
Small Equipment/ Computers	24,161	29,000	47,191	0	0
General Maintenance	616,399	649,668	713,119	670,710	0
Vehicle Maintenance	1,021,540	1,079,940	1,018,439	1,047,860	0
Vehicle Fuel	200,466	213,670	228,650	247,230	0
Communications	197,330	225,154	234,324	231,130	0
Travel and Development	57,427	54,489	64,114	59,510	0
Memberships and Dues	6,747	7,765	7,820	7,832	0
Insurance/Claims	42,806	44,268	39,912	41,829	0
Other Services	48,647	91,103	134,722	89,266	0
<b>Operating</b>	<b>4,429,637</b>	<b>4,771,001</b>	<b>4,913,247</b>	<b>4,882,395</b>	<b>0</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	434	749	749	749	0
Other Contract Services	1,052,238	1,212,857	1,210,969	1,330,083	0
<b>Contract Services</b>	<b>1,052,672</b>	<b>1,213,606</b>	<b>1,211,718</b>	<b>1,330,832</b>	<b>0</b>
Land	0	0	1,379	0	0
Buildings	70,590	120,000	120,000	0	0
Improvements	421,170	505,000	709,207	77,100	0
Equipment - Office	0	0	4,933	0	0
Equipment - Other	275,355	137,500	174,778	320,000	0
Equipment - Motor Vehicles	432,632	108,000	410,247	294,500	0
Infrastructure	32,400	0	0	0	0
<b>Capital Outlay</b>	<b>1,232,147</b>	<b>870,500</b>	<b>1,420,544</b>	<b>691,600</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>2,262,218</b>	<b>2,190,246</b>	<b>2,248,406</b>	<b>2,107,026</b>	<b>0</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>225,900</b>	<b>0</b>
Other Charges	2,431	455,006	117,351	52,410	0
Indirect Cost Allocation	60,000	60,000	60,000	60,000	0
Non-Profit/Gov't Agencies	179,250	179,250	179,250	179,250	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	-25,819	0	0
<b>Other Charges</b>	<b>241,681</b>	<b>694,256</b>	<b>330,782</b>	<b>291,660</b>	<b>0</b>
<b>Total Expenditures</b>	<b>19,109,139</b>	<b>20,109,966</b>	<b>20,389,209</b>	<b>19,974,596</b>	<b>0</b>

# Police

Description	FY 2016 Actual	FY 2017 Original Budget	FY 2017 Estimate	FY 2018 Recommend	FY 2018 Adopted
Salaries & Wages	29,615,477	30,133,493	30,404,496	30,367,389	0
Social Security & Pension	6,551,896	6,952,677	7,432,673	7,634,616	0
Insurance & Benefits	4,507,955	5,201,083	4,914,614	5,362,702	0
Temporary Services	110,554	86,826	80,506	86,826	0
<b>Personnel Services</b>	<b>40,785,882</b>	<b>42,374,079</b>	<b>42,832,289</b>	<b>43,451,533</b>	<b>0</b>
Utilities	249,972	252,850	260,280	273,380	0
Supplies	1,283,890	1,139,123	1,229,066	993,187	0
Small Equipment/ Computers	219,604	105,143	183,406	69,875	0
General Maintenance	942,123	1,526,016	1,433,989	1,333,278	0
Vehicle Maintenance	1,875,423	1,817,010	2,168,452	1,704,400	0
Vehicle Fuel	947,958	870,870	1,047,150	1,089,060	0
Communications	880,792	824,347	772,576	784,703	0
Travel and Development	274,033	270,420	289,387	182,712	0
Memberships and Dues	7,515	10,165	10,165	8,495	0
Insurance/Claims	0	0	2,500	2,500	0
Other Services	591,313	686,490	683,843	708,438	0
<b>Operating</b>	<b>7,272,623</b>	<b>7,502,434</b>	<b>8,080,814</b>	<b>7,150,028</b>	<b>0</b>
Accounting, Auditing & Legal	450	550	148	148	0
Medical Services	33,973	57,613	36,480	36,480	0
Other Contract Services	957,505	799,022	1,006,501	733,582	0
<b>Contract Services</b>	<b>991,928</b>	<b>857,185</b>	<b>1,043,129</b>	<b>770,210</b>	<b>0</b>
Land	0	0	0	0	0
Buildings	7,200	0	309,850	218,777	0
Improvements	0	0	0	0	0
Equipment - Office	8,995	20,223	197,595	0	0
Equipment - Other	143,931	0	173,091	0	0
Equipment - Motor Vehicles	2,787,423	1,470,000	1,201,602	1,612,000	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>2,947,550</b>	<b>1,490,223</b>	<b>1,882,138</b>	<b>1,830,777</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>71,932</b>	<b>61,569</b>	<b>12,151</b>	<b>484,417</b>	<b>0</b>
<b>Debt Service</b>	<b>97,371</b>	<b>97,371</b>	<b>97,371</b>	<b>97,371</b>	<b>0</b>
Other Charges	123,774	161,101	963,879	135,085	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	3,000	3,000	3,000	3,000	0
Inventory	0	0	0	0	0
Cost Redistribution	0	-61,398	0	0	0
<b>Other Charges</b>	<b>126,774</b>	<b>102,703</b>	<b>966,879</b>	<b>138,085</b>	<b>0</b>
<b>Total Expenditures</b>	<b>52,294,060</b>	<b>52,485,564</b>	<b>54,914,771</b>	<b>53,922,421</b>	<b>0</b>

## Public Services

Description	FY 2016 Actual	FY2017 Original Budget	FY 2017 Estimate	FY 2018 Recommend	FY 2018 Adopted
Salaries & Wages	7,656,701	7,854,448	7,886,733	7,988,383	0
Social Security & Pension	1,115,406	1,253,409	1,225,049	1,290,911	0
Insurance & Benefits	1,415,655	1,562,460	1,447,489	1,628,272	0
Temporary Services	230,805	214,613	262,460	211,009	0
<b>Personnel Services</b>	<b>10,418,567</b>	<b>10,884,930</b>	<b>10,821,731</b>	<b>11,118,575</b>	<b>0</b>
Utilities	386,220	415,530	410,068	368,030	0
Supplies	941,549	1,073,117	1,062,586	1,008,191	0
Small Equipment/ Computers	14,996	32,317	56,907	0	0
General Maintenance	174,129	237,267	228,652	163,871	0
Vehicle Maintenance	2,486,227	2,676,640	2,807,005	2,846,780	0
Vehicle Fuel	518,973	537,390	620,330	680,460	0
Communications	186,737	226,740	214,237	202,926	0
Travel and Development	54,249	80,020	75,663	81,638	0
Memberships and Dues	10,693	16,979	17,346	14,827	0
Insurance/Claims	253,723	141,476	99,435	124,483	0
Other Services	35,977	45,500	100,503	45,500	0
<b>Operating</b>	<b>5,063,473</b>	<b>5,482,976</b>	<b>5,692,732</b>	<b>5,536,706</b>	<b>0</b>
Accounting, Auditing & Legal	0	3,500	3,500	3,500	0
Medical Services	1,790	2,892	2,924	3,166	0
Other Contract Services	3,935,903	4,519,146	6,890,290	4,588,359	0
<b>Contract Services</b>	<b>3,937,693</b>	<b>4,525,538</b>	<b>6,896,714</b>	<b>4,595,025</b>	<b>0</b>
Land	34,658	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	23,956	29,864	29,865	0	0
Equipment - Other	0	0	0	70,000	0
Equipment - Motor Vehicles	2,044,805	1,389,000	1,763,024	1,513,000	0
Infrastructure	387	1,000	1,000	1,000	0
<b>Capital Outlay</b>	<b>2,103,806</b>	<b>1,419,864</b>	<b>1,793,889</b>	<b>1,584,000</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>8,134,833</b>	<b>9,075,974</b>	<b>10,156,637</b>	<b>12,086,302</b>	<b>0</b>
<b>Debt Service</b>	<b>1,483,675</b>	<b>1,677,690</b>	<b>1,508,900</b>	<b>1,325,987</b>	<b>0</b>
Other Charges	8,534	21,193	878,062	19,573	0
Indirect Cost Allocation	826,333	871,443	873,700	899,900	0
Non-Profit/Gov't Agencies	0	2,835	2,934	2,934	0
Inventory	0	0	0	0	0
Cost Redistribution	75,000	75,000	75,000	75,000	0
<b>Other Charges</b>	<b>909,867</b>	<b>970,471</b>	<b>1,829,696</b>	<b>997,407</b>	<b>0</b>
<b>Total Expenditures</b>	<b>32,051,914</b>	<b>34,037,443</b>	<b>38,700,299</b>	<b>37,244,002</b>	<b>0</b>

# Transit

Description	FY 2016 Actual	FY 2017 Original Budget	FY 2017 Estimate	FY 2018 Recommend	FY 2018 Adopted
Salaries & Wages	4,065,291	4,338,882	4,232,686	4,475,226	0
Social Security & Pension	588,809	692,272	652,383	716,433	0
Insurance & Benefits	831,495	1,040,691	892,528	1,082,763	0
Temporary Services	10,156	0	0	0	0
<b>Personnel Services</b>	<b>5,495,751</b>	<b>6,071,845</b>	<b>5,777,597</b>	<b>6,274,422</b>	<b>0</b>
Utilities	39,469	97,731	61,090	243,379	0
Supplies	126,035	128,511	135,820	163,812	0
Small Equipment/ Computers	36,982	7,441	42,156	15,187	0
General Maintenance	80,064	88,076	101,691	157,636	0
Vehicle Maintenance	556,550	487,965	595,788	605,833	0
Vehicle Fuel	536,921	565,329	665,590	723,690	0
Communications	72,910	108,158	94,528	96,800	0
Travel and Development	8,968	24,036	24,036	21,580	0
Memberships and Dues	4,385	4,760	4,760	5,274	0
Insurance/Claims	42,306	52,158	62,191	137,421	0
Other Services	0	0	0	0	0
<b>Operating</b>	<b>1,504,590</b>	<b>1,564,165</b>	<b>1,787,650</b>	<b>2,170,612</b>	<b>0</b>
Accounting, Auditing & Legal	14,785	0	10,000	10,000	0
Medical Services	4,352	5,004	5,118	5,712	0
Other Contract Services	161,034	306,449	182,776	315,951	0
<b>Contract Services</b>	<b>180,171</b>	<b>311,453</b>	<b>197,894</b>	<b>331,663</b>	<b>0</b>
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	16,000	79,840	13,000	0
Equipment - Motor Vehicles	15,207	18,800	29,928	18,518	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>15,207</b>	<b>34,800</b>	<b>109,768</b>	<b>31,518</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>278,091</b>	<b>253,350</b>	<b>417,160</b>	<b>154,108</b>	<b>0</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	18,303	113,397	259,300	54,060	0
Indirect Cost Allocation	756,633	639,700	750,400	772,900	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	-198,147	-232,689	-216,000	-241,000	0
<b>Other Charges</b>	<b>576,789</b>	<b>520,408</b>	<b>793,700</b>	<b>585,960</b>	<b>0</b>
<b>Total Expenditures</b>	<b>8,050,599</b>	<b>8,756,021</b>	<b>9,083,769</b>	<b>9,548,283</b>	<b>0</b>

## Budget & Evaluation

Description	FY 2016 Actual	FY 2017 Original Budget	FY 2017 Estimate	FY 2018 Recommend	FY 2018 Adopted
Salaries & Wages	342,740	343,108	364,646	358,740	0
Social Security & Pension	50,031	54,828	57,562	58,199	0
Insurance & Benefits	25,752	45,171	29,212	46,771	0
Temporary Services	0	0	0	0	0
<b>Personnel Services</b>	<b>418,523</b>	<b>443,107</b>	<b>451,420</b>	<b>463,710</b>	<b>0</b>
Utilities	0	0	0	0	0
Supplies	1,196	2,000	1,800	1,800	0
Small Equipment/ Computers	11,235	0	1,311	0	0
General Maintenance	3,325	3,490	3,466	3,640	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	3,082	3,920	4,170	4,200	0
Travel and Development	12,683	9,095	7,680	7,590	0
Memberships and Dues	100	250	100	250	0
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
<b>Operating</b>	<b>31,621</b>	<b>18,755</b>	<b>18,527</b>	<b>17,480</b>	<b>0</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	18,430	650	700	650	0
<b>Contract Services</b>	<b>18,430</b>	<b>650</b>	<b>700</b>	<b>650</b>	<b>0</b>
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
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	156	155	125	155	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
<b>Other Charges</b>	<b>156</b>	<b>155</b>	<b>125</b>	<b>155</b>	<b>0</b>
<b>Total Expenditures</b>	<b>468,730</b>	<b>462,667</b>	<b>470,772</b>	<b>481,995</b>	<b>0</b>



## City Attorney's Office

Description	FY 2016 Actual	FY 2017 Original Budget	FY 2017 Estimate	FY 2018 Recommend	FY 2018 Adopted
Salaries & Wages	702,246	724,857	739,820	736,568	0
Social Security & Pension	108,933	122,658	119,640	126,006	0
Insurance & Benefits	81,451	82,934	91,365	85,326	0
Temporary Services	0	0	0	0	0
<b>Personnel Services</b>	<b>892,630</b>	<b>930,449</b>	<b>950,825</b>	<b>947,900</b>	<b>0</b>
Utilities	0	0	0	0	0
Supplies	38,217	37,200	44,593	38,106	0
Small Equipment/ Computers	10,939	500	500	0	0
General Maintenance	0	0	0	0	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	3,200	4,220	4,690	4,700	0
Travel and Development	4,388	11,209	11,209	13,209	0
Memberships and Dues	4,200	4,825	4,825	4,675	0
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
<b>Operating</b>	<b>60,944</b>	<b>57,954</b>	<b>65,817</b>	<b>60,690</b>	<b>0</b>
Accounting, Auditing & Legal	446,587	600,000	400,000	400,000	0
Medical Services	0	0	0	0	0
Other Contract Services	277	100	250	100	0
<b>Contract Services</b>	<b>446,864</b>	<b>600,100</b>	<b>400,250</b>	<b>400,100</b>	<b>0</b>
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
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	694	578	578	578	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	-27,000	0	0	0
<b>Other Charges</b>	<b>694</b>	<b>-26,422</b>	<b>578</b>	<b>578</b>	<b>0</b>
<b>Total Expenditures</b>	<b>1,401,132</b>	<b>1,562,081</b>	<b>1,417,470</b>	<b>1,409,268</b>	<b>0</b>

# City Manager's Office

Description	FY 2016 Actual	FY 2017 Original Budget	FY 2017 Estimate	FY 2018 Recommend	FY 2018 Adopted
Salaries & Wages	1,607,686	1,452,695	1,407,986	1,416,788	0
Social Security & Pension	212,355	228,270	212,798	224,385	0
Insurance & Benefits	147,065	165,234	150,887	175,661	0
Temporary Services	17,907	0	82,333	61,152	0
<b>Personnel Services</b>	<b>1,985,013</b>	<b>1,846,199</b>	<b>1,854,004</b>	<b>1,877,986</b>	<b>0</b>
Utilities	0	0	0	0	0
Supplies	12,121	19,600	20,357	27,725	0
Small Equipment/ Computers	56,884	0	6,731	500	0
General Maintenance	10,459	11,314	10,257	2,201	0
Vehicle Maintenance	456	730	250	700	0
Vehicle Fuel	0	0	250	200	0
Communications	22,573	25,747	25,847	26,634	0
Travel and Development	70,979	52,669	35,053	43,241	0
Memberships and Dues	12,038	18,102	18,102	11,188	0
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
<b>Operating</b>	<b>185,510</b>	<b>128,162</b>	<b>116,847</b>	<b>112,389</b>	<b>0</b>
Accounting, Auditing & Legal	157,745	10,000	20,000	0	0
Medical Services	0	0	0	0	0
Other Contract Services	110,188	116,079	125,581	106,740	0
<b>Contract Services</b>	<b>267,933</b>	<b>126,079</b>	<b>145,581</b>	<b>106,740</b>	<b>0</b>
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	31,731	0	9,045	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>31,731</b>	<b>0</b>	<b>9,045</b>	<b>0</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	2,597	3,225	4,680	2,600	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
<b>Other Charges</b>	<b>2,597</b>	<b>3,225</b>	<b>4,680</b>	<b>2,600</b>	<b>0</b>
<b>Total Expenditures</b>	<b>2,472,784</b>	<b>2,103,665</b>	<b>2,130,157</b>	<b>2,099,715</b>	<b>0</b>

## Corporate Communications

Description	FY 2016 Actual	FY 2017 Original Budget	FY 2017 Estimate	FY 2018 Recommend	FY 2018 Adopted
Salaries & Wages	528,508	531,639	557,006	548,784	0
Social Security & Pension	76,379	83,466	86,180	87,704	0
Insurance & Benefits	62,664	77,700	63,283	80,249	0
Temporary Services	0	0	0	0	0
<b>Personnel Services</b>	<b>667,551</b>	<b>692,805</b>	<b>706,469</b>	<b>716,737</b>	<b>0</b>
Utilities	0	0	0	0	0
Supplies	20,833	18,622	17,723	14,442	0
Small Equipment/ Computers	6,539	7,310	12,270	4,570	0
General Maintenance	4,022	7,500	6,750	21,600	0
Vehicle Maintenance	1,568	1,550	1,550	1,550	0
Vehicle Fuel	161	180	100	110	0
Communications	136,775	90,655	99,968	98,555	0
Travel and Development	16,290	17,400	19,925	13,250	0
Memberships and Dues	1,785	5,223	5,223	4,216	0
Insurance/Claims	0	0	0	0	0
Other Services	22,260	22,629	21,319	19,228	0
<b>Operating</b>	<b>210,233</b>	<b>171,069</b>	<b>184,828</b>	<b>177,521</b>	<b>0</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	11,757	14,300	12,163	19,476	0
<b>Contract Services</b>	<b>11,757</b>	<b>14,300</b>	<b>12,163</b>	<b>19,476</b>	<b>0</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	57,415	54,915	45,175	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>0</b>	<b>57,415</b>	<b>54,915</b>	<b>45,175</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	275	350	385	385	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	108,032	95,900	97,900	97,900	0
Cost Redistribution	-157,827	-219,400	-128,800	-128,800	0
<b>Other Charges</b>	<b>-49,520</b>	<b>-123,150</b>	<b>-30,515</b>	<b>-30,515</b>	<b>0</b>
<b>Total Expenditures</b>	<b>840,021</b>	<b>812,439</b>	<b>927,860</b>	<b>928,394</b>	<b>0</b>

# Finance

Description	FY 2016 Actual	FY 2017 Original Budget	FY 2017 Estimate	FY 2018 Recommend	FY 2018 Adopted
Salaries & Wages	1,134,296	1,332,090	1,285,187	1,291,152	0
Social Security & Pension	160,164	209,817	201,089	208,992	0
Insurance & Benefits	154,319	212,504	163,004	216,937	0
Temporary Services	36,985	0	27,049	0	0
<b>Personnel Services</b>	<b>1,485,764</b>	<b>1,754,411</b>	<b>1,676,329</b>	<b>1,717,081</b>	<b>0</b>
Utilities	0	0	0	0	0
Supplies	14,618	19,775	22,251	25,455	0
Small Equipment/ Computers	28,929	0	7,402	10,785	0
General Maintenance	17,703	20,105	19,309	47,525	0
Vehicle Maintenance	178,001	130,000	156,900	164,000	0
Vehicle Fuel	0	0	0	0	0
Communications	26,779	32,230	39,570	36,305	0
Travel and Development	21,472	36,655	32,132	28,443	0
Memberships and Dues	1,760	3,654	7,504	3,644	0
Insurance/Claims	3,564,629	3,362,000	3,356,889	3,554,588	0
Other Services	2,000	0	0	0	0
<b>Operating</b>	<b>3,855,891</b>	<b>3,604,419</b>	<b>3,641,957</b>	<b>3,870,745</b>	<b>0</b>
Accounting, Auditing & Legal	43,225	69,750	199,779	128,740	0
Medical Services	24,904	24,200	22,000	23,000	0
Other Contract Services	929,091	615,450	1,020,964	623,035	0
<b>Contract Services</b>	<b>997,220</b>	<b>709,400</b>	<b>1,242,743</b>	<b>774,775</b>	<b>0</b>
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
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>0</b>	<b>0</b>	<b>181,809</b>	<b>0</b>	<b>0</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	65,431	625	685	787	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
<b>Other Charges</b>	<b>65,431</b>	<b>625</b>	<b>685</b>	<b>787</b>	<b>0</b>
<b>Total Expenditures</b>	<b>6,404,306</b>	<b>6,068,855</b>	<b>6,743,523</b>	<b>6,363,388</b>	<b>0</b>

## Human Resource Development

Description	FY 2016 Actual	FY 2017 Original Budget	FY 2017 Estimate	FY 2018 Recommend	FY 2018 Adopted
Salaries & Wages	897,110	1,011,697	897,589	984,628	0
Social Security & Pension	130,723	161,650	140,125	159,579	0
Insurance & Benefits	131,363	172,709	136,932	169,196	0
Temporary Services	4,270	0	20,616	0	0
<b>Personnel Services</b>	<b>1,163,466</b>	<b>1,346,056</b>	<b>1,195,262</b>	<b>1,313,403</b>	<b>0</b>
Utilities	0	0	0	0	0
Supplies	29,562	62,136	41,323	36,691	0
Small Equipment/ Computers	25,331	1,400	1,400	0	0
General Maintenance	14,703	16,057	13,662	20,281	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	24,451	30,014	29,999	28,689	0
Travel and Development	61,972	78,871	81,434	77,065	0
Memberships and Dues	5,416	6,989	6,989	8,856	0
Insurance/Claims	13,602,216	15,879,252	14,652,226	16,657,034	0
Other Services	340	380	340	340	0
<b>Operating</b>	<b>13,763,991</b>	<b>16,075,099</b>	<b>14,827,373</b>	<b>16,828,956</b>	<b>0</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	29,382	58,869	46,499	73,800	0
Other Contract Services	191,266	220,572	229,124	241,767	0
<b>Contract Services</b>	<b>220,648</b>	<b>279,441</b>	<b>275,623</b>	<b>315,567</b>	<b>0</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	4,934	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>4,934</b>	<b>0</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>495,000</b>	<b>0</b>	<b>1,050,000</b>	<b>0</b>	<b>0</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	143,257	1,109,048	123,814	1,373,439	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
<b>Other Charges</b>	<b>143,257</b>	<b>1,109,048</b>	<b>123,814</b>	<b>1,373,439</b>	<b>0</b>
<b>Total Expenditures</b>	<b>15,786,362</b>	<b>18,809,644</b>	<b>17,477,006</b>	<b>19,831,365</b>	<b>0</b>

# Information Technology

Description	FY 2016 Actual	FY 2017 Original Budget	FY 2017 Estimate	FY 2018 Recommend	FY 2018 Adopted
Salaries & Wages	1,549,168	1,630,337	1,580,408	1,653,340	0
Social Security & Pension	225,950	257,111	245,770	264,774	0
Insurance & Benefits	206,573	234,060	204,521	240,930	0
Temporary Services	0	0	14,773	0	0
<b>Personnel Services</b>	<b>1,981,691</b>	<b>2,121,508</b>	<b>2,045,472</b>	<b>2,159,044</b>	<b>0</b>
Utilities	0	0	0	0	0
Supplies	26,570	25,890	14,522	24,410	0
Small Equipment/ Computers	61,960	122,626	167,344	86,141	0
General Maintenance	1,511,919	1,604,910	1,590,199	1,596,611	0
Vehicle Maintenance	2,453	3,140	3,156	3,240	0
Vehicle Fuel	452	410	870	910	0
Communications	179,007	178,640	184,943	190,016	0
Travel and Development	112,424	112,025	112,025	132,400	0
Memberships and Dues	40,233	43,395	43,395	33,954	0
Insurance/Claims	0	0	0	0	0
Other Services	748	0	0	23,000	0
<b>Operating</b>	<b>1,935,766</b>	<b>2,091,036</b>	<b>2,116,454</b>	<b>2,090,682</b>	<b>0</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	337,590	388,002	646,674	673,400	0
<b>Contract Services</b>	<b>337,590</b>	<b>388,002</b>	<b>646,674</b>	<b>673,400</b>	<b>0</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	38,987	133,000	80,709	125,000	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>38,987</b>	<b>133,000</b>	<b>80,709</b>	<b>125,000</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>1,208,085</b>	<b>819,941</b>	<b>819,941</b>	<b>510,149</b>	<b>0</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	2,328	7,820	35,924	7,830	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	-72,560	-70,000	-70,000	-70,000	0
<b>Other Charges</b>	<b>-70,232</b>	<b>-62,180</b>	<b>-34,076</b>	<b>-62,170</b>	<b>0</b>
<b>Total Expenditures</b>	<b>5,431,887</b>	<b>5,491,307</b>	<b>5,675,174</b>	<b>5,496,105</b>	<b>0</b>

## Mayor, Council & City Clerk

Description	FY 2016 Actual	FY 2017 Original Budget	FY 2017 Estimate	FY 2018 Recommend	FY 2018 Adopted
Salaries & Wages	338,129	353,529	352,546	360,751	0
Social Security & Pension	36,325	40,429	39,895	41,657	0
Insurance & Benefits	55,826	105,243	54,091	108,594	0
Temporary Services	6,471	0	0	0	0
<b>Personnel Services</b>	<b>436,751</b>	<b>499,201</b>	<b>446,532</b>	<b>511,002</b>	<b>0</b>
Utilities	0	0	0	0	0
Supplies	27,135	15,450	21,957	24,250	0
Small Equipment/ Computers	15,941	4,600	5,121	600	0
General Maintenance	7,399	10,825	11,326	11,835	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	7,310	8,670	10,550	10,600	0
Travel and Development	29,032	48,700	71,979	49,120	0
Memberships and Dues	104,451	104,500	105,981	111,110	0
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
<b>Operating</b>	<b>191,268</b>	<b>192,745</b>	<b>226,914</b>	<b>207,515</b>	<b>0</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	249,389	41,500	81,641	327,800	0
<b>Contract Services</b>	<b>249,389</b>	<b>41,500</b>	<b>81,641</b>	<b>327,800</b>	<b>0</b>
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
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	6,712	6,188	6,188	6,143	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
<b>Other Charges</b>	<b>6,712</b>	<b>6,188</b>	<b>6,188</b>	<b>6,143</b>	<b>0</b>
<b>Total Expenditures</b>	<b>884,120</b>	<b>739,634</b>	<b>761,275</b>	<b>1,052,460</b>	<b>0</b>

## Other Appropriations

Description	FY 2016 Actual	FY 2017 Original Budget	FY 2017 Estimate	FY 2018 Recommend	FY 2018 Adopted
Salaries & Wages	591,082	679,961	715,046	857,517	0
Social Security & Pension	42,831	207,830	207,974	216,457	0
Insurance & Benefits	1,392,406	1,361,853	1,271,596	1,346,071	0
Temporary Services	0	0	0	0	0
<b>Personnel Services</b>	<b>2,026,319</b>	<b>2,249,644</b>	<b>2,194,616</b>	<b>2,420,045</b>	<b>0</b>
Utilities	24,303	26,540	23,770	25,990	0
Supplies	908	1,297	1,033	1,200	0
Small Equipment/ Computers	0	0	0	0	0
General Maintenance	11,134	9,000	11,019	4,500	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	932	1,630	40	30	0
Travel and Development	0	0	0	0	0
Memberships and Dues	0	0	0	0	0
Insurance/Claims	1,239,870	1,209,097	1,416,714	1,358,367	0
Other Services	2,409,853	0	0	233,328	0
<b>Operating</b>	<b>3,687,000</b>	<b>1,247,564</b>	<b>1,452,576</b>	<b>1,623,415</b>	<b>0</b>
Accounting, Auditing & Legal	31,571	102,500	23,175	219,500	0
Medical Services	0	0	0	0	0
Other Contract Services	7,230,377	16,000	21,380	107,380	0
<b>Contract Services</b>	<b>7,261,948</b>	<b>118,500</b>	<b>44,555</b>	<b>326,880</b>	<b>0</b>
Land	0	0	2,500,000	0	0
Buildings	0	0	0	0	0
Improvements	0	49,500	127,500	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
<b>Capital Outlay</b>	<b>0</b>	<b>49,500</b>	<b>2,627,500</b>	<b>0</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>11,711,062</b>	<b>16,320,915</b>	<b>16,341,872</b>	<b>13,934,219</b>	<b>0</b>
<b>Debt Service</b>	<b>7,210,184</b>	<b>5,069,403</b>	<b>8,510,654</b>	<b>6,879,895</b>	<b>0</b>
Other Charges	719,010	576,759	109,200	854,519	0
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	7,431,486	7,525,510	7,808,347	0
Inventory	882,458	844,400	889,262	942,618	0
Cost Redistribution	-925,413	-901,400	-946,262	-999,618	0
<b>Other Charges</b>	<b>676,055</b>	<b>7,951,245</b>	<b>7,577,710</b>	<b>8,605,866</b>	<b>0</b>
<b>Total Expenditures</b>	<b>32,572,568</b>	<b>33,006,771</b>	<b>38,749,483</b>	<b>33,790,320</b>	<b>0</b>



## Capital Outlay By Fund

Fund	Type of		Description	Price	Recommended		Adopted		Replacement
	Capital	Department			Qty	Total	Qty	Total	
<b>General Fund</b>									
<b>Buildings</b>									
	POL		PD Building Renovations	\$218,777	1	<u>\$218,777</u>		<u>\$0</u>	Yes
<b>Total Buildings</b>						<b>\$218,777</b>		<b>\$0</b>	
<b>Improvements</b>									
	PRM		Control Links for Lake Rim Lights	\$12,100	1	\$12,100		\$0	Yes
	PRM		Festival Park Paver Repair	\$30,000	1	\$30,000		\$0	Yes
	PRM		Reid Ross Track Resurfacing	\$35,000	1	<u>\$35,000</u>		<u>\$0</u>	Yes
<b>Total Improvements</b>						<b>\$77,100</b>		<b>\$0</b>	
<b>Equipment - Office</b>									
	CC		Camera Equipment	\$17,835	1	\$17,835		\$0	Yes
	CC		Citywide Mobile App	\$27,340	1	\$27,340		\$0	Yes
	FIR		Workforce Software	\$13,750	1	\$13,750		\$0	Yes
	IT		World Analyzer Audit Software	\$7,500	1	\$7,500		\$0	No
	IT		Configurator User Software	\$7,500	1	\$7,500		\$0	No
	IT		SunGard OneSite License	\$110,000	1	<u>\$110,000</u>		<u>\$0</u>	No
<b>Total Equipment - Office</b>						<b>\$183,925</b>		<b>\$0</b>	
<b>Equipment - Other Replacements</b>									
	FIR		Thermal Imaging Camera	\$11,800	1	\$11,800		\$0	Yes
	FIR		Confined Space Audio Kit	\$17,000	1	\$17,000		\$0	Yes
	PRM		Zero Turn Mower	\$14,000	1	\$14,000		\$0	Yes
	PRM		Batwing Mower	\$16,000	1	\$16,000		\$0	Yes
	PRM		Zero Turn Mower	\$14,000	2	\$28,000		\$0	Yes
	PRM		Cab Tractor	\$50,000	1	\$50,000		\$0	Yes
	PRM		Truck Leaf Loader	\$198,000	1	\$198,000		\$0	Yes
	PRM-District		Zero Turn Mower	\$14,000	1	\$14,000		\$0	Yes
	PS		Crack Sealer	\$70,000	1	<u>\$70,000</u>		<u>\$0</u>	Yes
<b>Total Replacements</b>						<b>\$418,800</b>		<b>\$0</b>	
<b>Additions</b>									
	FIR		Water Rescue Suit Dryer	\$8,413	1	\$8,413		\$0	No
	FIR		Forcible Entry/Recue Tool	\$5,850	1	<u>\$5,850</u>		<u>\$0</u>	No
<b>Total Additions</b>						<b>\$14,263</b>		<b>\$0</b>	
<b>Total Equipment - Other</b>						<b>\$433,063</b>		<b>\$0</b>	
<b>Vehicles Replacements</b>									
	FIR		Fire Engine	\$628,000	2	\$1,256,000		\$0	Yes
	POL		Unmarked Sedan w/Camera	\$33,500	1	\$33,500		\$0	Yes
	POL		Van	\$23,000	2	\$46,000		\$0	Yes
	POL		Unmarked Sedan	\$31,000	24	\$744,000		\$0	Yes
	POL		Marked Sedan	\$41,500	19	\$788,500		\$0	Yes
	PRM		Sedan	\$20,000	1	\$20,000		\$0	Yes
	PRM		Cargo Van	\$23,000	1	\$23,000		\$0	Yes
	PRM		Cargo Van	\$33,000	1	\$33,000		\$0	Yes
	PRM		Truck-Utility Body	\$36,000	1	\$36,000		\$0	Yes
	PRM		Flatbed Truck, Crew Cab, Dump	\$47,000	1	\$47,000		\$0	Yes
	PRM		Chipper Body Bucket Truck	\$114,000	1	\$114,000		\$0	Yes
	PRM-District		Pickup Truck	\$21,500	1	\$21,500		\$0	Yes
	PS		Pickup Truck	\$24,500	2	\$49,000		\$0	Yes
	PS		Dump Truck	\$50,000	1	\$50,000		\$0	Yes
	PS		Bucket Truck	\$116,000	1	<u>\$116,000</u>		<u>\$0</u>	Yes
<b>Total Vehicles</b>						<b>\$3,377,500</b>		<b>\$0</b>	

# Capital Outlay By Fund

Fund	Type of		Description	Price	Recommended		Adopted		Replace- ment
	Capital	Department			Qty	Total	Qty	Total	
<b>Rights-of-Way</b>									
	PS		Rights of Way	\$1,000	1	\$1,000		\$0	No
<b>Total Rights-of-Way</b>						<b>\$1,000</b>		<b>\$0</b>	
<b>Transfers</b>									
	CD		Transfer to Econ/Phs Development - Affordable Housing Project Fund	\$100,000	1	\$100,000		\$0	No
	FIR		Transfer to Public Safety - Fire Station 16 Design	\$374,000	1	\$374,000		\$0	No
	IT		Transfer to General Gov't Fund - Enterprise Data	\$15,000	1	\$15,000		\$0	Yes
	IT		Transfer to General Gov't Fund - Collections Revenue Management System	\$20,000	1	\$20,000		\$0	Yes
	IT		Transfer to General Gov't Fund - Kronos	\$52,573	1	\$52,573		\$0	No
	IT		Transfer to General Gov't Fund - Direct Fiber Connections	\$62,060	1	\$62,060		\$0	No
	IT		Transfer to General Gov't Fund - Computer Replacements	\$360,516	1	\$360,516		\$0	No
	OAP		Transfer to Econ/Phs Development - Downtown Parking	\$400,000	1	\$400,000		\$0	No
	OAP		Transfer to Econ/Phs Development - Support Infrastructure for Stadium	\$1,135,000	1	\$1,135,000		\$0	No
	PRM		Transfer to General Gov't Fund - Roof Replacement	\$14,049	1	\$14,049		\$0	No
	PRM		Transfer to Recreation and Cultural Fund-Big Cross Creek Trail	\$52,000	1	\$52,000		\$0	No
	PRM		Transfer to General Gov't Fund- ADA Compliance	\$75,000	1	\$75,000		\$0	No
	PRM		Transfer to Recreational and Cultural Fund- Playground Repairs/Refurbishing	\$100,000	1	\$100,000		\$0	No
	PRM		Transfer to General Gov't Fund - Building Exterior Generator Connectors	\$137,300	1	\$137,300		\$0	No
	POL		Transfer to Public Safety - Consolidated 911 Communications Center Design	\$465,371	1	\$465,371		\$0	No
	PS		Transfer to Transportation Fund - Multi-Use Lane Markings	\$25,000	1	\$25,000		\$0	No
	PS		Transfer to General Gov't Fund - Parking Lot Maintenance	\$60,500	1	\$60,500		\$0	No
	PS		Transfer to Transportation Fund - Downtown Streetscape	\$75,000	1	\$75,000		\$0	No
	PS		Transfer to Transportation Fund - Intersection Improvements	\$100,000	1	\$100,000		\$0	No
	PS		Transfer to Recreation/Culture Fund - Cape Fear River Trail Phase 2	\$620,802	1	\$620,802		\$0	No
	PS		Transfer to Transportation Fund - Sidewalks	\$650,000	1	\$650,000		\$0	No
	PS		Transfer to Transportation Fund - Municipal Agreements	\$870,000	1	\$870,000		\$0	No
	PS		Transfer to Transportation Fund - Sykes Pond	\$950,000	1	\$950,000		\$0	No
	PS		Transfer to Transportation Fund - Legend Ave	\$1,600,000	1	\$1,600,000		\$0	No
	PS		Transfer to Transportation Fund - Street Resurfacing	\$4,150,000	1	\$4,150,000		\$0	No
<b>Total Transfers</b>						<b>\$12,464,171</b>		<b>\$0</b>	
<b>Total General Fund</b>						<b>\$16,755,536</b>		<b>\$0</b>	
<b>Airport Fund</b>									
<b>Buildings</b>									
			Terminal Renovations Data Infrastructure	\$40,000	1	\$40,000		\$0	Yes
<b>Total Buildings</b>						<b>\$40,000</b>		<b>\$0</b>	

## Capital Outlay by Fund

Fund	Type of		Description	Price	Recommended		Adopted		Replace- ment
	Capital	Department			Qty	Total	Qty	Total	
	<b>Equipment-Other Replacements</b>								
			Parking Box	\$5,000	1	<u>\$5,000</u>	<u>\$0</u>	Yes	
	<b>Total Replacements</b>					<u>\$5,000</u>	<u>\$0</u>		
	<b>Transfers</b>								
			Transfer to Airport Capital Project Fund-Airport Public Art Project	\$60,000	1	\$60,000	\$0	Yes	
			Transfer to Airport Capital Project Fund-Terminal Renovation Local Match	\$219,808	1	\$219,808	\$0	No	
	<b>Total Transfers</b>					<u>\$279,808</u>	<u>\$0</u>		
	<b>Total Airport Fund</b>					<u>\$324,808</u>	<u>\$0</u>		
	<b>Environmental Services Fund</b>								
	<b>Vehicles Replacements</b>								
			Cart Truck	\$49,000	1	\$49,000	\$0	Yes	
			Pickup Truck	\$24,000	1	\$24,000	\$0	Yes	
			Limb Truck	\$205,000	1	\$205,000	\$0	Yes	
			Solid Waste Truck	\$255,000	4	<u>\$1,020,000</u>	<u>\$0</u>	Yes	
	<b>Total Replacements</b>					<u>\$1,298,000</u>	<u>\$0</u>		
	<b>Total Environmental Services Fund</b>					<u>\$1,298,000</u>	<u>\$0</u>		
	<b>Stormwater Fund</b>								
	<b>Transfers</b>								
			Transfer to Water, Sewer & Stormwater - Sweeper Truck	\$285,000	1	\$285,000	\$0	Yes	
			Transfer to Water, Sewer & Stormwater - Sewer Truck, Tandem Axle	\$440,000	1	\$440,000	\$0	Yes	
			Transfer to Water, Sewer & Stormwater - Drainage Improvements	\$2,260,000	1	\$2,260,000	\$0	Yes	
	<b>Total Transfers</b>					<u>\$2,985,000</u>	<u>\$0</u>		
	<b>Total Stormwater Fund</b>					<u>\$2,985,000</u>	<u>\$0</u>		
	<b>Transit Fund</b>								
	<b>Equipment-Other</b>								
			Security Gate Refurbishment	\$13,000		<u>\$13,000</u>	<u>\$0</u>	Yes	
	<b>Total Equipment-Other</b>					<u>\$13,000</u>	<u>\$0</u>		
	<b>Vehicles Replacements</b>								
			Vehicle Taxes & Tags	\$2,000	2	\$4,000	\$0	Yes	
			Vehicle Taxes & Tags	\$2,074	7	<u>\$14,518</u>	<u>\$0</u>	Yes	
	<b>Total Replacements</b>					<u>\$18,518</u>	<u>\$0</u>		
	<b>Transfers</b>								
			Transfer to Transit Capital Project Fund	\$150,358		<u>\$150,358</u>	<u>\$0</u>	No	
	<b>Total Transfers</b>					<u>\$150,358</u>	<u>\$0</u>		
	<b>Total Transit Fund</b>					<u>\$181,876</u>	<u>\$0</u>		

# Capital Outlay By Portfolio By Department

Department	Type of Capital	Description	Price	Recommended		Adopted		Replacement
				Qty	Total	Qty	Total	
<b>Community Investment</b>								
<b>Community Development</b>								
	<b>Transfers</b>							
		Transfer to Econ/Phs Development - Affordable Housing Project Fund	\$100,000	1	\$100,000		\$0	No
	<b>Total Transfers</b>				<u>\$100,000</u>		<u>\$0</u>	
	<b>Total Community Development</b>				<u>\$100,000</u>		<u>\$0</u>	
	<b>Total Community Investment</b>				<u>\$100,000</u>		<u>\$0</u>	
<b>Operations</b>								
<b>Airport</b>								
	<b>Buildings</b>							
		Terminal Renovations Data Infrastructure	\$40,000	1	\$40,000		\$0	Yes
	<b>Total Buildings</b>				<u>\$40,000</u>		<u>\$0</u>	
	<b>Equipment-Other</b>							
		Parking Box	\$5,000	1	\$5,000		\$0	Yes
	<b>Total Equipment</b>				<u>\$5,000</u>		<u>\$0</u>	
	<b>Transfers</b>							
		Transfer to Airport Capital Project Fund-Airport Public Art Project	\$60,000	1	\$60,000		\$0	No
		Transfer to Airport Capital Project Fund-Terminal Renovation Local Match	\$219,808	1	\$219,808		\$0	Yes
	<b>Total Transfers</b>				<u>\$279,808</u>		<u>\$0</u>	
	<b>Total Airport</b>				<u>\$324,808</u>		<u>\$0</u>	
<b>Fire</b>								
	<b>Equipment - Office</b>							
		Workforce Software	\$13,750	1	\$13,750		\$0	Yes
	<b>Total Equipment - Office</b>				<u>\$13,750</u>		<u>\$0</u>	
	<b>Equipment - Other</b>							
		Forcible Entry/Recue Tool	\$5,850	1	\$5,850		\$0	No
		Water Rescue Suit Dryer	\$8,413	1	\$8,413		\$0	No
		Thermal Imaging Camera	\$11,800	1	\$11,800		\$0	Yes
		Confined Space Audio Kit	\$17,000	1	\$17,000		\$0	Yes
	<b>Total Equipment - Other</b>				<u>\$43,063</u>		<u>\$0</u>	
	<b>Vehicles</b>							
		Fire Engine	\$628,000	2	\$1,256,000		\$0	Yes
	<b>Total Vehicles</b>				<u>\$1,256,000</u>		<u>\$0</u>	
	<b>Transfers</b>							
		Transfer to Public Safety - Fire Station 16 Design	\$374,000	1	\$374,000		\$0	No
	<b>Total Transfers</b>				<u>\$374,000</u>		<u>\$0</u>	
	<b>Total Fire</b>				<u>\$1,686,813</u>		<u>\$0</u>	

## Capital Outlay By Portfolio By Department

Department	Type of Capital	Description	Price	Qty	Recommended Total	Adopted Qty	Adopted Total	Replacement
<b>Parks, Recreation &amp; Maintenance</b>								
<b>Improvement-Other</b>								
		Control Links for Lake Rim Lights	\$12,100	1	\$12,100		\$0	Yes
		Festival Park Paver Repair	\$30,000	1	\$30,000		\$0	Yes
		Reid Ross Track Resurfacing	\$35,000	1	<u>\$35,000</u>		<u>\$0</u>	Yes
		<b>Total Improvement-Other</b>			<b><u>\$77,100</u></b>		<b><u>\$0</u></b>	
<b>Equipment-Other</b>								
		Zero Turn Mower	\$14,000	1	\$14,000		\$0	Yes
		Batwing Mower	\$16,000	1	\$16,000		\$0	Yes
		Zero Turn Mower	\$14,000	2	\$28,000		\$0	Yes
		Cab Tractor	\$50,000	1	\$50,000		\$0	Yes
		Truck Leaf Loader	\$198,000	1	<u>\$198,000</u>		<u>\$0</u>	Yes
		<b>Total Equipment-Other</b>			<b><u>\$306,000</u></b>		<b><u>\$0</u></b>	
<b>Vehicles</b>								
		Sedan	\$20,000	1	\$20,000		\$0	Yes
		Cargo Van	\$23,000	1	\$23,000		\$0	Yes
		Cargo Van	\$33,000	1	\$33,000		\$0	Yes
		Truck-Utility Body	\$36,000	1	\$36,000		\$0	Yes
		Flatbed Truck, Crew Cab, Dump	\$47,000	1	\$47,000		\$0	Yes
		Chipper Body Bucket Truck	\$114,000	1	<u>\$114,000</u>		<u>\$0</u>	Yes
		<b>Total Vehicles</b>			<b><u>\$273,000</u></b>		<b><u>\$0</u></b>	
<b>Transfers</b>								
		Transfer to General Gov't Fund - Roof Replacement	\$14,049	1	\$14,049		\$0	No
		Transfer to Recreation and Cultural Fund-Big Cross Creek Trail	\$52,000	1	\$52,000		\$0	No
		Transfer to General Gov't Fund- ADA Compliance	\$75,000	1	\$75,000		\$0	No
		Transfer to Recreational and Cultural Fund- Playground Repairs/Refurbishing	\$100,000	1	\$100,000		\$0	No
		Transfer to General Gov't Fund - Building Exterior Generator Connectors	\$137,300	1	\$137,300		\$0	No
		<b>Total Transfers</b>			<b><u>\$378,349</u></b>		<b><u>\$0</u></b>	
<b>Total Parks, Recreation &amp; Maintenance</b>					<b><u>\$1,034,449</u></b>		<b><u>\$0</u></b>	
<b>Parks, Recreation &amp; Maintenance - District</b>								
<b>Equipment - Other</b>								
		Zero Turn Mower	\$14,000	1	<u>\$14,000</u>		<u>\$0</u>	Yes
		<b>Total Equipment - Other</b>			<b><u>\$14,000</u></b>		<b><u>\$0</u></b>	
<b>Vehicles</b>								
		Pickup Truck	\$21,500	1	<u>\$21,500</u>		<u>\$0</u>	Yes
		<b>Total Vehicles</b>			<b><u>\$21,500</u></b>		<b><u>\$0</u></b>	
<b>Total Parks, Recreation &amp; Maintenance - District</b>					<b><u>\$35,500</u></b>		<b><u>\$0</u></b>	
<b>Police</b>								
<b>Buildings</b>								
		PD Building Renovations	\$218,777	1	<u>\$218,777</u>		<u>\$0</u>	Yes
		<b>Total Buildings</b>			<b><u>\$218,777</u></b>		<b><u>\$0</u></b>	

# Capital Outlay By Portfolio By Department

Department	Type of Capital	Description	Price	Qty	Recommended Total	Adopted Qty	Adopted Total	Replacement
	<b>Vehicles</b>							
		Unmarked Sedan w/Camera	\$33,500	1	\$33,500		\$0	Yes
		Van	\$23,000	2	\$46,000		\$0	Yes
		Unmarked Sedan	\$31,000	24	\$744,000		\$0	Yes
		Marked Sedan	\$41,500	19	\$788,500		\$0	Yes
		<b>Total Vehicles</b>			<b>\$1,612,000</b>		<b>\$0</b>	
	<b>Transfers</b>							
		Transfer to Public Safety - Consolidated 911 Communications Center Design	\$465,371	1	\$465,371		\$0	No
		<b>Total Transfers</b>			<b>\$465,371</b>		<b>\$0</b>	
		<b>Total Police</b>			<b>\$2,296,148</b>		<b>\$0</b>	
	<b>Public Services</b>							
	<b>Equipment - Other</b>							
		Crack Sealer	\$70,000	1	\$70,000		\$0	Yes
		<b>Total Equipment - Other</b>			<b>\$70,000</b>		<b>\$0</b>	
	<b>Vehicles</b>							
		Bucket Truck	\$116,000	1	\$116,000		\$0	Yes
		Cart Truck	\$49,000	1	\$49,000		\$0	Yes
		Dump Truck	\$50,000	1	\$50,000		\$0	Yes
		Limb Truck	\$205,000	1	\$205,000		\$0	Yes
		Pickup Truck	\$24,000	1	\$24,000		\$0	Yes
		Pickup Truck	\$24,500	2	\$49,000		\$0	Yes
		Solid Waste Truck	\$255,000	4	\$1,020,000		\$0	Yes
		<b>Total Vehicles</b>			<b>\$1,513,000</b>		<b>\$0</b>	
	<b>Rights-of-Way</b>							
		Rights of Way	\$1,000	1	\$1,000		\$0	No
		<b>Total Rights-of-Way</b>			<b>\$1,000</b>		<b>\$0</b>	
	<b>Transfers</b>							
		Transfer to Transportation Fund - Multi-Use Lane Markings	\$25,000	1	\$25,000		\$0	No
		Transfer to General Gov't Fund - Parking Lot Maintenance	\$60,500	1	\$60,500		\$0	No
		Transfer to Transportation Fund - Downtown Streetscape	\$75,000	1	\$75,000		\$0	No
		Transfer to Transportation Fund - Intersection Improvements	\$100,000	1	\$100,000		\$0	No
		Transfer to Water, Sewer & Stormwater - Sweeper Truck	\$285,000	1	\$285,000		\$0	Yes
		Transfer to Water, Sewer & Stormwater - Sewer Truck, Tandem Axle	\$440,000	1	\$440,000		\$0	Yes
		Transfer to Recreation/Culture Fund - Cape Fear River Trail Phase 2	\$620,802	1	\$620,802		\$0	No
		Transfer to Transportation Fund - Sidewalks	\$650,000	1	\$650,000		\$0	No
		Transfer to Transportation Fund - Municipal Agreements	\$870,000	1	\$870,000		\$0	No
		Transfer to Transportation Fund - Sykes Pond	\$950,000	1	\$950,000		\$0	No
		Transfer to Transportation Fund - Legend Ave	\$1,600,000	1	\$1,600,000		\$0	No
		Transfer to Water, Sewer & Stormwater - Drainage Improvements	\$2,260,000	1	\$2,260,000		\$0	Yes
		Transfer to Transportation Fund - Street Resurfacing	\$4,150,000	1	\$4,150,000		\$0	No
		<b>Total Transfers</b>			<b>\$12,086,302</b>		<b>\$0</b>	
		<b>Total Public Services</b>			<b>\$13,670,302</b>		<b>\$0</b>	

## Capital Outlay By Portfolio By Department

Department	Type of Capital	Description	Price	Qty	Recommended Total	Adopted Qty	Adopted Total	Replacement
<b>Transit</b>								
<b>Equipment-Other</b>								
		Security Gate Refurbishment	\$13,000	1	\$13,000		\$0	Yes
<b>Total Equipment-Other</b>					<b>\$13,000</b>		<b>\$0</b>	
<b>Vehicles</b>								
		Vehicle Taxes & Tags	\$2,000	2	\$4,000		\$0	Yes
		Vehicle Taxes & Tags	\$2,074	7	\$14,518		\$0	Yes
<b>Total Vehicles</b>					<b>\$18,518</b>		<b>\$0</b>	
<b>Transfers</b>								
		Transfer to Transit Capital Project Fund	\$150,358	1	\$150,358		\$0	No
<b>Total Transfers</b>					<b>\$150,358</b>		<b>\$0</b>	
<b>Total Transit</b>					<b>\$181,876</b>		<b>\$0</b>	
<b>Total Operations</b>					<b>\$19,229,896</b>		<b>\$0</b>	
<b>Support Services and Administration</b>								
<b>Corporate Communications</b>								
<b>Equipment - Office</b>								
		Camera Equipment	\$17,835	1	\$17,835		\$0	Yes
		Citywide Mobile App	\$27,340	1	\$27,340		\$0	Yes
<b>Total Equipment - Office</b>					<b>\$45,175</b>		<b>\$0</b>	
<b>Total Corporate Communications</b>					<b>\$45,175</b>		<b>\$0</b>	
<b>Information Technology</b>								
<b>Equipment - Office</b>								
		World Analyzer Audit Software	\$7,500	1	\$7,500		\$0	No
		Configurator User Software	\$7,500	1	\$7,500		\$0	No
		SunGard OneSite License	\$110,000	1	\$110,000		\$0	No
<b>Total Equipment - Office</b>					<b>\$125,000</b>		<b>\$0</b>	
<b>Transfers</b>								
		Transfer to General Gov't Fund - Enterprise Data	\$15,000	1	\$15,000		\$0	No
		Transfer to General Gov't Fund - Collections Revenue Management System	\$20,000	1	\$20,000		\$0	No
		Transfer to General Gov't Fund - Kronos	\$52,573	1	\$52,573		\$0	No
		Transfer to General Gov't Fund - Direct Fiber Connections	\$62,060	1	\$62,060		\$0	Yes
		Transfer to General Gov't Fund - Computer Replacements	\$360,516	1	\$360,516		\$0	Yes
<b>Total Transfers</b>					<b>\$510,149</b>		<b>\$0</b>	
<b>Total Information Technology</b>					<b>\$635,149</b>		<b>\$0</b>	
<b>Total Support Services and Administration</b>					<b>\$680,324</b>		<b>\$0</b>	
<b>Other Appropriations</b>								
<b>Other Appropriations</b>								
<b>Transfers</b>								
		Transfer to Econ/Phs Development - Downtown Parking	\$400,000	1	\$400,000		\$0	No
		Transfer to Econ/Phs Development - Support Infrastructure for Stadium	\$1,135,000	1	\$1,135,000		\$0	No
<b>Total Transfers</b>					<b>\$1,535,000</b>		<b>\$0</b>	
<b>Total Other Appropriations</b>					<b>\$1,535,000</b>		<b>\$0</b>	

# 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, Water and Wastewater Utilities. 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. Debt service for this capital lease is budgeted in the Real Estate Division of the Public Services department as tenant lease payments help to fund the debt service. As this building is scheduled to be sold in June, 2017, this capital lease is not reflected in this plan for fiscal year 2018 or beyond.

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 5.43 cents of the recommended 52.66 cent tax rate for the general capital funding plan, and 1.42 cents to fund debt service on \$35 million of authorized Parks and Recreation general obligation bonds. These rates increased from 5.15 and 1.35 cents respectively due to the tax rate adjustment following revaluation for fiscal year 2018.
- Additionally, \$25,000 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.
- Resources dedicated to the repayment of the \$33 million planned financing for the Downtown Stadium include team lease payments, ad valorem taxes generated by property value increases at the redevelopment site from the City's general tax rate, the CBTD tax rate and Cumberland County's general tax rate, and other General Fund resources.
- Other funding sources also include:
  - \$88,695 from the PWC through fiscal year 2019 to pay a portion of the debt service for the 800 MHz Radio System.
  - Federal interest rebates for the Franklin Street Parking Deck capital lease under the Recovery Zone Economic Development Bond program. The fiscal year 2018 rebate is projected at \$69,922.
  - Monthly Greyhound loan payments of \$4,475 for up-fitting of tenant space in the multimodal center through May, 2022.



---

## 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 \$3,497,133 of GO bonds outstanding over two series of bonds as of June 30, 2017. They bear interest at rates between 3.9% 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.
- Capital lease agreements are installment purchases collateralized by the property that is financed. The City currently manages six capital leases through the capital funding plan for a recreation center, fire stations, a parking deck, public safety equipment, and vehicles and equipment. By June 30, 2017, the City plans to finance \$31,185,000 to construct a downtown stadium, \$1,857,500 to reimburse costs incurred for the first phase of a major renovation of City Hall, \$3,602,604 to construct a relocated Fire Station 12, and \$2,355,977 for vehicle and equipment purchases as a part of its strategy to fund capital improvement projects. Outstanding obligations on June 30, 2017 are projected to total \$53,456,284, at fixed rates of 1.21% to 2.50% (planned) for shorter term equipment and vehicle financings, 3.25% (planned) to 5.10% for facility financings, and at a variable rate of 65.1% of the LIBOR rate plus .62%.
- Four interfund loans have been made from the Risk Management Fund to the General Fund to finance costs for site acquisition for the downtown stadium, 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, 2017, interfund loans totaling \$2,813,883 are expected to be outstanding at interest rates ranging from 2.75% to 4.0%.
- Planned general obligation bond issuances for fiscal year 2018 include \$11,295,000 for the first issuance of bonds authorized on the March, 2016 parks and recreation bond referendum in September, 2017.
- Planned capital lease financings during fiscal year 2018 include \$1,885,500 for the second and third phases of the City Hall renovation, \$3,718,500 to construct a parking deck at City Hall, \$3,349,165 to replace 800 MHz radios for several departments, and \$3,673,812 to finance vehicles and equipment as part of a strategy to fund capital improvement projects. The parking deck financing is planned for September, 2017, the radio financing is planned for December, 2017, and the City Hall financing and the vehicle and equipment financing is planned for May, 2018.

---

## Other Expenditures

---

- During fiscal year 2018, other expenditures planned to be funded from the general capital funding plan include: \$258,000 of debt issuance costs; \$1,135,000 of site infrastructure improvements at the Hay Street redevelopment and stadium site; \$400,000 for land acquisition for a temporary downtown parking location; \$839,371 for design costs for planned Fire Station 16 and a consolidated 911 center; and \$65,000 for two projects to repair paver bricks at Festival Park and the resurface the Reid Ross track.

# Capital Funding Plan

## SUMMARY OF OUTSTANDING DEBT ISSUES

Description	Purpose	Amount Outstanding @ 06/30/17 *	FY2018 Principal & Interest
<i>General Obligation Bonds</i>			
2005 Public Improvement Bonds	Street, Sidewalk and Drainage Improvements, Fire Station and Park Land Acquisition	3,350,000	562,913
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	147,133	110,359
		<u>\$ 3,497,133</u>	<u>\$ 673,272</u>
<i>Other Financings</i>			
Capital Lease - Construction	E. E. Miller Recreation Center and Buhmann Drive Fire Station	1,663,567	368,762
Capital Lease - Construction	Franklin Street Parking Deck	3,371,667	563,563
Capital Lease - Construction	Fire Station 19 **	1,606,166	205,790
Capital Lease - Equipment	800 MHz System	1,427,002	732,516
Capital Lease - Equipment	June 2015 Vehicle & Equipment Financing	2,154,667	1,090,991
Capital Lease - Equipment	May 2016 Vehicle & Equipment Financing	1,418,251	483,749
Interfund Loan	Murchison Road Redevelopment	1,024,543	201,973
Interfund Loan	Westover Pool	177,658	35,027
Interfund Loan	Cape Fear River Trail	562,500	127,195
Interfund Loan	Hay Street Redevelopment/Stadium	1,049,182	809,090
<i>Planned for May and June 2017 Issuance:</i>			
Capital Lease - Construction	City Hall Renovations - Phase 1	1,857,500	244,610
Capital Lease - Construction	Fire Station 12 Relocaton	3,602,604	355,307
Capital Lease - Construction	Downtown Stadium	31,185,000	927,910
Capital Lease - Equipment	Vehicles financed as a part of the City's strategy to fund Capital and Technology Improvement Items	2,355,977	622,605
		<u>\$ 53,456,284</u>	<u>\$ 6,769,088</u>
		<u>\$ 56,953,417</u>	<u>\$ 7,442,360</u>

\* Only includes outstanding debt funded through the Capital Funding Plan

\*\* Estimated at 1.75% variable rate for fiscal year 2018

## SUMMARY OF PLANNED FISCAL YEAR 2018 DEBT ISSUANCE

Description	Purpose	Debt Issuance Amount	FY2018 Principal & Interest
<i>General Obligation Bonds</i>			
2017 Parks & Recreation Bonds	Various Park and Recreation Improvements, including Splash Pads, Senior Center, Skateboard Park	11,295,000	225,900
<i>Other Financings</i>			
Capital Lease - Construction	City Hall Renovations - Phases 2 and 3	1,885,500	0
Capital Lease - Construction	City Hall Parking Deck	3,718,500	166,031
Capital Lease - Equipment	800 MHz Radio Replacements	3,349,165	444,789
Capital Lease - Equipment	Vehicles financed as a part of the City's strategy to fund Capital and Technology Improvement Items	3,673,812	0
		<u>\$ 23,921,977</u>	<u>\$ 836,720</u>

# 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 is 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 are 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

Airport	Projects enhancing facilities at the City's regional airport.
Economic Development	Projects supporting job growth and expanded economic opportunities in the community.
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.
Transit	Projects supporting mass transit services.
Transportation	Projects improving the City's surface transportation infrastructure, including sidewalks, streets and bridges.

# Five-Year Capital and Technology Improvement Plans

---

## TIP Project Groupings

Application/Software Services	Projects that provide business support services.
Business Intelligence/Data Analysis	Projects that provide enterprise solutions that use database analytics and GIS data to support data-driven decision making.
Security/Infrastructure	Projects that secure data on networks and provide solutions to safely expand and upgrade technology infrastructure.
Citizen Engagement/Mobility	Projects that promote interaction and make it easier for residents to do 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. Bond funded projects are highlighted in the CIP summary that follows.

Funding sources under consideration for the five-year recommended CIP and TIP include a proposal to undertake a \$39 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 2018 to 2022 Capital and Technology Improvement Plans, both by planned fiscal year of expenditure and by proposed funding sources.

# Five-Year Capital Improvement Plan Summary

## PROJECT EXPENDITURES BY FISCAL YEAR

PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	TOTAL PROJECT EXPENDITURES
<b>AIRPORT</b>									
Airline Terminal Improvement Part A & B	Airport	2,883,512	16,707,091	2,198,075	15,660,000	0	0	0	37,448,678
Airport Public Art	Airport	0	11,250	100,000	0	0	0	0	111,250
Aviation Fuel Farm Access Paving	Airport	0	162,400	0	0	0	0	0	162,400
Fence Replacement from FBO to Fire Station 10	Airport	0	175,000	0	0	0	0	0	175,000
General Aviation Auto Parking	Airport	373,240	474,186	0	0	0	0	0	847,426
Perimeter Fence Replacement	Airport	0	0	0	260,000	2,340,000	0	0	2,600,000
Perimeter Road Paving	Airport	0	0	0	180,000	1,620,000	0	0	1,800,000
Runway 10/28 Pavement Rehabilitation	Airport	237,757	3,894,036	0	0	0	0	0	4,131,793
<b>TOTAL - AIRPORT</b>		<b>3,494,509</b>	<b>21,423,963</b>	<b>2,298,075</b>	<b>16,100,000</b>	<b>3,960,000</b>	<b>0</b>	<b>0</b>	<b>47,276,547</b>
<b>ECONOMIC DEVELOPMENT</b>									
Affordable Housing Project Fund	Community Development	21,891	38,109	100,000	100,000	0	0	0	260,000
CEED Culinary Incubator Project	Community Development	100,000	350,000	0	0	0	0	0	450,000
Dr. E.E. Smith House Restoration	Community Development	0	275,600	0	0	0	0	0	275,600
Downtown Stadium	City Manager's Office	0	3,000,000	30,000,000	0	0	0	0	33,000,000
Downtown Stadium Site Land	City Manager's Office	0	1,250,000	0	0	0	0	0	1,250,000
Economic Development Revolving Loan Fund	Community Development	0	0	200,000	0	0	0	0	200,000
Hope VI City Contributions	Community Development	5,982,318	226	543,456	0	0	0	0	6,526,000
Murchison Rd. Redevelopment Catalyst Site 1&1A	Community Development	914,107	14,543	696,350	0	0	0	0	1,625,000
Prince Charles Development Parking Deck	City Manager's Office	0	0	0	7,000,000	0	0	0	7,000,000
Replacement Parking for City Employees	City Manager's Office	0	0	3,636,000	0	0	0	0	3,636,000
Short-Term Downtown Parking	City Manager's Office	0	0	400,000	0	0	0	0	400,000
Support Infrastructure for Fayetteville Stadium	City Manager's Office	0	110,000	1,135,000	0	0	0	0	1,245,000
Texfi	Public Services	686,003	62,200	117,800	0	0	0	0	866,003
<b>TOTAL - ECONOMIC DEVELOPMENT</b>		<b>7,704,319</b>	<b>5,100,678</b>	<b>36,828,606</b>	<b>7,100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>56,733,603</b>

# Five-Year Capital Improvement Plan Summary

PROJECT FUNDING BY SOURCE OF FUNDS									
PROJECT	PROJECT FUNDING TO DATE	GENERAL FUND TAXES/ REVENUES	DEBT FINANCING PROCEEDS	PARKS & RECREATION BONDS	PROPOSED PUBLIC SAFETY BONDS	NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	ANNUAL OPERATING BUDGET IMPACT
<b>AIRPORT</b>									
Airline Terminal Improvement Part A & B	3,930,603	0	0	0	0	33,518,075	37,448,678	Federal Grant and Airport Funds	0
Airport Public Art	11,250	0	0	0	0	100,000	111,250	Airport Funds and Potential Grants	0
Aviation Fuel Farm Access Paving	162,400	0	0	0	0	0	162,400	Airport Funds	0
Fence Replacement from FBO to Fire Station 10	175,000	0	0	0	0	0	175,000		0
General Aviation Auto Parking	847,426	0	0	0	0	0	847,426		0
Perimeter Fence Replacement	0	0	0	0	0	2,600,000	2,600,000	Federal Grant and Airport Funds	0
Perimeter Road Paving	0	0	0	0	0	1,800,000	1,800,000	Federal Grant and Airport Funds	0
Runway 10/28 Pavement Rehabilitation	4,131,793	0	0	0	0	0	4,131,793		0
<b>TOTAL - AIRPORT</b>	<b>9,258,472</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>38,018,075</b>	<b>47,276,547</b>		<b>0</b>
<b>ECONOMIC DEVELOPMENT</b>									
Affordable Housing Project Fund	60,000	200,000	0	0	0	0	260,000		0
CEED Culinary Incubator Project	450,000	0	0	0	0	0	450,000		0
Dr. E.E. Smith House Restoration	275,600	0	0	0	0	0	275,600		0
Downtown Stadium	0	2,000,000	31,000,000	0	0	0	33,000,000		0
Downtown Stadium Site Land	1,250,000	0	0	0	0	0	1,250,000		0
Economic Development Revolving Loan Fund	0	200,000	0	0	0	0	200,000		0
Hope VI City Contributions	6,526,000	0	0	0	0	0	6,526,000		0
Murchison Rd. Redevelopment Catalyst Site 1&1A	1,625,000	0	0	0	0	0	1,625,000		0
Prince Charles Development Parking Deck	0	0	7,000,000	0	0	0	7,000,000		0
Replacement Parking for City Employees	0	0	3,636,000	0	0	0	3,636,000		0
Short-Term Downtown Parking	0	400,000	0	0	0	0	400,000		0
Support Infrastructure for Fayetteville Stadium	0	1,245,000	0	0	0	0	1,245,000		0
Texfi	776,003	0	0	0	0	90,000	866,003	PWC Contributions	0
<b>TOTAL - ECONOMIC</b>	<b>10,962,603</b>	<b>4,045,000</b>	<b>41,636,000</b>	<b>0</b>	<b>0</b>	<b>90,000</b>	<b>56,733,603</b>		<b>0</b>

# Five-Year Capital Improvement Plan Summary

## PROJECT EXPENDITURES BY FISCAL YEAR

PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	TOTAL PROJECT EXPENDITURES
<b>GENERAL GOVERNMENT</b>									
Alexander St. Building Renovations (Hurr Matt)	Parks & Recreation	0	290,000	0	0	0	0	0	290,000
Americans with Disabilities Act (ADA) Compliance	Parks & Recreation	0	100,000	75,000	75,000	75,000	75,000	75,000	475,000
Amtrak Train Station Canopy Roof Replacement	Parks & Recreation	0	42,439	0	0	0	0	0	42,439
Automated Truck Wash Facility	Public Services	0	0	0	437,128	0	0	0	437,128
Building Exterior Generator Connections	Parks & Recreation	0	0	207,300	0	0	0	0	207,300
Building Maintenance- HVAC/Boiler Replacement	Parks & Recreation	317,460	75,000	200,000	120,000	0	0	0	712,460
Building Maintenance- Other Projects	Parks & Recreation	175,543	100,000	130,000	150,000	50,000	50,000	0	655,543
Building Maintenance- Roof Replacement	Parks & Recreation	548,322	205,704	120,000	300,000	50,000	0	0	1,224,026
Building Maintenance-City Hall / Other Facility Renos	Parks & Recreation	2,342,527	1,251,269	996,380	996,380	0	0	0	5,586,556
Bulk Fuel Tank Replacement	Public Services	0	0	0	0	0	0	275,000	275,000
City Hall First Floor Furniture & Fixtures	Development Services	0	0	110,000	0	0	0	0	110,000
Fuel Depot Oil/Water Separator	Public Services	0	78,000	0	0	0	0	0	78,000
Parking Lot Resurfacing	Public Services	392,702	37,300	60,500	32,400	30,600	57,000	90,000	700,502
<b>TOTAL - GENERAL GOVERNMENT</b>		<b>3,776,554</b>	<b>2,179,712</b>	<b>1,899,180</b>	<b>2,110,908</b>	<b>205,600</b>	<b>182,000</b>	<b>440,000</b>	<b>10,793,954</b>
<b>PARKS, RECREATION AND CULTURE</b>									
Aquatic Center at College Lakes	Parks & Recreation	2,695,501	82,499	0	0	0	0	0	2,778,000
Big Cross Creek Multiuse Trail	Parks & Recreation	327,136	472,864	52,000	52,000	52,000	101,313	0	1,057,313
Cape Fear River Park	Parks & Recreation	0	0	0	0	675,000	0	4,525,000	5,200,000
Cape Fear River Trail Phase 2	Public Services	3,871,253	201,262	1,444,700	0	0	0	0	5,517,215
Connector Trail - Cape Fear River Trail to Linear Park Trail	Parks & Recreation	0	286,392	0	0	0	0	0	286,392
Cross Creek Park Bridge and Fountain Restoration	Parks & Recreation	0	250,000	0	0	0	0	0	250,000
Douglas Byrd Concession Stand Reconstruction	Parks & Recreation	0	117,309	0	0	0	0	0	117,309
Existing Parks and Building Renovations	Parks & Recreation	0	840,000	0	0	0	0	0	840,000
Festival Park Additional Pedestrian Bridge	Parks & Recreation	160,877	109,069	0	0	0	0	0	269,946
Gateway/Roadway Enhancement	Parks & Recreation	95,590	200,000	0	0	0	0	0	295,590



# Five-Year Capital Improvement Plan Summary

PROJECT FUNDING BY SOURCE OF FUNDS											
PROJECT	PROJECT FUNDING TO DATE	GENERAL FUND		DEBT FINANCING PROCEEDS	PARKS & RECREATION BONDS	PROPOSED		NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	ANNUAL OPERATING BUDGET IMPACT
		TAXES/ REVENUES				PUBLIC SAFETY BONDS					
<b>GENERAL GOVERNMENT</b>											
Alexander St. Building Renovations (Hurr Matt)	290,000	0	0	0	0	0	0	0	290,000	FEMA and State Reimbursements, Insurance Proceeds, Gen Fund	0
Americans with Disabilities Act (ADA) Compliance	100,000	375,000	0	0	0	0	0	0	475,000		0
Amtrak Train Station Canopy Roof Replacement	42,439	0	0	0	0	0	0	0	42,439		0
Automated Truck Wash Facility	0	291,418	0	0	0	0	145,710	0	437,128	Stormwater Fund Share	0
Building Exterior Generator Connections	0	137,300	0	0	0	0	70,000	0	207,300		0
Building Maintenance- HVAC/Boiler Replacement	594,000	118,460	0	0	0	0	0	0	712,460		0
Building Maintenance- Other Projects	492,689	82,854	0	0	0	0	80,000	0	655,543		0
Building Maintenance- Roof Replacement	859,977	364,049	0	0	0	0	0	0	1,224,026		0
Building Maintenance-City Hall / Other Facility Renos	5,102,556	0	484,000	0	0	0	0	0	5,586,556		0
Bulk Fuel Tank Replacement	0	275,000	0	0	0	0	0	0	275,000		0
City Hall First Floor Furniture & Fixtures	0	110,000	0	0	0	0	0	0	110,000		0
Fuel Depot Oil/Water Separator	78,000	0	0	0	0	0	0	0	78,000		0
Parking Lot Resurfacing	428,458	272,044	0	0	0	0	0	0	700,502		0
<b>TOTAL - GENERAL</b>	<b>7,988,119</b>	<b>2,026,125</b>	<b>484,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>295,710</b>	<b>0</b>	<b>10,793,954</b>		<b>0</b>
<b>PARKS, RECREATION AND</b>											
Aquatic Center at College Lakes	2,778,000	0	0	0	0	0	0	0	2,778,000		101,064
Big Cross Creek Multiuse Trail	800,000	257,313	0	0	0	0	0	0	1,057,313		0
Cape Fear River Park	0	0	0	5,200,000	0	0	0	0	5,200,000		0
Cape Fear River Trail Phase 2	4,870,500	620,802	0	0	0	0	25,913	0	5,517,215	Project investment income	0
Connector Trail - Cape Fear River Trail to Linear Park Trail	286,392	0	0	0	0	0	0	0	286,392	State and Federal Grants	0
Cross Creek Park Bridge and Fountain Restoration	0	0	0	0	0	0	250,000	0	250,000	FEMA and State Reimbursements	0
Douglas Byrd Concession Stand Reconstruction	117,309	0	0	0	0	0	0	0	117,309	Project investment income	0
Existing Parks and Building Renovations	0	0	0	800,000	0	0	40,000	0	840,000	Baseball Tomorrow Grant	0
Festival Park Additional Pedestrian Bridge	269,946	0	0	0	0	0	0	0	269,946		0
Gateway/Roadway Enhancement	295,590	0	0	0	0	0	0	0	295,590		0

# Five-Year Capital Improvement Plan Summary

## PROJECT EXPENDITURES BY FISCAL YEAR

PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	TOTAL PROJECT EXPENDITURES
Linear Park Path, Steps and Overlook Restoration	Parks & Recreation	0	720,500	0	0	0	0	0	720,500
Mazarick Park Play Area Steps and Rail	Parks & Recreation	0	55,000	0	0	0	0	0	55,000
NC State Veterans Park Phase 2	Public Services	16,114,343	0	78,000	75,000	945,380	0	0	17,212,723
NC State Veterans Park Restoration (Hurricane Matthew)	Parks & Recreation	0	328,452	0	0	0	0	0	328,452
NC Veterans Park Vault Repair	Parks & Recreation	116,864	4,673	0	0	0	0	0	121,537
Playground Repairs/Refurbishing	Parks & Recreation	984,839	84,696	100,000	100,000	100,000	100,000	0	1,469,535
Senior Center - East	Parks & Recreation	0	0	0	0	860,000	4,140,000	0	5,000,000
Senior Center- West	Parks & Recreation	0	860,000	4,140,000	0	0	0	0	5,000,000
Skateboard Park	Parks & Recreation	0	300,000	700,000	0	0	0	0	1,000,000
Splash Pads	Parks & Recreation	0	1,712,500	1,287,500	0	0	0	0	3,000,000
Sports Field Complex	Parks & Recreation	0	0	0	0	9,000,000	0	0	9,000,000
Tennis Center	Parks & Recreation	0	0	0	400,000	730,000	4,870,000	0	6,000,000
<b>TOTAL - PARKS, RECREATION AND CULTURE</b>		<b>24,366,403</b>	<b>6,625,216</b>	<b>7,802,200</b>	<b>627,000</b>	<b>12,362,380</b>	<b>9,211,313</b>	<b>4,525,000</b>	<b>65,519,512</b>
<b>PUBLIC SAFETY</b>									
City/County Emergency Communications Center	Police	89,683	110,000	1,548,147	20,663,038	0	0	0	22,410,868
Fire Station #12 Relocation	Fire/Emergency Management	46,318	3,973,786	0	0	0	0	0	4,020,104
Fire Station #16 (Permanent Station)	Fire/Emergency Management	0	0	374,000	3,063,000	0	0	0	3,437,000
Fire Station #16 (Temp. Facility Renovations)	Fire/Emergency Management	174,287	34,537	0	0	0	0	0	208,824
Fire Station #4 Relocation	Fire/Emergency Management	0	0	0	400,000	374,000	3,063,000	0	3,837,000
Fire Station #9 Renovation	Fire/Emergency Management	0	0	0	0	0	1,600,000	0	1,600,000
Fire Station 6 and 7 Apparatus Floor Replacement	Parks & Recreation	70,590	120,000	0	0	0	0	0	190,590
Police Building Renovations (Phase 1)	Police	7,200	380,809	218,777	0	0	0	0	606,786
Police Central District Office (Leased Facility)	Police	0	215,000	0	0	0	0	0	215,000
Police Training Center	Police	0	0	0	0	774,180	7,841,800	0	8,615,980
<b>TOTAL - PUBLIC SAFETY</b>		<b>388,078</b>	<b>4,834,132</b>	<b>2,140,924</b>	<b>24,126,038</b>	<b>1,148,180</b>	<b>12,504,800</b>	<b>0</b>	<b>45,142,152</b>

# Five-Year Capital Improvement Plan Summary

PROJECT FUNDING BY SOURCE OF FUNDS											
PROJECT	PROJECT FUNDING TO DATE	GENERAL FUND		DEBT FINANCING PROCEEDS	PARKS & RECREATION BONDS	PROPOSED		NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	ANNUAL OPERATING BUDGET IMPACT
		TAXES/ REVENUES				PUBLIC SAFETY BONDS					
Linear Park Path, Steps and Overlook Restoration	0	0	0	0	0	0	720,500	720,500	720,500	FEMA and State Reimbursements	0
Mazarick Park Play Area Steps and Rail	55,000	0	0	0	0	0	0	55,000	55,000		0
NC State Veterans Park Phase 2	17,142,641	0	0	0	0	0	70,082	17,212,723	17,212,723	Misc. Project Income to Date	0
NC State Veterans Park Restoration (Hurricane Matthew)	0	0	0	0	0	0	328,452	328,452	328,452	FEMA and State Reimbursements, Insurance Proceeds	0
NC Veterans Park Vault Repair	121,537	0	0	0	0	0	0	121,537	121,537		0
Playground Repairs/Refurbishing	1,069,535	400,000	0	0	0	0	0	1,469,535	1,469,535		0
Senior Center - East	0	0	0	5,000,000	0	0	0	5,000,000	5,000,000		47,051
Senior Center- West	0	0	0	5,000,000	0	0	0	5,000,000	5,000,000		195,060
Skateboard Park	0	0	0	1,000,000	0	0	0	1,000,000	1,000,000		(7,400)
Splash Pads	0	0	0	3,000,000	0	0	0	3,000,000	3,000,000		5,700
Sports Field Complex	0	0	0	9,000,000	0	0	0	9,000,000	9,000,000		13,862
Tennis Center	0	0	0	6,000,000	0	0	0	6,000,000	6,000,000		59,099
<b>TOTAL - PARKS, RECREATION</b>	<b>27,806,450</b>	<b>1,278,115</b>	<b>0</b>	<b>35,000,000</b>	<b>0</b>	<b>0</b>	<b>1,434,947</b>	<b>65,519,512</b>	<b>65,519,512</b>		<b>414,436</b>
<b>PUBLIC SAFETY</b>											
City/County Emergency Communications Center	199,683	465,371	0	0	20,663,038	1,082,776	22,410,868	22,410,868	22,410,868	County and PWC Contributions	20,400
Fire Station #12 Relocation	500,000	0	3,520,104	0	0	0	4,020,104	4,020,104	4,020,104		0
Fire Station #16 (Permanent Station)	0	374,000	0	0	3,063,000	0	3,437,000	3,437,000	3,437,000		281,184
Fire Station #16 (Temp. Facility Renovations)	208,824	0	0	0	0	0	208,824	208,824	208,824		0
Fire Station #4 Relocation	0	0	0	0	3,837,000	0	3,837,000	3,837,000	3,837,000		0
Fire Station #9 Renovation	0	0	0	0	1,600,000	0	1,600,000	1,600,000	1,600,000		0
Fire Station 6 and 7 Apparatus Floor Replacement	190,590	0	0	0	0	0	190,590	190,590	190,590		0
Police Building Renovations (Phase 1)	370,960	218,777	0	0	0	17,049	606,786	606,786	606,786	Forfeiture Funds	0
Police Central District Office (Leased Facility)	215,000	0	0	0	0	0	215,000	215,000	215,000		110,136
Police Training Center	0	0	0	0	8,615,980	0	8,615,980	8,615,980	8,615,980		18,000
<b>TOTAL - PUBLIC SAFETY</b>	<b>1,685,057</b>	<b>1,058,148</b>	<b>3,520,104</b>	<b>0</b>	<b>37,779,018</b>	<b>1,099,825</b>	<b>45,142,152</b>	<b>45,142,152</b>	<b>45,142,152</b>		<b>429,720</b>

# Five-Year Capital Improvement Plan Summary

## PROJECT EXPENDITURES BY FISCAL YEAR

PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	TOTAL PROJECT
									EXPENDITURES
<b>STORMWATER MANAGEMENT</b>									
Stormwater	Public Services	15,911,193	12,859,711	3,100,072	2,190,000	1,950,000	2,445,550	2,400,000	40,856,526
<b>TOTAL - STORMWATER MANAGEMENT</b>		<b>15,911,193</b>	<b>12,859,711</b>	<b>3,100,072</b>	<b>2,190,000</b>	<b>1,950,000</b>	<b>2,445,550</b>	<b>2,400,000</b>	<b>40,856,526</b>
<b>TRANSIT</b>									
Fareboxes	Transit	0	75,000	0	0	0	0	0	75,000
FAST Transit Center	Transit	10,662,837	5,554,322	0	0	0	0	0	16,217,159
Propane Fueling Station	Transit	0	45,000	0	0	0	0	0	45,000
Shelters and Benches	Transit	591,414	100,000	54,270	50,000	50,000	40,000	40,000	925,684
Sidewalks and ADA Accessibility Improvements	Transit	351,587	177,704	135,000	90,000	90,000	90,000	90,000	1,024,291
<b>TOTAL - TRANSIT</b>		<b>11,605,838</b>	<b>5,952,026</b>	<b>189,270</b>	<b>140,000</b>	<b>140,000</b>	<b>130,000</b>	<b>130,000</b>	<b>18,287,134</b>
<b>TRANSPORTATION</b>									
Bridge Replacements - Louise and Ann Streets	Public Services	124,990	1,175,010	0	800,000	0	0	0	2,100,000
Downtown Streetscape	Public Services	582,775	545,920	75,000	75,000	75,000	75,000	75,000	1,503,695
Greenock Ave Restoration (Arran Lakes Dam Breach)	Public Services	0	497,490	1,658,300	0	0	0	0	2,155,790
Intersection Improvements	Public Services	6,000	144,000	100,000	100,000	100,000	100,000	75,000	625,000
Legend Avenue Relocation	Public Services	130,812	487,810	1,600,000	0	0	0	0	2,218,622
McFadyen Drive Restoration (Devonwood Lower Dam)	Public Services	0	1,022,130	2,257,100	0	0	0	0	3,279,230
McGilvary Road Repair	Public Services	0	442,000	0	0	0	0	0	442,000
Mirror Lake Dr. and Dam Restoration	Public Services	0	793,110	1,493,700	0	0	0	0	2,286,810
Multi Use Lanes	Public Services	9,454	40,546	25,000	25,000	25,000	25,000	25,000	175,000
N. Cool Spring St Roadway Restoration	Public Services	0	2,366,028	0	0	0	0	0	2,366,028
NCDOT Municipal Agreements	Public Services	2,297,731	2,343,338	870,000	75,000	0	0	0	5,586,069
Offing Drive Roadway Restoration	Public Services	0	938,323	0	0	0	0	0	938,323
Public Street Development	Public Services	247,174	254,956	0	0	0	0	0	502,130
Ray Avenue Extension	Public Services	0	320,000	0	0	0	0	0	320,000
Rayconda Connector Road (Pinewood Terrace Ext)	Public Services	113,575	786,425	0	0	0	0	0	900,000

# Five-Year Capital Improvement Plan Summary

PROJECT FUNDING BY SOURCE OF FUNDS											
PROJECT	PROJECT FUNDING TO DATE	GENERAL FUND		DEBT FINANCING PROCEEDS	PARKS & RECREATION BONDS	PROPOSED		NON GENERAL FUND	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	ANNUAL OPERATING BUDGET IMPACT
		TAXES/ REVENUES				PUBLIC SAFETY BONDS					
<b>STORMWATER MANAGEMENT</b>											
Stormwater	29,310,976	0		0		0		11,545,550	40,856,526	Stormwater fees with three \$.25 Fee increases	0
<b>TOTAL - STORMWATER</b>	<b>29,310,976</b>	<b>0</b>		<b>0</b>		<b>0</b>		<b>11,545,550</b>	<b>40,856,526</b>		<b>0</b>
<b>TRANSIT</b>											
Fareboxes	0	15,000		0		0		60,000	75,000	Federal Grants	0
FAST Transit Center	16,217,159			0		0		0	16,217,159		164,411
Propane Fueling Station	0	9,000		0		0		36,000	45,000	Federal Grants	0
Shelters and Benches	695,684	46,000		0		0		184,000	925,684	Federal Grants	0
Sidewalks and ADA Accessibility Improvements	664,291	72,000		0		0		288,000	1,024,291	Federal Grants	0
<b>TOTAL - TRANSIT</b>	<b>17,577,134</b>	<b>142,000</b>		<b>0</b>		<b>0</b>		<b>568,000</b>	<b>18,287,134</b>		<b>164,411</b>
<b>TRANSPORTATION</b>											
Bridge Replacements - Louise and Ann Streets	1,300,000	800,000		0		0		0	2,100,000		0
Downtown Streetscape	1,128,695	375,000		0		0		0	1,503,695		0
Greenock Ave Restoration (Arran Lakes Dam Breach)	0	0		0		0		2,155,790	2,155,790	FEMA and State Reimbursements	0
Intersection Improvements	150,000	475,000		0		0		0	625,000		0
Legend Avenue Relocation	618,622	1,600,000		0		0		0	2,218,622		0
McFadyen Drive Restoration (Devonwood Lower Dam)	0	0		0		0		3,279,230	3,279,230	FEMA and State Reimbursements	0
McGilvary Road Repair	442,000	0		0		0		0	442,000		0
Mirror Lake Dr. and Dam Restoration	0	0		0		0		2,286,810	2,286,810	FEMA and State Reimbursements	0
Multi Use Lanes	50,000	125,000		0		0		0	175,000		0
N. Cool Spring St Roadway Restoration	2,366,028	0		0		0		0	2,366,028	FEMA and State Reimbursements	0
NCDOT Municipal Agreements	3,986,696	1,599,373		0		0		0	5,586,069		0
Offing Drive Roadway Restoration	938,323	0		0		0		0	938,323	FEMA and State Reimbursements	0
Public Street Development	502,130	0		0		0		0	502,130		0
Ray Avenue Extension	320,000	0		0		0		0	320,000		0
Rayconda Connector Road (Pinewood Terrace Ext)	900,000	0		0		0		0	900,000		0

# Five-Year Capital Improvement Plan Summary

## PROJECT EXPENDITURES BY FISCAL YEAR

PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	TOTAL PROJECT EXPENDITURES
Shawcroft Rd. Roadway Restoration and Alternate Access	Public Services	0	1,429,518	0	0	0	0	0	1,429,518
Sidewalk Improvements	Public Services	388,673	1,841,485	650,000	600,000	750,000	300,000	375,000	4,905,158
Siple Ave Repair and Emergency Access	Public Services	0	593,375	0	0	0	0	0	593,375
Street Resurfacing	Public Services	9,620,535	5,614,037	4,150,000	4,300,000	4,450,000	4,600,000	4,750,000	37,484,572
Sykes Pond Road	Public Services	0	50,000	950,000	0	0	0	0	1,000,000
Thoroughfare Street Lighting	Public Services	23,959	72,755	62,000	66,286	0	0	0	225,000
<b>TOTAL - TRANSPORTATION</b>		<b>13,545,678</b>	<b>21,758,256</b>	<b>13,891,100</b>	<b>6,041,286</b>	<b>5,400,000</b>	<b>5,100,000</b>	<b>5,300,000</b>	<b>71,036,320</b>
<b>CIP GRAND TOTAL</b>		<b>80,792,572</b>	<b>80,733,694</b>	<b>68,149,427</b>	<b>58,435,232</b>	<b>25,166,160</b>	<b>29,573,663</b>	<b>12,795,000</b>	<b>355,645,748</b>

### Hay St. Redevelopment & Stadium Related Projects

#### Hurricane Matthew Restoration Projects

#### Parks & Recreation Bond Projects

### Currently Unfunded Projects

NCDOT Muni Agreement for I-295 Landscaping & Irrigation	Public Services	0	0	0	500,000	0	0	0	500,000
NCDOT Muni Agreement for Raeford Rd Landscaping & Irrig.	Public Services	0	0	0	0	350,000	0	0	350,000
North Carolina Civil War History Center	City Manager's Office	100,000	0	0	500,000	7,000,000	0	0	7,600,000
Martin Luther King Jr. Park	Parks & Recreation	0	0	0	500,000	0	0	0	500,000
Police Building Renovations (Phase 2)	Police	0	0	653,284	0	0	0	0	653,284
Police Campbellton District Office	Police	0	0	215,000	0	0	0	0	215,000

# Five-Year Capital Improvement Plan Summary

PROJECT FUNDING BY SOURCE OF FUNDS									
PROJECT	PROJECT FUNDING TO DATE	GENERAL FUND TAXES/ REVENUES	DEBT FINANCING PROCEEDS	PARKS & RECREATION BONDS	PROPOSED PUBLIC SAFETY BONDS	NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	ANNUAL OPERATING BUDGET IMPACT
Shawcroft Rd. Roadway Restoration and Alternate Access	1,429,518	0	0	0	0	0	1,429,518	FEMA and State Reimbursements, Gen Fund	0
Sidewalk Improvements	2,230,158	2,675,000	0	0	0	0	4,905,158		0
Siple Ave Repair and Emergency Access	593,375	0	0	0	0	0	593,375	FEMA and State Reimbursements	0
Street Resurfacing	15,234,572	22,250,000	0	0	0	0	37,484,572		0
Sykes Pond Road	50,000	950,000	0	0	0	0	1,000,000		0
Thoroughfare Street Lighting	225,000	0	0	0	0	0	225,000		0
<b>TOTAL - TRANSPORTATION</b>	<b>32,465,117</b>	<b>30,849,373</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,721,830</b>	<b>71,036,320</b>		<b>0</b>
<b>CIP GRAND TOTAL</b>	<b>137,053,928</b>	<b>39,398,761</b>	<b>45,640,104</b>	<b>35,000,000</b>	<b>37,779,018</b>	<b>60,773,937</b>	<b>355,645,748</b>		<b>1,008,567</b>

Hay St. Redevelopment & Stadium Related Projects
Hurricane Matthew Restoration Projects
Parks & Recreation Bond Projects

Currently Unfunded Projects									
NCDOT Muni Agreement for I-295 Landscaping & Irrigation	0	500,000	0	0	0	0	500,000		0
NCDOT Muni Agreement for Raeford Rd Landscaping & Irrig.	0	350,000	0	0	0	0	350,000		0
North Carolina Civil War History Center	100,000	7,500,000	0	0	0	0	7,600,000		0
Martin Luther King Jr. Park	0	0	0	0	0	500,000	500,000	MLK Committee Fundraising	0
Police Building Renovations (Phase 2)	0	653,284	0	0	0	0	653,284		0
Police Campbellton District Office	0	215,000	0	0	0	0	215,000		131,800

# Five-Year Technology Improvement Plan Summary

## PROJECT EXPENDITURES BY FISCAL YEAR

PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	TOTAL PROJECT EXPENDITURES
<b>SECURITY/INFRASTRUCTURE</b>									
Airport Terminal Renovations - Data Infrastructure	Airport	0	40,000	40,000	40,000	0	0	0	120,000
City/County 911 Communications Center Technology	Police	0	0	0	6,704,674	0	0	0	6,704,674
City Domain Migration	Information Technology	0	0	0	210,000	305,000	145,000	80,000	740,000
Closed Loop Radio System	Transit	0	0	0	436,775	0	0	0	436,775
Computer Replacement	Information Technology	2,320,560	426,741	396,118	417,862	408,463	378,026	423,672	4,771,442
Desktop Virtualization Infrastructure	Information Technology	486,988	81,920	21,350	21,350	160,000	21,350	21,350	814,308
Direct Fiber Connection for Remote Sites	Information Technology	0	0	62,060	114,112	0	0	0	176,172
Enterprise Wide Radio Replacements	Police	0	29,069	3,349,165	250,906	2,061,664	0	0	5,690,804
Internet Phone (City Wide VOIP)	Information Technology	215,805	40,174	0	30,000	0	0	300,000	585,979
IT Disaster Recovery Initiative	Information Technology	523,683	148,000	47,960	47,960	159,715	40,000	40,000	1,007,318
MS E-Mail Exchange	Information Technology	162,300	48,000	20,000	75,000	20,000	150,000	20,000	495,300
Police In-Car Camera Upgrade	Police	0	0	0	692,094	0	0	0	692,094
Police Replacement Radar Units	Police	0	0	47,375	0	0	0	0	47,375
Public Safety Security Compliance (CJIS)	Information Technology	69,851	142,000	20,000	20,000	40,000	150,000	20,000	461,851
Server Room Uninterruptible Power Supply Replacement	Information Technology	37,878	20,772	0	0	0	0	132,000	190,650
Transit Security and Safety Systems	Transit	96,038	193,175	446,500	0	0	0	0	735,713
Virtual Server Expansion Equipment	Information Technology	53,669	138,365	0	0	0	160,000	0	352,034
<b>TOTAL - SECURITY/INFRASTRUCTURE</b>		<b>3,966,772</b>	<b>1,308,216</b>	<b>4,450,528</b>	<b>9,060,733</b>	<b>3,154,842</b>	<b>1,044,376</b>	<b>1,037,022</b>	<b>24,022,489</b>
<b>BUSINESS INTELLIGENCE/DATA ANALYSIS</b>									
Enterprise Data Warehouse	Information Technology	0	0	15,000	100,000	15,000	10,000	0	140,000
Enterprise GIS Environment	Information Technology	173,282	303,880	0	0	0	0	0	477,162
Laserfiche JDE Integration	Information Technology	0	15,000	0	0	0	0	0	15,000
Organizational Performance Software	City Manager's Office	79,264	2,716	0	0	0	0	0	81,980
Time & Attendance/Payroll (Kronos)	Information Technology	487,013	40,491	114,069	0	0	0	0	641,573
<b>TOTAL - BUSINESS INTELLIGENCE/DATA ANALYSIS</b>		<b>739,559</b>	<b>362,087</b>	<b>129,069</b>	<b>100,000</b>	<b>15,000</b>	<b>10,000</b>	<b>0</b>	<b>1,355,715</b>



# Five-Year Technology Improvement Plan Summary

PROJECT FUNDING BY SOURCE OF FUNDS								
PROJECT	PROJECT FUNDING TO DATE	GENERAL FUND TAXES/REVENUES	DEBT FINANCING PROCEEDS	PROPOSED PUBLIC SAFETY BONDS	NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	ANNUAL OPERATING BUDGET IMPACT
<b>SECURITY/INFRASTRUCTURE</b>								
Airport Terminal Renovations - Data Infrastructure	0	0	0	0	120,000	120,000	Federal Grant and Airport Funds	0
City/County 911 Communications Center Technology	0	0	0	708,289	5,996,385	6,704,674	State E911 Funds	0
City Domain Migration	0	740,000	0	0	0	740,000		0
Closed Loop Radio System	0	87,355	0	0	349,420	436,775	Federal Grants	0
Computer Replacement	2,783,377	1,871,714	0	0	116,351	4,771,442	Enterprise Funds	0
Desktop Virtualization Infrastructure	568,908	245,400	0	0	0	814,308		0
Direct Fiber Connection for Remote Sites	0	176,172	0	0	0	176,172		0
Enterprise Wide Radio Replacements	29,069	37,751	5,410,829	0	213,155	5,690,804	Enterprise Funds	0
Internet Phone (City Wide VOIP)	405,000	180,979	0	0	0	585,979		0
IT Disaster Recovery Initiative	927,318	80,000	0	0	0	1,007,318		0
MS E-Mail Exchange	255,052	240,248	0	0	0	495,300		0
Police In-Car Camera Upgrade	0	692,094	0	0	0	692,094		61,166
Police Replacement Radar Units	0	47,375	0	0	0	47,375		0
Public Safety Security Compliance (CJIS)	251,851	210,000	0	0	0	461,851		12,000
Server Room Uninterruptible Power Supply Replacement	58,650	132,000	0	0	0	190,650		12,000
Transit Security and Safety Systems	289,213	89,300	0	0	357,200	735,713	Federal Grants	0
Virtual Server Expansion Equipment	192,034	160,000	0	0	0	352,034		40,000
<b>TOTAL - SECURITY/INFRASTRUCTURE</b>	<b>5,760,472</b>	<b>4,990,388</b>	<b>5,410,829</b>	<b>708,289</b>	<b>7,152,511</b>	<b>24,022,489</b>		<b>125,166</b>
<b>BUSINESS INTELLIGENCE/DATA ANALYSIS</b>								
Enterprise Data Warehouse	0	140,000	0	0	0	140,000		64,582
Enterprise GIS Environment	477,162	0	0	0	0	477,162		0
Laserfiche JDE Integration	15,000	0	0	0	0	15,000		1,000
Organizational Performance Software	81,980	0	0	0	0	81,980		8,161
Time & Attendance/Payroll (Kronos)	589,000	52,573	0	0	0	641,573		62,600
<b>TOTAL - BUSINESS INTELLIGENCE/DATA ANALYSIS</b>	<b>1,163,142</b>	<b>192,573</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,355,715</b>		<b>136,343</b>

# Five-Year Technology Improvement Plan Summary

## PROJECT EXPENDITURES BY FISCAL YEAR

PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	TOTAL PROJECT EXPENDITURES
<b>APPLICATION/SOFTWARE SERVICES</b>									
Collections Revenue Management System Upgrade (POS)	Finance	0	0	20,000	0	0	0	0	20,000
ERP Replacement Initiative	City Manager's Office	0	50,000	150,000	150,000	2,120,000	1,120,000	1,030,000	4,620,000
FayWorx - Work Order/Permit/Asset Mgmt. System	Information Technology	1,001,994	131,550	208,000	208,000	0	0	0	1,549,544
Finance-LSDBE Program Tracking Software	Finance	0	64,500	0	0	0	0	0	64,500
Kronos Workforce TeleStaff Upgrade	Fire/Emergency Management	0	0	13,750	0	0	0	0	13,750
Laserfiche Quick Fields	Information Technology	0	16,410	0	0	0	0	0	16,410
RMS Site License Upgrade	Police	0	0	110,000	0	0	0	0	110,000
Plan Review Software	Development Services	0	108,500	0	0	0	0	0	108,500
Public Safety Radio System Upgrade (800 MHz)	Police	3,970,757	5,101	0	0	0	0	0	3,975,858
Public Safety Video Surveillance (Digital IP)	Police	467,613	135,177	0	0	0	0	0	602,790
<b>TOTAL - APPLICATION/SOFTWARE SERVICES</b>		<b>5,440,364</b>	<b>511,238</b>	<b>501,750</b>	<b>358,000</b>	<b>2,120,000</b>	<b>1,120,000</b>	<b>1,030,000</b>	<b>11,081,352</b>
<b>CITIZEN ENGAGEMENT/MOBILITY</b>									
Broadcast Pix Update	Corporate Communications	0	57,415	0	0	0	0	0	57,415
Camera and Equipment for Broadcast Pix	Corporate Communications	0	0	17,835	0	0	0	0	17,835
City Mobile App for Smart Devices	Corporate Communications	0	0	27,340	0	0	0	0	27,340
City of Fayetteville External Website	Corporate Communications	108,172	91,828	0	0	0	0	0	200,000
City Wireless Network Expansion Project	Information Technology	185,520	81,102	0	0	150,000	0	0	416,622
Enterprise Digital Accessibility Program	Information Technology	0	0	25,000	75,000	0	0	0	100,000
RecTrac Upgrades	Parks & Recreation	31,841	29,312	0	0	0	0	0	61,153
Transit Call Center & VAST Website	Transit	17,634	21,266	0	0	0	0	0	38,900
Transit Fixed Route Bus Wi-Fi Systems	Transit	0	0	0	46,732	0	0	0	46,732
<b>TOTAL - CITIZEN ENGAGEMENT/MOBILITY</b>		<b>343,167</b>	<b>280,923</b>	<b>70,175</b>	<b>121,732</b>	<b>150,000</b>	<b>0</b>	<b>0</b>	<b>965,997</b>
<b>TIP GRAND TOTAL</b>		<b>10,489,862</b>	<b>2,462,464</b>	<b>5,151,522</b>	<b>9,640,465</b>	<b>5,439,842</b>	<b>2,174,376</b>	<b>2,067,022</b>	<b>37,425,553</b>
<b>Currently Unfunded Projects</b>									
Enterprise GIS Environment	Information Technology	0	0	185,000	185,000	185,000	0	0	555,000
Collections Revenue Management System Replacement	Finance	0	0	120,000	60,000	64,600	69,450	74,850	388,900

# Five-Year Technology Improvement Plan Summary

PROJECT FUNDING BY SOURCE OF FUNDS									
PROJECT	PROJECT FUNDING TO DATE	GENERAL FUND TAXES/ REVENUES	DEBT FINANCING PROCEEDS	PROPOSED PUBLIC SAFETY BONDS	NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	ANNUAL OPERATING BUDGET IMPACT	
<b>APPLICATION/SOFTWARE SERVICES</b>									
Collections Revenue Management System Upgrade (POS)	0	20,000	0	0	0	20,000		0	
ERP Replacement Initiative	100,000	4,520,000	0	0	0	4,620,000		0	
FayWorx - Work Order/Permit/Asset Mgmt. System	1,133,544	416,000	0	0	0	1,549,544		119,500	
Finance-LSDBE Program Tracking Software	64,500	0	0	0	0	64,500		24,750	
Kronos Workforce TeleStaff Upgrade	0	13,750	0	0	0	13,750		7,908	
Laserfiche Quick Fields	16,410	0	0	0	0	16,410		2,160	
RMS Site License Upgrade	0	110,000	0	0	0	110,000		-62,756	
Plan Review Software	108,500	0	0	0	0	108,500		0	
Public Safety Radio System Upgrade (800 MHz)	3,975,858	0	0	0	0	3,975,858		12,641	
Public Safety Video Surveillance (Digital IP)	602,790	0	0	0	0	602,790		19,360	
<b>TOTAL - APPLICATION/SOFTWARE SERVICES</b>	<b>6,001,602</b>	<b>5,079,750</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11,081,352</b>		<b>123,563</b>	
<b>CITIZEN ENGAGEMENT/MOBILITY</b>									
Broadcast Pix Update	57,415	0	0	0	0	57,415		3,285	
Camera and Equipment for Broadcast Pix	0	17,835	0	0	0	17,835		0	
City Mobile App for Smart Devices	0	27,340	0	0	0	27,340		0	
City of Fayetteville External Website	200,000	0	0	0	0	200,000		21,000	
City Wireless Network Expansion Project	266,622	150,000	0	0	0	416,622		0	
Enterprise Digital Accessibility Program	0	100,000	0	0	0	100,000		0	
RecTrac Upgrades	61,153	0	0	0	0	61,153		0	
Transit Call Center & VAST Website	38,900	0	0	0	0	38,900		0	
Transit Fixed Route Bus Wi-Fi Systems	0	8,000	0	0	38,732	46,732	Federal Grants	0	
<b>TOTAL - CITIZEN ENGAGEMENT/MOBILITY</b>	<b>624,090</b>	<b>303,175</b>	<b>0</b>	<b>0</b>	<b>38,732</b>	<b>965,997</b>		<b>24,285</b>	
<b>TIP GRAND TOTAL</b>	<b>13,549,306</b>	<b>10,565,886</b>	<b>5,410,829</b>	<b>708,289</b>	<b>7,191,243</b>	<b>37,425,553</b>		<b>409,357</b>	
<b>Currently Unfunded Projects</b>									
Enterprise GIS Environment	0	555,000	0	0	0	555,000			
Collections Revenue Management System Replacement	0	388,900	0	0	0	388,900			

---

This page is intentionally left blank.

# FY 2018 Annual Budget >>



*Recommended*



City of  
*Fayetteville*  
North Carolina

# 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
<b>Total .....</b>	<b>24</b>

### Budget and Evaluation Office

#### **Full-Time**

Assistant Budget and Evaluation Director .....	1
Budget and Evaluation Analyst .....	3
Budget and Evaluation Director .....	1
Senior Administrative Assistant .....	0.1
(.9 funded in the City Manager's Office)	
<b>Total .....</b>	<b>5.1</b>

### City Attorney

#### **Full-Time**

Assistant City Attorney .....	3
City Attorney .....	1
Executive Legal Assistant .....	1
Office Assistant II .....	1
Paralegal II .....	1
Police Attorney .....	2
<b>Total .....</b>	<b>9</b>

### City Manager

#### **Full-Time**

Assistant City Manager .....	2
City Manager .....	1
Customer Service Representative .....	4
Customer Service Representative Supervisor .....	1
Deputy City Manager .....	1
Executive Assistant .....	1
Internal Auditor .....	1
Internal Audit Director .....	1

# Authorized Staffing FTEs by Department

---

## ***City Manager – (cont'd)***

Management Analyst.....	1
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
<b>Total .....</b>	<b>17.9</b>

## **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
Marketing and Business Development Manager .....	1
Senior Administrative Assistant .....	1
<b>Total .....</b>	<b>3.7</b>

## **Corporate Communications**

### ***Full-Time***

Chief Branding Officer .....	1
Corporate Communications Director .....	1
Printer .....	1
Printing Supervisor .....	1
Public Information Specialist .....	3
Senior Administrative Assistant .....	1
Television Production Specialist .....	1

### ***Part-Time***

Office Assistant I (1 position at 0.5) .....	0.5
<b>Total .....</b>	<b>9.5</b>

## **Development Services**

### ***Full-Time***

Building Inspections Supervisor .....	1
Building Inspector .....	5
Building Official .....	1
Chief Zoning Administrator .....	1
Code Enforcement Administrator (Housing) .....	9
Code Enforcement Administrator (Zoning) .....	2
Code Enforcement Supervisor (Housing) .....	2
Development Advocate .....	1
Development Services Assistant Director .....	1
Development Services Director .....	1
Electrical Inspections Supervisor .....	1
Electrical Inspector .....	3
Housing and Code Enforcement Division Manager .....	1
Mechanical Inspections Supervisor .....	1
Mechanical Inspector .....	3
Office Assistant II .....	3

## Authorized Staffing FTEs by Department

***Development Services – (cont'd)***

Permit Technician .....	4
Permitting Supervisor .....	1
Planner II .....	1
Planning & Zoning Division Manager .....	1
Plans Examiner .....	2
Plumbing Inspections Supervisor .....	1
Plumbing Inspector .....	2
Senior Administrative Assistant .....	1
Senior Planner .....	5
<b>Total .....</b>	<b>54</b>

**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/LSDBE .....	1
Purchasing Manager .....	1
Risk Coordinator .....	1
Senior Financial Analyst .....	1
Treasurer .....	1
<b>Total .....</b>	<b>25</b>

**Fire & Emergency Management**

***Full-Time***

Assistant Fire Chief .....	3
Deputy Fire Chief .....	2
Emergency Management Coordinator .....	1
Fire Battalion Chief.....	12
Fire Captain .....	51
Fire Chief .....	1
Fire Inspector .....	2
Fire Lieutenant .....	70
Firefighter .....	179
Office Assistant II .....	2
Office Supervisor .....	1
Personnel Technician .....	1
<b>Total .....</b>	<b>325</b>



# Authorized Staffing FTEs by Department

---

## Human Relations

### *Full-Time*

Human Relations Director .....	1
Human Relations Administrative Specialist .....	1
Human Relations Supervisor .....	1
<b>Total .....</b>	<b>3</b>

## 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 .....	1
Office Supervisor .....	1
Organizational Development & Training Coach .....	3
Personnel Technician .....	1
Safety Officer .....	1
Wellness Coordinator .....	1
<b>Total .....</b>	<b>18</b>

## 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
<b>Total .....</b>	<b>27</b>

## Authorized Staffing FTEs by Department

**Mayor, Council and City Clerk**

***Full-Time***

City Clerk .....	1
Deputy City Clerk .....	1
Senior Administrative Assistant .....	1
<b>Total .....</b>	<b>3</b>

**Other Appropriations**

***Full-Time***

Warehouse Coordinator .....	0.25
(.25 funded in Public Services and .50 funded in Transit)	
<b>Total .....</b>	<b>0.25</b>

**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
<b><i>Parks &amp; Recreation Division – County Funded</i></b>	
Administrative Manager .....	1
Assistant Recreation Center Supervisor .....	4.5
Athletic Program Coordinator .....	1

## Authorized Staffing FTEs by Department

### ***Parks & Recreation Division – County Funded - (cont'd)***

Crew Leader .....	1
Crew Supervisor .....	1
Equipment Operator I .....	1
Maintenance Worker .....	9
Management Analyst .....	1
Office Assistant II .....	1.5
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
<b>Total .....</b>	<b>162</b>

### **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

## Authorized Staffing FTEs by Department

***Police - (cont'd)***

Forensic Supervisor .....	2
Forensic NIBIN Technician .....	1
Forensic Technician .....	11
Forensic Video Technician .....	2
Installation Technician .....	2
Investigative Assistant.....	2
Latent Print Examiner .....	2
Lead Custodian .....	1
Office Assistant II .....	13
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
Telecommunicator I .....	19
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
Custodian (1 position at 0.5).....	0.5
<b>Total .....</b>	<b>608.5</b>

**Public Services**

***Full-Time***

Administrative Assistant .....	1
Analyst .....	1
Asphalt Maintenance Supervisor .....	1
Assistant City Traffic Engineer .....	1
City Engineer .....	1
City Traffic Engineer .....	1
Collector .....	13
Construction Contracts Coordinator .....	1
Construction Manager .....	1
Crew Supervisor .....	3

## Authorized Staffing FTEs by Department

### *Public Services - (cont'd)*

Drainage Maintenance Supervisor .....	1
Engineer I .....	2
Engineer II .....	4
Engineering Inspector .....	7
Engineering Technician .....	1
Engineering Technician Supervisor.....	1
Equipment Operator II .....	44
Equipment Operator III.....	35
Fleet Services Coordinator .....	1
Maintenance Worker .....	13
Office Assistant II .....	6
Office Supervisor .....	1
Paralegal I .....	1
Personnel Technician .....	1
Public Information Specialist .....	1
Public Services Deputy Director .....	1
Public Services Director .....	1
Real Estate Manager .....	1
Route Supervisor .....	4
Routing Administrator .....	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
Solid Waste Manager .....	1
Solid Waste Superintendent.....	1
Stormwater Inspections Supervisor .....	1
Stormwater Inspector.....	4
Stormwater Manager .....	1
Street Maintenance Superintendent .....	1
Survey Crew Leader .....	1
Survey Supervisor .....	1
Sweeper & Street Cleaner 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
Warehouse Coordinator .....	0.25
(0.25 funded in Other Appropriations and 0.50 funded in Transit)	
<b>Total .....</b>	<b>186.25</b>

## Authorized Staffing FTEs by Department

---

### **Transit**

#### ***Full-Time***

Assistant Transit Director .....	1
Automotive Service Aide .....	5
Automotive Technician .....	4
Automotive Technician Supervisor .....	1
Civil Rights Program Analyst .....	1
Maintenance Worker .....	4
Office Assistant I.....	1
Office Assistant II.....	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 Public Services and 0.25 funded in Other Appropriations)	
<b>Total .....</b>	<b>119.5</b>
<b>TOTAL .....</b>	<b>1,600.7</b>

# 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
<b>Total .....</b>	<b>9.3</b>

### Human Relations

#### *Full-Time*

Senior Project Administrator .....	1
<b>Total .....</b>	<b>1</b>

### Police

#### *Full-Time*

Juvenile Program Coordinator .....	1
Juvenile Program Assistant .....	1
<b>Total .....</b>	<b>2</b>

**GRAND TOTAL .....** 1,613

## FROZEN, UNFUNDED POSITIONS

### Finance

Assistant Chief Financial Officer .....	1
---	---

**TOTAL FROZEN POSITIONS .....** 1

## Positions and Salary Grade Assignments

---

<b>Grade 105</b> Custodian	<b>\$21,216 - \$32,601</b>
<b>Grade 106</b> Lead Custodian	<b>\$22,276 - \$34,229</b>
<b>Grade 107</b> Automotive Service Aide Environmental Service Collector Neighborhood Resource Liaison Supply Technician	<b>\$23,391 - \$35,943</b>
<b>Grade 108</b> Landscape Worker Maintenance Worker Office Assistant I Senior Automotive Service Aide	<b>\$24,560- \$37,739</b>
<b>Grade 109</b> Bus Operator Equipment Operator I Installation Technician Senior Survey Technician Signs and Markings Technician Turf Technician	<b>\$26,079 - \$40,072</b>
<b>Grade 110</b> Equipment Operator II Juvenile Restitution Program Assistant Landscape Technician Office Assistant II Police Records Clerk Printer Technical Equipment Specialist Transit Dispatcher Tree Care Technician	<b>\$28,043 - \$43,090</b>
<b>Grade 111</b> Accounting Technician Administrative Assistant Alarm Ordinance Coordinator Automotive Technician Background Investigator Court Liaison Coordinator Crew Leader Customer Service Representative Equipment Operator III Housing Program Specialist	<b>\$30,420 - \$46,743</b>

---



## Positions and Salary Grade Assignments

---

### Grade 111 (cont'd)

\$30,420 - \$46,743

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  
Permit Technician Supervisor  
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  
Fire Inspector (Regular)  
Fleet Services Coordinator  
Forensic NIBIN Technician

## Positions and Salary Grade Assignments

---

### Grade 113 (cont'd)

\$36,209 - \$55,639

Forensic Video Technician  
Historic Properties Specialist  
Human Resource Specialist  
Investigative Assistant  
Juvenile Restitution Program Coordinator  
Latent Print Examiner  
Marketing Specialist  
Mechanical Inspector  
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  
Senior Desktop Support Specialist  
Stormwater Inspections Supervisor  
Street Maintenance Supervisor

## Positions and Salary Grade Assignments

---

**Grade 116** \$47,063 - \$72,316  
G.I.S. Analyst  
Plans Examiner

**Grade 212** \$33,916 - \$53,296  
Transit Supervisor

**Grade 213** \$37,092 - \$58,288  
Transit Safety/Training Coordinator

**Grade 214** \$41,651 - \$65,451  
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

**Grade 215** \$44,738 - \$70,302  
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  
Television Production Specialist  
Traffic Signal Maintenance Supervisor  
Transit Planner  
Transportation Planner

**Grade 216** \$48,211 - \$75,760  
Accountant  
Budget & Evaluation Analyst  
Budget Analyst  
Chief Zoning Administrator  
Community Development Administrator

## Positions and Salary Grade Assignments

---

### **Grade 216 (cont'd)**

**\$48,211 - \$75,760**

Drug Treatment Court Coordinator  
Economic Development Administrator  
Engineer I  
Environmental Services Analyst  
Financial Analyst  
G.I.S. Database Administrator  
Human Resource Consultant  
Information Technology Customer Relationship Manager  
Internal Auditor  
Landscape Architect  
Management Analyst  
Network Administrator  
Organizational Development & Training Coach  
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  
Human Relations 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  
Traffic Signal Management Engineer  
Transit Operations Superintendent

## Positions and Salary Grade Assignments

---

**Grade 218** **\$56,931 - \$89,464**

911 Communications Manager  
Accounting Manager  
Assistant City Traffic Engineer  
Building Official  
Engineer II  
Financial Reporting Manager  
Information Technology Business Intelligence Manager  
Information Technology Project Manager  
Marketing & Business Development Manager  
Parks Division Manager  
Purchasing Agent & Local Small DBE Coordinator  
Recreation Division Manager  
Treasurer

**Grade 219** **\$62,256 - \$97,831**

Assistant Transit Director  
City Clerk  
Construction Manager  
Planning & Zoning Division Manager  
Purchasing Manager

**Grade 220** **\$68,353 - \$107,412**

Assistant Budget & Evaluation Director  
Assistant Chief Financial Officer  
Assistant City Attorney  
Assistant Development Services Director  
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

**Grade 305** **\$34,489 - \$59,099**

Police Officer

---

## Positions and Salary Grade Assignments

---

<b>Grade 307</b> Police Sergeant	\$44,341 - \$75,478
<b>Grade 321</b> Telecommunicator I	\$28,000 - \$36,910
<b>Grade 322</b> Telecommunicator II	\$33,065 - \$47,166
<b>Grade 323</b> 911 Systems Technician 911 Training Specialist Enhanced 911 Coordinator	\$37,675 - \$54,629
<b>Grade 324</b> 911 Quality Assurance & Compliance Specialist	\$40,689 - \$58,999
<b>Grade 325</b> 911 Communications Supervisor 911 Training Officer	\$43,944 - \$63,719
<b>Grade 401</b> Fire Captain	\$51,000 - \$78,540
<b>Grade 402</b> Fire Battalion Chief	\$61,200 - \$94,860
<b>Grade 403</b> Assistant Fire Chief	\$73,440 - \$110,894
<b>Grade 404</b> Deputy Fire Chief	\$80,784 - \$125,215
<b>Grade 405</b> Police Lieutenant	\$54,514 - \$89,984
<b>Grade 406</b> Police Captain	\$65,974 - \$107,936
<b>Grade 407</b> Assistant Police Chief	\$79,790 - \$129,479
<b>Executive Pay Band</b> Airport Director Assistant City Manager Budget & Evaluation Director Chief Financial Officer Chief Information Officer	\$90,000 - \$157,500

## Positions and Salary Grade Assignments

---

**Executive Pay Band (cont'd)**

**\$90,000 - \$157,500**

Community Development Director

Corporate Communications Director

Development Services Director Engineering & Infrastructure Director

Fire Chief

Human Relations Director

Human Resource Development Director

Internal Audit Director

Parks, Recreation & Maintenance Director

Police Chief

Solid Waste Director

Strategic & Performance Analytics Director

Transit Director

**Senior Executive Pay Band**

**\$110,000 - \$185,000**

Deputy City Manager

---

Table of Contents

**All Functions..... K-23**  
    *Assessment Interest*  
    *Default Civil Penalty for Code Violation*  
    *Convenience Fee for Internet Payments*  
    *Public Record Copies*

**Airport..... K-23**  
    *Landing Fee (Signatory Airline)*  
    *Landing Fee (Non-signatory Airline)*  
    *Jet Bridge Use Fee (Signatory Airline)*  
    *Jet Bridge Use Fee (Non-Signatory Airline)*  
    *Commercial Ramp Use Fees*  
    *Terminal Leases and Fees*  
    *Fuel Flowage Fee*  
    *Airline Uplift Charge*  
    *Fuel Pricing*  
    *Property Leases*  
    *Rental Cars*  
    *Terminal Leases and Fees*  
    *Public Safety Airline Charge*  
    *Advertising Space*  
    *Exhibition Flight Permit*  
    *Security Fees per Application*  
    *Passenger Facility Charge*

**Corporate Communications..... K-24**  
    *City Song and Music Video DVD's*



# Fee Schedule

---

## Table of Contents

<b>Development Services.....</b>	<b>K-24</b>
<u>Code Enforcement Fees:</u>	
Administrative Fee (Abatement Actions)	
Citations	
Graffiti Removal Fee	
Lot Cleaning	
Rental Action Management Program (RAMP)	
Taxicab Permits	
Watershed Protection Inspection Fee and Permit	
<u>Plan Review, Permit and Inspection Fees:</u>	
Building Plan Review	
Building Permits	
Electrical Permits	
Mechanical Permits	
Plumbing Permits	
Miscellaneous Inspections and Fees	
Homeowner Recovery Fee	
Daycare Inspections	
Yard Sale Permits	
<u>Planning &amp; Zoning Permits and Fees:</u>	
Administrative Adjustment Fee	
Alternative Signage Plan Review	
Appeal Fee	
Board of Adjustment Hearing Fee	
Certificate of Appropriateness (Historic District) Minor Work	
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	

**Table of Contents**

<b>Finance.....</b>	<b>K-28</b>
<i>Beer and Wine Licenses</i>	
<i>Currency Converter Permits</i>	
<i>Pawnbrker Permits</i>	
<i>Peddler Permits</i>	
<i>Regulatory Licenses</i>	
<i>Motor Vehicle License Tax</i>	
<i>Solicitor Permit</i>	
<i>Specialty Market Operator/Seasonal Mechant Permits</i>	
<i>Duplicate Copy (Lost or Stolen License)</i>	
<i>Replacement License due to Change of Location</i>	
<b>Fire &amp; Emergency Management.....</b>	<b>K-29</b>
<i>False Alarms</i>	
<i>Fines</i>	
<i>Fire Inspection Fees</i>	
<i>Training Facility Fees</i>	
<i>Hazardous Material Protection Fee</i>	
<b>Parking.....</b>	<b>K-31</b>
<i>Parking Fines</i>	
<i>Immobilization Fee</i>	
<i>Leased Parking Spaces</i>	
<i>Hourly Paid Parking</i>	
<i>Event Parking</i>	
<i>Contractor Parking Permit</i>	
<i>Annual Contractor Parking Permit</i>	
<i>Residential Parking Permit</i>	
<b>Parks, Recreation &amp; Maintenance.....</b>	<b>K-32</b>
<i>Special Event Permits</i>	
<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>	
<i>Concessions</i>	
<i>Cemetery</i>	
<b>Police.....</b>	<b>K-35</b>
<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>	

# Fee Schedule

---

## Table of Contents

<b>Public Services.....</b>	<b>K-36</b>
<u>Engineering &amp; Infrastructure fees and Penalties</u>	
<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>	
<i>Temporary Truck Route Permit</i>	
<u>Solid Waste Fees and Penalties</u>	
<i>Residential Solid Waste Fee</i>	
<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>	
<u>Solid Waste Fees and Penalties</u>	
<i>Stormwater Fee (Quality &amp; 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>	
<b>Transit.....</b>	<b>K-38</b>
<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	Proposed FY18 Changes (July 1, 2017)
<b>All Functions</b>			
<b>Assessment Interest</b>			
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	
<b>Default Civil Penalty for Code Violation</b>			
Applies to any violation for which a penalty is not elsewhere specified	\$100 per violation per day	2007	
<b>Convenience Fee for Internet Payments</b>			
	\$3.50 per payment	2012	
<b>Public Record Copies</b>			
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	
<b>Airport</b>			
<b>Landing Fee (Signatory Airline)</b>			
	\$1.23 per 1,000 pounds	2004	
<b>Landing Fee (Non-signatory Airline)</b>			
	\$1.39 per 1,000 pounds	2004	
<b>Jet Bridge Use Fee (Signatory Airline)</b>			
	\$5.00	2012	
<b>Jet Bridge Use Fee (Non-signatory Airline)</b>			
	\$25.00	2005	
<b>Commercial Ramp Use Fees</b>			
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	
<b>Terminal Leases and Fees</b>			
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	
<b>Fuel Flowage Fee</b>			
	\$0.05 per gallon of non-airline fuel	1997	\$0.06 per gallon of non-airline fuel
<b>Airline Uplift Charge</b>			
	\$0.18 per gallon, \$18.00 minimum or \$18.00 no-fuel fee	1997	
<b>Fuel Pricing</b>			
	Will not exceed 106% of retail price at comparable airports with based tenants afforded a \$0.20 discount	1997	
<b>Property Leases</b>			
Tie-Down Fee	\$45.00 per month	2003	
Old T-Hangar Rental	\$180.00 per month	2003	\$200.00 per month
New T-Hangar Rental	\$210.00 per month	2003	\$225.00 per month
Ground Lease	\$0.20 per sq. ft. per year	2003	Replace with fees below
Ground Lease- Unimproved			\$0.25 per sq. ft. per year
Ground Lease- Improved			\$0.35 per sq. ft. per year
Corporate Office Space	\$5.00 per sq. ft. per year plus utilities	2003	\$5.50 per sq. ft. per year plus utilities
Corporate Hangar Space	\$2.00 per sq. ft. per year plus utilities	2003	\$2.50 per sq. ft. per year plus utilities
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	
<b>Rental Cars</b>			
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	
<b>Terminal Leases and Fees</b>			
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	

# Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY18 Changes (July 1, 2017)
<b>Public Safety Airline Charge</b>	Cost charged to airlines based on prorata share of enplanements less security reimbursement from TSA	1991	
<b>Advertising Space</b>	\$883.33 plus commissions	1998	
<b>Exhibition Flight Permit</b>	\$5.00 per flight, or \$25.00 per six-month	N/A	
<b>Security Fees Per Application</b>			
Fingerprint Processing (airport badges only)	\$50.00	2002	
Security Threat Assessment	\$5.00	2008	
<b>Passenger Facility Charge</b>	\$4.00	2015	
<b>Corporate Communications</b>			
<b>City Song and Music Video DVDs</b>	\$10.00 each	2007	
<b>Development Services</b>			
<b>Code Enforcement Fees:</b>			
<b>Administrative Fee (Abatement Actions)</b>	\$125.00	2014	
<b>Citations</b>			
Abandoned Vehicle Violation	\$250.00 per day	2002 or prior	
Advertising Violation			
Prohibited Sign Violation	\$500.00 per day	2014	
All Other Advertising Violations	\$200.00 per day	2014	
Animal and Fowl Violation	\$100, \$200, or \$300 per day	2002 or prior	
Landscape Standard Violation	\$200.00 per day	2014	
Salvage and Junkyard pursuant to Section 30-4-C5e(6)	\$500.00 per day	2011	
Solid Waste Violation (Trash or overgrown lot)	\$100.00 per day	1995	
Substandard Housing Violation	\$100.00 per day	2014	
Taxicab Violation	\$250.00 per day	2002 or prior	
Trailer/Mobile Home Violation	\$100.00 per day	2014	
Water Supply Violation	\$500.00 per day	2002 or prior	
Zoning Violation	\$200.00 per day	2014	
<b>Graffiti Removal Fee</b>	\$100.00	2012	
<b>Lot Cleaning</b>	Based on contract	2002	
<b>Rental Action Management Program (RAMP)</b>			
Registration Fee	\$1,000	2012	\$500
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	
<b>Taxicab Permits</b>			
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	
<b>Watershed Protection Inspection Fee and Permit</b>			
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	

# Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY18 Changes (July 1, 2017)
<b><u>Plan Review, Permit and Inspections Fees:</u></b>			
<b>Building Plan Review</b>			
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	
<b>Building Permits</b>			
New Construction or Additions			
Commercial	\$0.32 per sq. ft.	2014	
Residential	\$0.30 per sq. ft.	2012	\$0.30 per heated sq. ft. \$0.15 per unheated sq. ft.
Major Renovations or Upfits of Existing Structures			
Extensive reconstruction involving 50% or more of existing square footage on one or more floors	60% of building permit fee	2012	
Minor Renovations or Upfits of Existing Structures			
Small and medium reconstruction involving less than 50% of existing square footage on one or more floors	40% of building permit fee	2012	
Interior or Exterior Construction or Renovation Projects without Square Footage Basis (e.g. roofing, doors, fences, pools, cell towers, billboards, etc.)			
Residential access ramp installation	No Charge	2015	
Construction Cost : \$0.00-1,000.00	\$30.00	2014	\$50.00
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	
<b>Electrical Permits</b>			
New Construction or Additions			
Commercial	\$0.09 per sq. ft.	2014	
Residential	\$0.08 per sq. ft.	2012	\$0.08 per heated sq. ft. \$0.04 per unheated sq. ft.
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	

# Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY18 Changes (July 1, 2017)
Separately Derived Systems	\$35.00	2014	
Mobile Home Services or Feeders	\$30.00	2014	
New or Replacement Pedestal	\$30.00	2014	
Outlet Installation	\$0.50 per outlet	2014	
Temporary Pole	\$30.00	2014	
Furnace, Condensing Units, Air Handlers, Baseboard, Unit Heater, etc.	\$20.00	2014	
Appliances	\$15.00	2014	
Motor (1HP-5HP)	\$15.00	2014	
Motor (5HP-25HP)	\$20.00	2014	
Motor (25HP-50HP)	\$20.00	2014	
Motor (50 or more HP)	\$25.00	2014	
Commercial Motor Control Units thru 800A	\$50.00	2014	
Commercial Motor Control Units over 800A	\$70.00	2014	
Electric Sign Connection	\$30.00	2014	
Electric Sign (circuit only)	\$10.00	2014	
Fire Alarm System (low voltage)	\$35.00	2014	
Other Low Voltage Systems	\$35.00	2014	
Gasoline/LP Dispenser	\$20.00	2014	
Inspection for Power Reconnection (When disconnected in excess of 6 months)	\$35.00	2014	
Outside Commercial Pole Lights	\$5.00	2014	
Swimming Pool Bonding and Grounding	\$30.00	2014	
Swimming Pool Equipment (motors, heaters, covers)	\$15.00	2014	
Minimum Fee	\$30.00	2014	Replace with differential fees below
Commercial			\$75.00
Residential			\$50.00
<b>Mechanical Permits</b>			
New Construction or Additions			
Commercial	\$0.09 per sq. ft.	2014	
Residential	\$0.08 per sq. ft.	2012	\$0.08 per heated sq. ft.
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 for the first unit, \$30 for each additional unit plus total BTU listing multiplied by .0001	2014	\$65 for the first unit, \$40 for each additional.
Commercial Heat or AC	\$60 for the first unit, \$40 for each additional unit plus total BTU listing multiplied by .0002	2014	\$75 for the first unit, \$50 for each additional.
Commercial Hood/Canopy over Cooking Equipment	\$60.00	2014	\$75 Each
Floor Furnaces, Unit Heaters, etc.	\$35.00	2014	Remove from fee schedule
Commercial Refrigeration	\$60.00 for the first unit, \$40.00 for each additional unit plus total BTU listing multiplied by .0002	2014	\$75 for the first unit, \$50 for each additional unit.
Gas Piping	\$25.00	2014	} Replace with fee below
Each Additional Unit	\$10.00	2014	
Each LP Tank and Piping	\$30.00	2014	
Gas Appliance			\$40.00 for the first unit, \$10.00 for each additional unit.
Duct Extensions and Alterations	\$30.00	2014	\$50
Commercial Exhaust and Duct System	\$10.00	2014	
Minimum Fee	\$30.00	2014	Replace with differential fees below
Commercial			\$75.00
Residential			\$50.00
<b>Plumbing Permits</b>			
New Construction or Additions			
Commercial	\$0.07 per sq. ft.	2014	
Residential	\$0.06 per sq. ft.	2012	\$0.06 per heated sq. ft.
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	

# Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY18 Changes (July 1, 2017)
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	Replace with differential fees below
Commercial			\$75.00
Residential			\$50.00
<b>Miscellaneous Inspections and Fees</b>			
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	\$40 per call back
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	2 times all applicable permit fees
<b>Homeowner Recovery Fee</b>	\$10.00	2003	
<b>Daycare Inspections</b>	\$125.00	2014	
<b>Yard Sale Permits</b>	\$20.00	2014	\$10 for the first sale; \$15 for second or third sale. Only 3 yard sales per calendar year permitted.
<b><u>Planning &amp; Zoning Permits and Fees:</u></b>			
<b>Administrative Adjustment Fee</b>	\$35.00 per standard for which adjustment requested	2014	
<b>Alternative Signage Plan Review</b>	\$250.00	2014	
<b>Appeal Fee</b>	\$500.00	2011	
<b>Board of Adjustment Hearing Fee</b>	\$500.00	2007	
<b>Certificate of Appropriateness (Historic District) Minor Work</b>			\$35
Minor Work			
Major Work			\$100
<b>Clear Cutting Permit</b>			
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	
<b>Development Agreement (UDO)</b>	\$2,500.00	2011	
<b>Payment in Lieu of Park Land</b>			
Formerly Open Space Fee. Land value factor calculated in accordance with UDO section 30-9.D.	\$9,041 per acre	2017	
<b>Payment in lieu of Sidewalk Construction</b>			
	\$32.90 per linear foot for 4' wide sidewalk*	2017	*Price per foot to be adjusted each July 1st based on Construction Cost Index changes as of the prior December.
*Price per foot to be adjusted each Jan 1st based on Construction Cost Index. (2017 adjustment 3.92%)	\$38.16 per linear foot for 5' wide sidewalk*	2017	
	\$43.41 per linear foot for 6' wide sidewalk*	2017	



# Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY18 Changes (July 1, 2017)
<b>Payment in Lieu of Specimen Tree Preservation</b>	\$100 per caliper inch per tree	2014	
<b>Rezoning Fees</b>	\$700.00	2008	
Conditional Zoning	\$700.00 plus site plan review fee	2010	
Planned Development	\$700.00 plus site plan review fee	2010	
<b>Site Plan Review</b>			
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 re-reviews beyond first review	1/2 of original fee	2010	
Zoning inspection for small structures	\$30	2016	
<b>Special Event Signs Compliance Deposit</b>	\$10 per approved sign	2011	
Returned if all signs are properly placed and removed within two days of close of event			
<b>Special Use Permit</b>			
Residential, Professional, Commercial and Industrial	\$700.00 plus site plan review fee	2010	
Cell Tower	\$2,500.00	2011	
<b>Specimen Tree Inspection</b>	\$50 per acre	2012	
<b>Subdivision Fee</b>			
Subdivision Reviews	\$400.00 plus \$20.00 per lot	2010	
Revisions or re-reviews 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	
<b>Subdivision Waiver</b>	\$700.00	2011	
<b>Tax Grantback Application Fee</b>	\$250.00	2010	
<b>Temporary Use Permit</b>	\$25.00	2012	
<b>Vested Rights Certificate</b>	\$100.00	2011	
No additional fee if requested with site plan or subdivision approval			
<b>Zoning Code Text Amendment</b>	\$700.00	2014	
<b>Zoning Permits</b>			
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	
<b>Zoning and Subdivision Ordinance Book Fee</b>	Cost of Reproduction	2010	
<b>Zoning Verification Letter</b>	\$30.00	2014	
<b>Finance</b>			
<b>Beer and Wine Licenses - Annual, from May 1 to April 30</b>			
Beer Dealers (Wholesale)	\$37.50	Set by State	
Wine Dealers (Wholesale)	\$37.50	Set by State	
Beer and Wine Dealers (Wholesale)	\$62.50	Set by State	
Beer Dealers (Retail, on premises)	\$15.00	Set by State	
Beer Dealers (Retail, off premises)	\$5.00	Set by State	
Wine Dealers (Retail, on premises)	\$15.00	Set by State	
Wine Dealers (Retail, off premises)	\$10.00	Set by State	
Tax for additional license	110% of base fee, applied progressively for each added license	Set by State	
Failure to obtain license	Penalty of 5% per month or fraction thereof, not to exceed 25% of prescribed license amount, not less than \$5	Set by State	
<b>Currency Converter Permits</b>	\$100.00	2016	
<b>Pawnbroker Permits</b>	\$100.00	2016	
<b>Peddler Permits - On Foot or With Vehicle</b>			
Application Fee	\$25.00	2015	
Three-Month Renewal (If renewed prior to expiration, maximum of 3 renewals per initial application)	\$5.00	2015	
<b>Regulatory License</b>			
Adult Bookstore, Adult Motion Picture Theater, Adult Motel or Hotel	\$250.00 initial application, \$100.00 annual renewal	N/A	

# Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY18 Changes (July 1, 2017)
<b>Motor Vehicle License Tax</b>	\$5.00 per year	N/A	
(See additional motor vehicle license tax with Transit fees)			
Penalty for Failure to Pay Motor Vehicle License Tax	\$15.00	N/A	
<b>Solicitor Permit - Including Alarm Solicitor</b>			
Application Fee	\$25.00	2004	
Three-Month Renewal (If renewed prior to expiration, maximum of 3 renewals per initial application)	\$5.00	2015	
One-Year Renewal for Federal and State Licensed Solicitors	\$20.00	2014	Remove from fee schedule
<b>Specialty Market Operator/Seasonal Merchant Permits</b>	\$100 per 30 days	2015	
<b>Duplicate Copy (Lost or Stolen License)</b>	\$5.00	N/A	
<b>Replacement License due to Change of Location</b>	\$5.00	N/A	
<b>Fire &amp; Emergency Management</b>			
<b>False Alarms</b>	No charge for the 1st and 2nd false alarm, \$500.00 for each subsequent false alarm per calendar year	2010	
<b>Fines</b>			
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	
<b>Fire Inspection Fees</b>			
<u>Annual Inspections:</u>			
Assembly (A-1, A-2, A-3, A-4, A-5)	Up to 2,500 sq. ft. \$75	2008	
	2,501 - 10,000 sq. ft. \$100	2008	
	10,001 - 50,000 sq. ft. \$150	2008	
	50,001 - 100,000 sq. ft. \$200	2008	
	100,001 - 150,000 sq. ft. \$250	2008	
	150,001 - 200,000 sq. ft. \$300	2008	
	Over 200,000 sq. ft. \$350	2008	
Factory/Industrial:	Up to 2,500 sq. ft. \$75	2008	
	2,501 - 10,000 sq. ft. \$100	2008	
	10,001 - 50,000 sq. ft. \$150	2008	
	50,001 - 100,000 sq. ft. \$200	2008	
	100,001 - 150,000 sq. ft. \$250	2008	
	150,001 - 200,000 sq. ft. \$300	2008	
	Over 200,000 sq. ft. \$350	2008	
Educational:			
Day Cares (Not in residential home)	Up to 2,500 sq. ft. \$75	2008	
Public and Private Schools (Inspected every 6 months)	2,501 - 10,000 sq. ft. \$100	2008	
	10,001 - 50,000 sq. ft. \$150	2008	
	50,001 - 100,000 sq. ft. \$200	2008	
	100,001 - 150,000 sq. ft. \$250	2008	
	150,001 - 200,000 sq. ft. \$300	2008	
	Over 200,000 sq. ft. \$350	2008	
Hazardous:	Up to 2,500 sq. ft. \$75	2008	
	2,501 - 10,000 sq. ft. \$100	2008	
	10,001 - 50,000 sq. ft. \$150	2008	
	50,001 - 100,000 sq. ft. \$200	2008	
	100,001 - 150,000 sq. ft. \$250	2008	
	150,001 - 200,000 sq. ft. \$300	2008	
	Over 200,000 sq. ft. \$350	2008	
Institutional:			
Nursing Home, Hospital, Mental Health Facility, Jail or Detox Center	Up to 2,500 sq. ft. \$75	2008	
	2,501 - 10,000 sq. ft. \$100	2008	
	10,001 - 50,000 sq. ft. \$150	2008	
	50,001 - 100,000 sq. ft. \$200	2008	
	100,001 - 150,000 sq. ft. \$250	2008	
	150,001 - 200,000 sq. ft. \$300	2008	
	Over 200,000 sq. ft. \$350	2008	

# Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY18 Changes (July 1, 2017)
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	} Replace with fees below
	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	
Apartments/Dorm buildings up to 3 stories			\$75 for each residential building
Apartments/Dorm buildings over 3 stories			Up to 2,500 sq.ft. \$75 2,501-10,000 sq.ft. \$100 10,001-50,000 sq.ft. \$150 50,001-100,000 sq.ft. \$200 100,001-150,000 sq.ft. \$250 150,001-200,000 sq.ft. \$300 Over 200,000 sq.ft. \$350
All Hotels (regardless of number of stories)			Up to 2,500 sq.ft. \$75 2,501-10,000 sq.ft. \$100 10,001-50,000 sq.ft. \$150 50,001-100,000 sq.ft. \$200 100,001-150,000 sq.ft. \$250 150,001-200,000 sq.ft. \$300 Over 200,000 sq.ft. \$350
<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	
<u>Permits:</u>			
Permits and Final Inspections			
Fire Sprinkler System, up to 14 sprinkler heads	\$75 plus tap connection fee	2012	} Replace with fees below
Each additional sprinkler head	\$1.05	2012	
Tap Connection	\$21	2012	
Fire Sprinkler System (1 to 20 sprinkler heads)			\$75
Fire Sprinkler System (21 to 50 sprinkler heads)			\$125
Each additional sprinkler head over 50			\$1.05 per additional sprinkler head
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	
No-Show Inspection Fee			\$50 per visit
A.L.E.	\$75 per visit	2008	
Amusement Buildings	\$75 per visit	2008	
Carnival and Fair	\$75 per visit	2008	

# Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY18 Changes (July 1, 2017)
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	
<b>Training Facility Fees</b>			
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	\$600.00 per day
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	
<b>Hazardous Material Protection Fee</b>			
Haz-Mat Unit Response	\$555.00 per hour	2010	
Haz-Mat Battalion Chief 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 Chief 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	
<b>Parking</b>			
<b>Parking Fines</b>			
Amtrak Lot Violation	\$10.00	2007	Remove from Fee Schedule
Backed to Curb Violation	\$10.00	2007	
City Hall Lot Violation	\$10.00	2007	Remove- replaced by Overtime (Lots)
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	
<b>Immobilization Fee</b>			
Fee per wheel lock removal, in addition to outstanding parking tickets and penalties	\$50.00	2009	
<b>Leased Parking Spaces</b>			
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	
<b>Hourly Paid Parking</b>			
All Lots (where applicable)	\$0.50 per hour, or \$4.00 per day	2009	
On Street (where applicable)	\$0.75 per hour	2009	

# Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY18 Changes (July 1, 2017)
<b>Event Parking</b>			\$10.00 per event
<b>Contractor Parking Permit</b>	\$10.00 per day, or \$30.00 per week	2013	
<b>Annual Contractor Parking Permit</b>	\$1,000.00 per year	2010	
<b>Residential Parking Permit</b>	\$100.00 per year	2010	
<b>Parks, Recreation &amp; Maintenance</b>			
<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>			
<b>Special Event Permits</b>			
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	
<b>Expedited Special Event Permit</b>			
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	
<b>Recreation Center Rentals</b>			
Program Room Rental (nonprofit organizations)	<b>Resident</b> - \$200 deposit & \$65 for 1 to 4 hours, plus \$25 each additional hour up to 8 hours maximum <b>Non-Resident</b> - \$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)	<b>Resident</b> - \$200 deposit & \$130 for 1 to 4 hours, plus \$25 each additional hour up to 8 hour maximum <b>Non-Resident</b> - \$200 deposit & \$260 for 1 to 4 hours, plus \$50 each additional hour up to 8 hour maximum	2007 2015	
Gym Rental (nonprofit organizations)	<b>Resident</b> - \$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 <b>Non-Resident</b> - \$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)	<b>Resident</b> - \$200 deposit & \$50 up to 4 hours plus \$25 each additional hour up to 8 hours maximum <b>Non-resident</b> - \$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)	<b>Resident</b> - \$25 additional per hour for rentals after center closings <b>Non-Resident</b> - \$50 additional per hour for rentals after center closings	2007 2015	Remove from fee schedule
Sunday or Legal Holiday Use (nonprofit organizations)	<b>Resident</b> - \$100 for 1 to 4 hours maximum plus deposit and rental fee <b>Non-Resident</b> - \$200 for 1 to 4 hours maximum plus deposit and rental fee	2007 2015	
Program Room Rental (for profit organizations)	<b>Resident</b> - \$200 deposit & \$130 per hour for 1 to 4 hours, plus \$50 each additional hour up to 8 hours maximum <b>Non-Resident</b> - \$200 deposit & \$260 per hour for 1 to 4 hours, plus \$100 each additional hour up to 8 hours maximum	2007 2015	

# Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY18 Changes (July 1, 2017)
Multipurpose Room Rental (for profit organizations)	<b>Resident</b> - \$200 deposit & \$260 for 1 to 4 hours, plus \$50 each additional hour up to 8 hour maximum	2007	
	<b>Non-Resident</b> - \$200 deposit & \$520 for 1 to 4 hours, plus \$100 each additional hour up to 8 hour maximum	2015	
Gym Rental (for profit organizations)	<b>Resident</b> - \$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	2007	
	<b>Non-Resident</b> - \$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	2015	
Kitchen Rental (for profit organizations)	<b>Resident</b> - \$200 deposit & \$100 up to 4 hours plus \$50 each additional hour up to 8 hours maximum	2007	
	<b>Non-Resident</b> - \$200 deposit & \$200 up to 4 hours plus \$100 each additional hour up to 8 hours maximum	2015	
After Hours Fees (for profit organizations)	<b>Resident</b> - \$50 additional per hour for rentals after center closings	2010	Remove from fee schedule
	<b>Non-Resident</b> - \$100 additional per hour for rentals after center closings	2015	Remove from fee schedule
Sunday or Legal Holiday Use (for profit organizations)	<b>Resident</b> - \$200 for 1 to 4 hours maximum plus deposit and rental fee	2007	
	<b>Non-Resident</b> - \$400 for 1 to 4 hours maximum plus deposit and rental fee	2015	
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	
<b>Park Rental Fees</b>			
<b>Ball Field Rental</b>			
Field use with field preparation and lighting	<b>Resident</b> - \$175 per day, plus \$250 deposit	2015	
	<b>Non-Resident</b> \$350 per day, plus \$250 deposit	2015	
Field use	<b>Resident</b> - \$35 for up to 4 hours or \$50 per day, plus \$100 deposit	2015	
	<b>Non-Resident</b> - \$70 for up to 4 hours or \$100 per day, plus \$100 deposit	2015	
Field lighting	<b>Resident</b> - \$25 per hour, plus \$100 deposit	2015	
	<b>Non-Resident</b> - \$50 per hour, plus \$100 deposit	2015	
Basketball Court (Outdoor)	<b>Resident</b> - \$100 deposit plus \$35 (up to 4 hours); \$50 (over 4 hours)	2010	
	<b>Non-Resident</b> - \$100 deposit plus \$70 (up to 4 hours); \$100 (over 4 hours)	2015	
Cross Creek Park Rental	<b>Resident</b> - \$100 (1-4 hours), \$25 each additional hour	1999	
	<b>Non-Resident</b> - \$200 (1-4 hours), \$50 each additional hour	2015	
<b>Festival Park</b>			
Category 1 - Dogwood Festival, International Folk Festival, 2 uses per year (1 per six months) by Cumberland County Schools, 4 uses per year (1 per 3 months) by Art Agencies as coordinated through Arts Council Executive Director	Free	2007	
Category 2 - Non-profit event sponsored by a 501(c) organization	\$250 deposit plus \$500 per calendar day	2007	
Category 3 - Community event open to the public when no admission is charged, sponsored by any entity other than a non-profit	\$375 deposit plus \$750 per calendar day	2007	
Category 4 - Commercial ticketed events - concerts, paid admission shows	\$500 deposit plus \$1,000 per calendar day plus 15% of gross ticket sales, unless event is being sponsored as a part of Category 1 event	2007	
Category 5 - Park rental open to the public (e.g. Family reunions, weddings, company picnics, etc.)	\$125 deposit plus \$250 per calendar day	2007	
Sunday or Legal Holiday use	\$150 plus deposit and rental fee	2007	
Lamon Street Park Complex	<b>Resident</b> - \$500 per day plus \$250 deposit	2007	
	<b>Non-Resident</b> - \$1,000 per day plus \$250 deposit	2015	
Martin Luther King Park	<b>Resident</b> - \$40 (1-4 hours), \$70 over 4 hours	1999	
	<b>Non-Resident</b> - \$80 (1-4 hours), \$140 over 4 hours	2015	
Mazarick Building	<b>Resident</b> - \$65 (1-4 hours), \$25 each additional hour plus \$200 deposit	2011	
	<b>Non-Resident</b> - \$130 (1-4 hours), \$50 each additional hour plus \$200 deposit	2015	

# Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY18 Changes (July 1, 2017)
North Carolina Veterans Park Visitors' Center and Outdoor Garden	<b>Resident</b> - \$725 (1-4 hours), \$100 each additional hour plus \$700 deposit <b>Non-Resident</b> - \$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	<b>Resident</b> - \$500 per day plus \$250 deposit <b>Non-Resident</b> - \$1,000 per day plus \$250 deposit	2007 2015	
Shelter - Small	<b>Resident</b> - \$40 (1-4 hours), \$70 over 4 hours <b>Non-Resident</b> - \$80 (1-4 hours), \$140 over 4 hours	2008 2015	
Shelter - Large	<b>Resident</b> - \$60 (1-4 hours), \$110 over 4 hours <b>Non-Resident</b> - \$120 (1-4 hours), \$220 over 4 hours	2008 2015	
Splash Pad			<b>Resident</b> - \$75 for 60 minute rental outside of operational hours <b>Non-Resident</b> - \$150 for 60 minute rental outside of operational hours
Tokay Park Complex	<b>Resident</b> - \$500 per day plus \$250 deposit <b>Non-Resident</b> - \$1,000 per day plus \$250 deposit	2010 2015	
Boating	<b>Resident</b> - \$2 per hour, \$5 per half day, \$10 per day <b>Non-Resident</b> - \$4 per hour, \$10 per half day, \$20 per day	1998 2015	
Camping Fees (organized groups)	<b>Resident</b> - \$1 per person per night, \$25 minimum <b>Non-Resident</b> - \$2 per person per night, \$50 minimum	1995 or prior 2015	
Family Campsite	<b>Resident</b> - \$10 per night <b>Non-Resident</b> - \$20 per night	1995 or prior 2015	
Mobile Stage - Large (nonprofit organizations)	<b>Resident</b> - \$500 per calendar day, plus \$500 deposit <b>Non-Resident</b> - \$1,000 per calendar day, plus \$500 deposit	2008 2015	
Mobile Stage - Small (nonprofit organizations)	<b>Resident</b> - \$400 per calendar day, plus \$500 deposit <b>Non-Resident</b> - \$800 per calendar day, plus \$500 deposit	2008 2015	
Mobile Bleachers (nonprofit organizations)	<b>Resident</b> - \$400 per calendar day, plus \$500 deposit <b>Non-Resident</b> - \$800 per calendar day, plus \$500 deposit	2007 2015	
Mobile Stage - Large (for profit organizations)	<b>Resident</b> - \$1,000 per calendar day, plus \$500 deposit <b>Non-Resident</b> - \$2,000 per calendar day, plus \$500 deposit	2008 2015	
Mobile Stage - Small (for profit organizations)	<b>Resident</b> - \$800 per calendar day, plus \$500 deposit <b>Non-Resident</b> - \$1,600 per calendar day, plus \$500 deposit	2008 2015	
Mobile Bleachers (for profit organizations)	<b>Resident</b> - \$800 per calendar day, plus \$500 deposit <b>Non-Resident</b> - \$1,600 per calendar day, plus \$500 deposit	2007 2015	
<b>Mini-Bus Rental for Partnering Agencies</b>	100% recovery of direct costs		
<b>Athletic Programs</b>			
Adult Open Play Athletics	<b>Resident</b> - \$2 <b>Non-Resident</b> - \$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		

# Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY18 Changes (July 1, 2017)
Youth Athletics not otherwise listed	<b>Resident</b> - \$20 <b>Non-Resident</b> - \$40	1999 2015	
Youth Cheerleading	<b>Resident</b> - \$20 <b>Non-Resident</b> - \$40	2009 2015	
Youth Football	<b>Resident</b> - \$25 <b>Non-Resident</b> - \$50	1999 2015	
Late Registration for Youth Sports Programs	\$5.00	2001	
<b>Swimming Pool Fees</b>			
Swimming Lessons	<b>Resident</b> - \$30 <b>Non-Resident</b> - \$60	2009 2015	<b>Resident</b> - \$48 <b>Non-Resident</b> - \$96
Pool Entry Fee	<b>Resident</b> - \$2 for adults, \$1 for children <b>Non-Resident</b> - \$4 for adults, \$2 for children	1995 or prior 2015	
Pool Rental	<b>Resident</b> - \$200 deposit, \$175 rental fee for first 2 hours, \$50 for each additional hour; plus current rate of pay for lifeguards <b>Non-Resident</b> - \$200 deposit, \$350 rental fee for first 2 hours, \$100 for each additional hour; plus current rate of pay for lifeguards	2011 2015	
<b>Tennis Fees</b>			
Tennis Lessons	Variable	1995 or prior	
Courts	<b>Resident</b> - \$150 deposit; rental fee of \$35 (up to four hours); \$50 (over four hours); \$175 additional charge for use of lights <b>Non-Resident</b> - \$150 deposit; rental fee of \$70 (up to four hours); \$100 (over four hours); \$350 additional charge for use of lights	2010 2015	
<b>Senior Programs / Leisure Activities</b>			
Leisure Activities	Variable	1995 or prior	
<b>After-School Program</b>			
Program Fee	<b>Resident</b> - \$80 per month/\$25 per week <b>Non-Resident</b> - \$160 per month/\$50 per week	2014 2015	
Early/Late Fee	\$5 per 5 minute period	2008	
<b>Summer Camp/Playground</b>			
Summer Day Camp	<b>Resident</b> - \$55 per week <b>Non-Resident</b> - \$110 per week	2014 2015	
Summer Playground	<b>Resident</b> - \$25 per week <b>Non-Resident</b> - \$50 per week	2014 2015	
Late Pickup Fee	\$5 per 5 minute period	2009	
<b>Athletic Protest Fee</b>	\$25.00	2002	
<b>Community Garden</b>	\$25.00 refundable deposit	2009	
<b>Concessions</b>	Variable	2002 or prior	
<b>Cemetery:</b>			
<b>Burial Plots</b>			
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	
<b>Monument Administration/Interment Fees</b>			
Monument Administration/Interment Fees	\$25.00	2002 or prior	
After Hours Cemetery Fee	\$75.00	2002 or prior	
<b>Police</b>			
<b>Code Violations</b>			
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	
<b>Police False Alarm Fee</b>			
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	



# Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY18 Changes (July 1, 2017)
6th false alarm per fiscal year	\$100.00	2010	
7th false alarm per fiscal year	\$100.00	2010	
In excess of 7th false alarm per fiscal year	\$200.00 each	2010	
Continuous alarm	\$10.00 for each 60-minute interval beginning 60 minutes after notification, not to exceed \$100.00 in a 24-hour period	2010	
<b>IDB Photo Reports</b>	\$0.35 for 4"x 6", \$5.00 for 8"x 10", \$5.00 for Contact Sheet	2008	
<b>Photographic CD</b>	\$35.00 per CD	2008	
<b>Wrecker Fees</b>			
Annual Wrecker Inspection Fee	\$100.00 per truck	2008	
Wrecker Rotation Fee	\$15.00 per tow	2008	
<b>Officer Fees</b>	Variable	2002	
<b>Range Fee</b>	\$200.00 per day	2010	
<b>Public Services</b>			
<b><u>Engineering &amp; Infrastructure Fees and Penalties</u></b>			
<b>Map Sales</b>			
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	
<b>Copy Sales</b>			
Prints (11" x 17")	\$2.00	2010	
Prints (8 1/2" x 11")	\$1.00	2010	
Prints (8 1/2" 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	
<b>Development Plan Reviews/Infrastructure Permits</b>			
Commercial Developments, one acre or less	\$300.00	2015	
Commercial Developments, between one and ten acres	\$525.00	2015	
Commercial Developments, in excess of ten acres	\$975.00	2015	
Residential Subdivisions, 50 lots or less	\$525.00	2015	
Residential Subdivisions, 51 to 100 lots	\$750.00	2015	
Residential Subdivisions, in excess of 100 lots	\$975.00	2015	
Resubmittal Fee, commercial or residential, per submittal	\$225.00	2015	
<b>Infrastructure Inspection Fees</b>			
Roadway Inspection Fee	\$0.50 per linear ft.	2010	
Storm Drainage Pipe Inspection	\$0.30 per linear ft.	2010	
<b>Driveway Permits</b>			
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	
<b>Resurfacing Permit</b>	\$30.00		
<b>Sidewalk Permit</b>	\$30.00		
<b>Right of Way Excavations</b>			
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	

# Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY18 Changes (July 1, 2017)
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	
<b>Sidewalk Assessment (Petitioned)</b>	\$10.00 per front foot		
<b>Street Paving Assessments</b>			
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	
<b>Traffic Control Photographic System Citations</b>			
Civil penalty for violation	\$100.00	2015	
Penalty for failure to pay or appeal a citation within 30 days after notification	\$100.00	2015	
<b>Traffic Control Services and Device Rental Fees</b>			
Labor Fee	\$25.00 per man hour	2006 or prior	
Equipment Fee	\$25.00 per hour per piece of equipment	2006 or prior	
Solar Power Arrow Board	\$110.00 per board per day	2006 or prior	Remove from fee schedule
Message Board			\$150.00 per board per day
Arrow Board			\$75.00 per board per day
28" Cone	\$0.50 per cone per day	2006 or prior	Remove from fee schedule
36" Cone	\$1.00 per cone per day	2006 or prior	
36" Channelizer Cone			\$1.00 per cone per day
Barricade	\$2.00 per barricade per day	2006 or prior	
Beacon	\$1.75 per beacon per day	2006 or prior	Remove from fee schedule
Drum	\$2.00 per day per drum	2016	
Flag	\$0.50 per flag per day	2006 or prior	
Sandbag	\$0.75 per sandbag per day	2006 or prior	Remove from fee schedule
Sign Stand	\$1.25 per stand per day	2006 or prior	
Traffic Control Sign	\$2.00 per sign per day	2006 or prior	
Tripod	\$0.75 per tripod per day	2006 or prior	
Water Jersey	\$2.00 per jersey per day	2006 or prior	
<b>House Moving Fee</b>	\$1,500 Bond, \$25 administrative fee, \$25 per hour police escort fee and \$37 per hour signal technician fee	1987	
<b>Right of Way Registration Fee</b>	\$200.00	2002 or prior	
<b>Street Closing Fee</b>	\$1,500.00	2011	
<b>Street Right of Way Withdrawal</b>	\$500.00	2011	
<b>Temporary Right of Way Encroachment Fee</b>			
30 day permit for items (construction dumpsters, etc.) placed on sidewalks	\$50.00 per 30 days	2008	
<b>Temporary Truck Route Permit</b>	\$75.00	2011	
<b>Solid Waste Fees and Penalties</b>			
<b>Residential Solid Waste Fee</b>			
Single-family homes and residential units in multi-family properties of 7 units or less	\$44.00 per year	2015	\$48.00 per year
<b>Administrative Fee (Abatement Actions)</b>	\$100.00	2008	
<b>Backdoor Pickup Fee</b>			
Handicap Backdoor Pickup	Free	2002 or prior	
<b>Bulky Item or Limb Debris Pickup</b>			
Full truckload pickups (approx. 20 cubic yards)	\$357.00 per truckload	2007	
Less than full truck load pickups	No Charge	2012	
<b>Household Construction Debris Pickup</b>			
Generated by Contractor	Not offered		
Resulting from homeowner renovations	\$50.00	2011	
<b>Loose Leaf Pickup</b>			
Collection during scheduled neighborhood loose leaf collection	No Charge		
Collection outside of scheduled neighborhood loose leaf collection			
Collection of 25 cubic yards or less	\$75.00	2012	
Collection of more than 25 cubic yards	\$250.00	2012	

# Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY18 Changes (July 1, 2017)
<b>Set-Out Pickup</b>			
For curbside pick up of mixed refuse or furniture, usually resulting from vacating a residence	\$100.00	2011	
<b>Rollout Carts</b>			
Cart Purchase	Variable based upon actual City purchase price	2007	
Optional Recycling Cart Exchange- Small for Large	\$20.00	2013	
Delivery Fee	\$11.50	2013	
Festival Park Events			10 garbage and 10 recycling carts provided. Extra carts \$10 per cart per day.
Events Outside of Festival Park			\$100 for 5 garbage and 5 recycling carts.
<b>Solid Waste Fines</b>			
Failure to remove container from curb	1st violation, written warning; 2nd and subsequent violations, \$100.00 each		
<b>Stormwater Fees and Penalties</b>			
<b>Stormwater Fee (Quality &amp; Improvements)</b>			
Single Family	\$3.75 per month per ERU	2015	\$4.25 per month per ERU
Non-Single Family	\$3.75 per month per 2,266 sq. ft. of impervious surface	2015	\$4.25 per month per 2,266 sq. ft. of impervious surface
<b>Best Management Practice Inspection Fee</b>	\$150.00	2011	
<b>Stormwater Control Ordinance Variance Filing Fee</b>	\$500.00	2011	
<b>Stormwater Control Ordinance Civil Penalties</b>			
<b>Failure to Obtain Permit</b>			
<b>First Offense within 2 years:</b>			
Off-site impacts documented	\$3,000 per day	2011	
No off-site impacts documented	\$1,000 per day	2011	
<b>Second Offense within 2 years:</b>			
Off-site impacts documented	\$5,000 per day	2011	
No off-site impacts documented	\$3,000 per day	2011	
<b>Third or Subsequent Offense within 2 years:</b>			
Each violation	\$5,000 per day	2011	
<b>Illicit Connection and Improper Disposal Civil Penalties</b>			
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	
<b>Other Violations of Stormwater Control Ordinance</b>	Up to \$5,000/day	2011	
<b>Transit</b>			
<b>Motor Vehicle License Tax for Transit</b>			
	\$5.00 per year	2008	
<b>Bus</b>			
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	
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	
<b>Bulk Pass Sale Discounts</b>			
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	

# Fee Schedule

Description	Current Fee	Established or Last Changed	Proposed FY18 Changes (July 1, 2017)
<b>Third-Party Fare Agreements</b>			
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	
<b>Cumberland County Schools</b>			
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	
<b>Advertising Space</b>			
<b>Interior Banner</b>			
1 to 4 vehicles	\$30 per vehicle per month	2013	} Remove from fee schedule due to contracted advertising
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	
<b>Identification Cards</b>			
1st Card	Free	2014	
2nd Card	\$2.00	2014	
3rd Card	\$3.00	2014	
Each Additional Card after 3rd	\$5.00	2014	
<b>No Show / Late Cancellation Penalty for Demand Response Service</b>			
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	

## Glossary

---

**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, 2016" 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 2016-17 and 2017-18 are considered along with the available fund balance at June 30, 2016, to project fund balance at June 30, 2018. Projected future fund balance restrictions for County parks and recreation, and known fund balance assignments for items such as the recommended Capital and Technology Improvement Plans, and the Capital Funding Plans for general capital and debt service, the Parks and Recreation Bond projects and the downtown stadium are deducted to determine projected available fund balance at June 30, 2018.

**Bond:** A written promise to pay a specific amount of money within a specific time period, usually long-term. Bonds are typically issued to fund specific capital improvement expenditures. The City issues general obligation bonds, which require approval by voter referendum before issue and two-thirds and revenue bonds, which do not require referendum approval.

**Bonds Issued:** Bonds that are sold.

**Budget:** A financial plan that includes estimated revenues and expenditures for a fiscal year and specifies the type and level of services to be provided. The original appropriation does not include carryover of appropriations for encumbrances and fund balance designations for specific purposes.

**Budget Document:** A formal document presented to the City Council containing the City's financial plan for a fiscal year. The budget document is presented in two phases—recommended and final—the latter of which reflects the budget as adopted by the City Council.

**Budget Message:** A written summary of the proposed budget from the City Manager to the City Council. The message includes an explanation of important features of the budget, changes in programs or appropriation levels from previous years and recommendations of the City Manager.

**Budget Ordinance:** A schedule adopted by the City Council which lists revenues by source, appropriations by portfolio group or fund, and levies taxes for the coming fiscal year.

**Capital Assets:** Items (such as vehicles, equipment and furniture) purchased by the City 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.

# Glossary

---

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

**Full-Time Equivalent (FTE):** The ratio of the total number of authorized work hours for a regular position to the total work hours for a full-time position. One FTE is equivalent to one employee working full-time.

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

**Fund Balance:** The difference between the accumulated revenues and expenditures for a particular fund. These resources are set-aside within a fund to provide adequate cash flow and reserves. North Carolina statutes dictate that a portion of fund balance is not available for appropriation in the following fiscal year.

**General Fund:** A fund that provides for the accounting of all financial resources except those designated to other funds. Most of the basic government services, such as police, fire, parks, inspections, or street maintenance are accounted for in this fund.

**General Obligation Bonds:** Debt instruments issued by the City which are secured by the unit's taxing power.

**Grants:** A contribution or gift in cash or other assets from another government or nonprofit foundation to be used for a specified purpose.

**Infrastructure:** Facilities on which the continuance and growth of a community depend, such as roads, water lines, etc.

**Interfund Accounts:** Accounts that reflect transfers between funds.

**Intergovernmental Revenues:** Revenues from other governments (state, federal, local) which can be in the form of grants, shared revenues, or entitlements.

**Internal Service Fund:** A fund used to account for the financing of goods and services provided by one department to other departments of the City on a cost reimbursement basis.

**Lease-Purchase Agreement:** A contractual agreement to acquire items of equipment whereby the local government agrees to pay the purchase price, plus interest on an installment basis.

**Levy:** The amount of tax, service charges, and assessments imposed by a government.

**Municipal Bond:** A bond issued by a local government.

**Non-Operating Expenses:** Expenses that are not directly related to the provision of services such as debt service.

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

**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).



## ***Glossary***

---

**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.



*City of*  
**Fayetteville**  
*North Carolina*



433 Hay Street  
Fayetteville, NC 28301-5537  
[www.FayettevilleNC.gov](http://www.FayettevilleNC.gov)