

**FY 2019**



City of  
**Fayetteville**  
*North Carolina*

# ANNUAL BUDGET



**ADOPTED**

**FY 2019**

**ADOPTED**



# **ANNUAL BUDGET**



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

## **MAYOR AND CITY COUNCIL**

Mitch Colvin, Mayor

Theodore W. Mohn, Mayor Pro Tem, District 8

Kathy Jensen, District 1

Vacant, District 2

Tisha Waddell, District 3

D.J. Haire, District 4

Johnny Dawkins, District 5

William Joseph Leon Crisp, District 6

Larry Wright, District 7

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

Telly C. Whitfield, Assistant City Manager

## **BUDGET AND EVALUATION STAFF**

Tracey Broyles, Budget and Evaluation Director

Kelly Olivera, Assistant Budget and Evaluation Director

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## **STRATEGIC PERFORMANCE ANALYTICS STAFF**

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***Design by:***

*Corporate Communications Department*

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# Introduction



## Budget Message



May 4, 2018

Dear Mayor Colvin 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 2018 – 2019 (FY 2019). 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.

As I write this conveyance memorandum, I see the progress being made across from City Hall on our new downtown stadium. By this time next year, our three-year venture that began in June 2016 will be realized with the opening of the 4,500 seat, multi-purpose sports venue, and the first home games of the yet-to-be-named Houston Astros Class-A Advanced minor league baseball team will have been played. While the enthusiasm of the community for the return of minor league baseball to Fayetteville is palpable, excitement over the accompanying economic development is just as intense.

Many communities embark on public investment projects in hopes of attracting future private investment and development. Fayetteville has been extraordinarily fortunate to have the stadium and a new parking deck serve as the linchpin for over \$60 million in concurrent private investment surrounding the site. The historic Prince Charles Hotel is being transformed into 62 residential units and high value restaurant and retail space. A new 90,000 square foot office building and a 125 key Hyatt Place hotel are being constructed above the publicly owned parking deck creating the new

## Budget Message

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tallest structure in Fayetteville. Finally, the City's sale of the 40,000 square foot Festival Park Plaza Building returned \$4.8 million in value to the tax roll. This economic development project will jumpstart our local economy with an estimated impact of 1,086 jobs and \$50 million in labor income during construction alone. Once operational, it is estimated that 580 full-time and 150 to 200 part-time jobs will be created, adding an estimated \$16.5 million in recurring labor income to the community.

Moreover, this type of investment is occurring throughout our great city. Whether it is the Hurricane Matthew recovery projects, Parks and Recreation bond projects, or the numerous transportation projects, such as the continued construction of I-295, over the next 12 months more than \$100 million of public sector investment will be made throughout our community. This type of growth is a direct result of the City Council's bold vision for our community – one anchored not only in word, but through action. 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 2019 annual operating budget of \$235,536,638 across all funds is \$8,282,720 more than the original budget for FY 2018, an increase of 3.6%. Excluding the addition of the Public Works Commission Assessment Fund, the increase as compared to the FY 2018 original budget is \$5,246,720 or 2.3%. For the general fund in particular, the proposed budget is \$168,684,327, an increase of \$1,987,388 or 1.2% of the original adopted budget for the current fiscal year. The tax rate to support the general fund is recommended to remain at 49.95 cents per \$100 of assessed valuation.

### **Cost of Quality Government Service**

Balancing the FY 2019 budget was not an easy task. We have seen a slowing of growth in our top three municipal revenues, as shown below, to fund ever increasing municipal needs.

#### Ad Valorem Property Taxes

The FY 2018 budget saw the impact of property valuation declines resulting from the eight-year revaluation process as of January 1, 2017. Over the eight fiscal years between revaluation processes, annual growth in total taxable property valuations supporting General Fund operating budgets averaged 1.73%. For FY 2019, total property tax values are expected to grow by 0.71%, which is less than half the growth in values traditionally experienced. These projections result from very modest natural growth of 0.68% anticipated for real property values and 1% for licensed motor vehicles as compared to the current fiscal year. The very modest growth in revenues is further exacerbated by an unanticipated decline in motor vehicle property values in FY 2018, with an expected year end decline in values of 1% as compared to growth projected at 3.5% for preparation of the adopted budget.

#### Sales Tax Distributions

For FY 2018, the City anticipated \$41,806,724 in revenues from distributions of sales taxes collected by the State of North Carolina. It is currently projected that revenues will fall short of the budget amount by \$568,802, or 1.4%. Across North Carolina, sales tax revenues are experiencing growth



near 5%. Local revenue shares are impacted by a decline in the per capita share of state-wide collections due to population growth outside of Cumberland County, and by slower growth in local taxable sales as compared to other North Carolina counties. For FY 2019, the City is projecting sales tax revenues of \$42,618,815, or 3.3% over FY 2018 projected sales tax revenues. In comparison to the FY 2018 budget, the growth rate is 1.9%, providing limited additional resources to fund expenditure appropriations.

### Utility Tax Distributions

For FY 2018, the City anticipated \$13,748,600 in revenues from distributions of utility taxes collected by the State of North Carolina. It is currently projected that revenues will fall short of the budget amount by \$411,000, or 3.0%, primarily reflecting a statewide trend of lower than expected revenues from sales of electricity. For FY 2019, the City is projecting utility tax revenues of \$13,257,500, or 0.6% below FY 2018 projected revenues, reflecting a modest recovery in taxes on electric sales, offset by continuing declines in taxes on telecommunications and video programming sales. In comparison to the original FY 2018 budget, the decline is 3.6%, creating additional pressure in balancing revenues and expenditures for the General Fund.

### Employee Compensation and Benefits

The service delivery and success of the City results from the daily efforts of over 1,600 employees, ranging from public safety and public service personnel, to administrative and professional staff. As a service organization, the majority of our expenditure budget, or 53.7%, is comprised of employee salary and benefit costs. The proposed budget includes funding to maintain step plans for police officers, firefighters and telecommunicators, and for merit increases of 2% of pay range midpoints for general employees. Across all annually budgeted funds, \$2.08 million has been included in the proposed budget to fund the noted increases.

The City's cost for employee benefits is also rising for FY 2019. For employee healthcare, costs per position are expected to rise by 7.1% to approximately \$7,714 per year. Additionally, the City's required employer contribution for retirement plans for general employees and sworn police personnel are increasing by 0.25%, to 7.81% and 8.50% respectively. The proposed budget includes \$1.02 million across all annually budgeted funds for the impact of these increases.

### Fleet Maintenance

For the FY 2019 budget, it is projected that expenditures for fleet maintenance performed by the Public Works Commission will total \$7.15 million, as compared to the FY 2018 originally budgeted amount of \$6.43 million and the fiscal year end projected amount of \$6.92 million. A City Council and staff committee is currently evaluating vendor proposals for options for contracted fleet maintenance to identify the most cost effective service model for the future.

In spite of these challenges, we have been able to balance this recommended budget without an ad valorem property tax increase. To achieve this recommended balanced budget, we used the following guiding budget principles:

- Maintain current service levels.

# Budget Message

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- Residents who receive services should be asked to pay more for the service than those who do not.
- Continue moving enterprise funds to self-sufficiency.
- Maintain General Fund fund balance in excess of City Council targeted level.

## Expenditure Highlights

City 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 2018. In addition, the budget also supports City Council's strategic plan goal areas in the following ways:

### Goal 1: Safe & Secure Community



- \$195,000 to evaluate public safety facility needs and options for a public safety bond referendum in 2019
- \$645,000 for the purchase of a second set of turn-out gear for firefighters, and \$41,321 for a grant match for vehicle exhaust filters to address health and safety concerns
- \$85,611 for a systems analyst to support 911 call center systems and database maintenance
- \$30,333 for improvements at the Police Training Center including the range shelter and an expansion hut for the new grant-funded training simulator
- \$83,017 for equipment enhancements for the Fire Department, including thermal imaging equipment, rescue equipment and thermo-protective HazMat suits
- \$45,454 for equipment enhancements for the Police Department, including infrared camera equipment and live-video feed capability for drone operations, and communication equipment for the Emergency Response Team
- \$25,000 for neighborhood traffic calming measures and \$50,000 for neighborhood multi-use lane markings
- Funds operating costs and debt service for the newly relocated Fire Station 12
- Continues diversity recruitment initiatives in public safety departments

### Goal 2: Diverse & Viable Economy



- Funds significant downtown redevelopment
  - Construction of the stadium and new parking deck to be financed in FY 2018
  - \$100,000 for the grand opening of the stadium in April, 2019
- Continues \$100,000 annual support for Fayetteville Cumberland Economic Development Corporation
- Continues \$100,000 funding enhancement to transition the downtown municipal service district to an arts and entertainment focused district

- Funds a \$100,000 economic development incentive for the construction of the Campbell's Soup facility at the Cumberland County Industrial Park
- \$70,000 to resurface a leased, downtown parking lot
- Continues implementation and support of the Local Small and Disadvantaged Business Enterprise (LSDBE) program

### Goal 3: High Quality Built Environment



- \$4.28 million in annual street resurfacing funding
- \$2.22 million for stormwater drainage projects
- \$900,000 for sidewalk improvements
- \$100,000 for intersection improvements
- \$75,000 for downtown streetscape improvements
- \$700,000 for transportation improvement agreements in partnership with the North Carolina Department of Transportation, including:
  - \$500,000 for landscaping and irrigation at I-295 interchanges
  - \$50,000 for installation of sidewalk and other enhancements at the Rowan Street Bridge
  - \$50,000 for a share of upgrade costs for the computerized traffic signal system
  - \$100,000 for landscaping and irrigation improvements on Bragg Boulevard and I-95 Business
- \$25,000 for downtown wayfinding signage

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



- First Parks and Recreation bond issuance planned for FY 2019
  - Splash pads, existing park improvements, and western senior center projects underway
  - Skateboard park and tennis center to commence in FY 2019
- Funds a full-year of operating costs for the new downtown transit center and Sunday bus service
- Expands capacity for after-school programs at 3 recreation centers and for summer camps at 11 recreation centers to meet increased service demands
- \$190,677 for park and playground improvements
- \$100,000 for crack-sealing maintenance on aircraft aprons
- \$50,000 for a public art installation at the Airport
- \$100,000 to continue the partnership with Cumberland County to fund strategies to assist homeless citizens
- \$20,000 for community signage



# Budget Message

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## 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
- \$1,390,720 for a variety of technology capital projects, including \$419,328 for computer replacements, \$246,625 for a replacement revenue management system, \$210,000 for City domain migration, \$114,112 for direct fiber connections to remote sites, and \$70,160 for mobile video recording units for solid waste vehicles
- \$208,000 to continue development of the FayWorx system
- \$86,249 to fund a network security administrator, plus \$145,123 in contract network security services
- \$509,373 to sustain the facility maintenance program
- \$5.7 million for vehicle and equipment replacements

## Goal 6: Citizen Engagement & Partnerships



- Funds a \$250,000 contribution to the North Carolina Civil War and Reconstruction History Center
- \$48,000 to partner with Friends of the Park for the operations of the Fascinate-U Children's Museum
- \$75,000 in funding support for the Airborne and Special Operations Museum
- \$56,250 to partner with the Arts Council of Fayetteville/Cumberland County for community art programs
- \$26,621 to partner with Cumberland County Schools for the Innovative Career Opportunities Now (ICON) youth internship program
- Continues with next phases of City Hall renovation, including the first floor customer service areas

## Revenue Highlights:

- General property tax rate recommended at 49.95 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 remain at 39.4 cents per \$100 of assessed valuation
- Stormwater fee recommended to increase by \$0.25 to \$4.50 per month
- Residential solid waste fee recommended to increase by \$82 per year to \$190 per year; at this rate of \$15.83 per month or \$3.65 per week for solid waste, yard waste, recycling, bulky item disposal and seasonal loose-leaf collection.

- Bus fare increases are proposed, raising the adult bus fare from \$1.25 to \$1.50 and other fares commensurate with that adjustment.
- Other fee adjustments include increases in fees for use of Parks and Recreation facilities, athletic program fees and program fees for after school and summer camp programs.
- FY 2018 sales taxes expected to be 1.4% below budget, followed by 3.3% expected growth in FY 2019
- FY 2018 utility tax distributions projected to be 3.0% below budget, with FY 2019 distributions projected to marginally decline by 0.6% below FY 2018
- Payment in lieu of taxes from the Public Works Commission is projected to be \$10.94 million in FY 2019, 4.9% above the FY 2018 payment of \$10.43 million
- Economic development contribution from the Public Works Commission is projected to be \$1.2 million for the third of a five year commitment of \$6.0 million
- FY 2019 proposed budget includes \$2.5 million in loan proceeds in the General Fund to purchase vehicles and equipment
- Projected unassigned fund balance for the General Fund at the conclusion of FY 2019 is \$21.3 million and equates to 13.11% of the FY 2019 budget expenditures, excluding the County recreation program (Policy is 10% and goal is 12%)

### The Path Forward

The proposed budget focuses on maintaining a solid base of core services, advancing the City Council strategic goals, and timely completion of key capital projects that will transform our community. Other than the changes highlighted herein, the budget provides the resources needed to stay on our current ambitious course.

While this budget strikes a careful balance in maintaining our services as a major metropolitan area, it also ensures 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 goal 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 and even possibly economic opportunities.
- Balances the budget with a \$4,791,489 total General Fund fund balance appropriation, including \$1,320,432 from fund balance assigned for the general capital funding plan and \$651,848 for the stadium capital funding plan, and \$2,819,209 from unassigned fund balance; this represents a 16.7% reduction in the use of unassigned fund balance as compared to the \$5,753,215 original fund balance appropriation for FY 2018.

In closing 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, Birgit Sexton, Gail Suttles-Battle, and Christopher Wilkerson, and Deputy City Manager Kristoff Bauer, Assistant City Manager Jay Reinstein, and Assistant City Manager Telly Whitfield for their work in developing this budget for City Council's consideration. Finally, I'd like to thank the City Council for

## Budget Message

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this opportunity and for providing a clear vision for our community that has aided staff greatly in developing this recommended budget.

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, 2017. 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'm very pleased that our staff is receiving such accolades from an esteemed organization like the GFOA. It speaks volumes to the competence we have in and amongst our staff.

Respectfully submitted,

A handwritten signature in black ink, reading "Douglas J. Hewett". The signature is written in a cursive, flowing style.

Douglas J. Hewett  
City Manager





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Fayetteville  
North Carolina**

For the Fiscal Year Beginning

**July 1, 2017**

*Christopher P. Morill*

Executive Director

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## Adjustments to Recommended Budget

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The Fiscal Year 2018-2019 Recommended Budget was released to City Council on May 4, 2018, the public presentation was conducted on May 14, 2018, and the budget document was made available for public inspection at the office of the City Clerk and on the City's website. The budget was deliberated by Council at three work sessions conducted on May 10, 17, and 24, and a summary of Council directed changes to the recommended was distributed at the June 4, 2018 work session. Budget questions received from Council were addressed in written responses provided to Council and posted to the City's website.

A public hearing on the budget was held on May 29, 2018, as required by the Local Government Budget and Fiscal Control Act.

The budget ordinance that follows reflects the fiscal year 2018-2019 annual budget for the City of Fayetteville as adopted by City Council on June 11, 2018. The adopted annual budget, including the financial plan for the Risk Management Internal Service Fund, totals \$238,507,153.

### General Fund Adjustments

The adopted budget for General Fund revenues and other financing sources increased by \$321,991 and reflected the following changes:

- the addition of \$39,920 in operating revenues resulting from off-season use of two city pools and increase cemetery fees;
- the addition of \$40,000 in interfund transfers reflecting an increase in the planned interfund loan from the Risk Management Fund for the stadium funding plan; and,
- the addition of \$242,071 in appropriations from fund balance, primarily reflecting planned use for the installation of dome covers for two pools, a solid waste outsourcing study, a cemetery entrance beautification initiative and additional funding for Pathways for Prosperity; general fund balance of \$981,000 is also to be assigned for the capital funding plan to allow for the funding of debt service for the new pool.

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

- Community Investment Portfolio
  - the addition of \$15,000 to provide continuing funding for the Pathways for Prosperity initiative;
- Operations Portfolio
  - the addition of \$147,000 for the installation of dome pool covers for two pools and associated off-season operating costs;
  - the addition of \$20,000 for a beautification initiative for cemetery entrances;
- Other Appropriations
  - the addition of \$50,000 in General Fund support for the Environmental Services Fund and \$32,314 for the Transit Fund; and,
  - the addition of \$57,677 for increased debt service costs for the stadium and parking deck limited obligation bonds.



## Adjustments to Recommended Budget

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### Other Funds Adjustments

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

- Environmental Services Fund – the revenues from General Fund transfers increased by \$50,000 to fund a study of alternatives for the outsourcing of solid waste services.
- Stormwater Fund – the projected revenues from stormwater fees were increased by \$2,752,690 resulting from a further \$1.50 increase in the monthly fee to \$6.00 per month per equivalent residential unit to support expedited completion of watershed studies; \$1,587,250 was appropriated for five watershed studies and \$1,165,440 was appropriated for miscellaneous expenditures to maintain a balanced budget.
- Transit Fund – the expenditure budget was decreased by \$106,166 to reflect budget reductions from adjustments to Route 11 and savings from projected costs for bus physical damage insurance premiums; revenues from bus fares were decreased by \$130,255 due to the cancellation of the proposed fare increase and Route 11 adjustments, federal preventive maintenance grant revenues were reduced by \$8,225 due to the Route 11 adjustments, and the interfund transfer from the General Fund was increased by \$32,314 to maintain a balanced budget.

# 2018-19 Budget Ordinance (2019-1)

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

Section 1. It is estimated that the following revenues and other financing sources will be available during the fiscal year beginning July 1, 2018, and ending June 30, 2019, to meet the appropriations listed in Section 2.

## Schedule A: General Fund

Ad Valorem Taxes	\$ 69,483,243
Other Taxes	1,304,300
Intergovernmental Revenues	80,167,196
Functional Revenues	6,675,711
Other Revenues	2,916,728
Investment Earnings	422,425
Interfund Transfers	475,897
Loan Proceeds	2,527,258
Fund Balance Appropriation	5,033,560
<b>Total Estimated General Fund Revenues</b>	<b>169,006,318</b>

## Schedule B: Central Business Tax District Fund

Ad Valorem Taxes	138,965
Investment Earnings	1,000
Interfund Transfers	139,274
<b>Total Estimated Central Business Tax District Fund Revenues</b>	<b>279,239</b>

## Schedule C: Emergency Telephone System Fund

Intergovernmental Revenues	891,636
Investment Earnings	3,704
Fund Balance Appropriation	220,655
<b>Total Estimated Emergency Telephone System Fund Revenues</b>	<b>1,115,995</b>

## Schedule D: Lake Valley Drive Municipal Service District Fund

Ad Valorem Taxes	54,773
Fund Balance Appropriation	759
<b>Total Estimated Lake Valley Drive Municipal Service District Fund Revenues</b>	<b>55,532</b>

## Schedule E: Law Enforcement Officers' Special Separation Allowance Fund

Interfund Charges	1,551,654
Investment Earnings	42,600
<b>Total Estimated Law Enforcement Officers' Special Separation Allowance Fund Revenues</b>	<b>1,594,254</b>

## Schedule F: Parking Fund

Functional Revenues	510,880
<b>Total Estimated Parking Fund Revenues</b>	<b>510,880</b>

## 2018-19 Budget Ordinance (2019-1)

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

### Schedule G: PWC Assessment Fund

Other Revenues	\$	2,647,200
Investment Earnings		388,800
<b>Total Estimated PWC Assessment Fund Revenues</b>		<b>3,036,000</b>

### Schedule H: Airport Fund

Functional Revenues	4,917,212
Other Revenues	29,063
Intergovernmental Revenues	110,400
Investment Earnings	21,754
Net Assets Appropriation	119,793
<b>Total Estimated Airport Fund Revenues</b>	<b>5,198,222</b>

### Schedule I: Environmental Services Fund

Functional Revenues	11,824,260
Intergovernmental Revenues	454,758
Other Revenues	100,700
Investment Earnings	2,000
Interfund Transfers	811,679
<b>Total Estimated Environmental Services Fund Revenues</b>	<b>13,193,397</b>

### Schedule J: Stormwater Management Fund

Stormwater Fees	11,079,610
Other Functional Revenues	127,522
Investment Earnings	6,970
<b>Total Estimated Stormwater Management Fund Revenues</b>	<b>11,214,102</b>

### Schedule K: Transit Fund

Other Taxes	628,290
Fees - Bus Fares	1,022,563
Other Fees & Revenues	340,206
Intergovernmental Revenues	3,442,267
Interfund Transfers	4,732,105
<b>Total Estimated Transit Fund Revenues</b>	<b>10,165,431</b>

<b>Grand Total</b>	<b>\$</b>	<b>215,369,370</b>
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# 2018-19 Budget Ordinance (2019-1)

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

Section 2. The following amounts are hereby appropriated for the operations of the City Government and its activities for the fiscal year beginning July 1, 2018, and ending June 30, 2019, according to the following schedules:

Schedule A: General Fund

Community Investment	\$	5,834,798
Operations		117,755,048
Support Services and Administration		16,381,708
Other Appropriations		29,034,764
<b>Total Estimated General Fund Expenditures</b>		<b>169,006,318</b>

Schedule B: Central Business Tax District Fund

<b>Total Estimated Central Business Tax District Fund Expenditures</b>		<b>279,239</b>
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Schedule C: Emergency Telephone System Fund

<b>Total Estimated Emergency Telephone System Fund Expenditures</b>		<b>1,115,995</b>
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Schedule D: Lake Valley Drive Municipal Service District Fund

<b>Total Estimated Lake Valley Drive MSD Fund Expenditures</b>		<b>55,532</b>
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Schedule E: Law Enforcement Officers' Special Separation Allowance Fund

<b>Total Estimated Law Enforcement Officers' Special Separation Allowance Fund Expenditures</b>		<b>1,594,254</b>
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Schedule F: Parking Fund

<b>Total Estimated Parking Fund Expenditures</b>		<b>510,880</b>
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Schedule G: PWC Assessment Fund

<b>Total Estimated PWC Assessment Fund Expenditures</b>		<b>3,036,000</b>
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Schedule H: Airport Fund

<b>Total Estimated Airport Fund Expenditures</b>		<b>5,198,222</b>
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Schedule I: Environmental Services Fund

<b>Total Estimated Environmental Services Fund Expenditures</b>		<b>13,193,397</b>
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Schedule J: Stormwater Management Fund

<b>Total Estimated Stormwater Management Fund Expenditures</b>		<b>11,214,102</b>
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Schedule K: Transit Fund

<b>Total Estimated Transit Fund Expenditures</b>		<b>10,165,431</b>
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<b>Grand Total</b>	<b>\$</b>	<b>215,369,370</b>
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## 2018-19 Budget Ordinance (2019-1)

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

Section 3. It is estimated that the following revenues and other financing sources will be available through the Budget Ordinance Appropriation and other revenues during the fiscal year beginning July 1, 2018, and ending June 30, 2019, to meet the appropriation listed in Section 4.

Schedule A: Internal Service Fund - Risk Management

<b>Total Estimated Redistribution to Risk Management Fund and Other Revenues and Financing Sources</b>	<b>\$</b>	<b>23,137,783</b>
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Section 4. The following amounts are hereby appropriated for the operation of the Risk Management Fund and its activities for the fiscal year beginning July 1, 2018, and ending June 30, 2019, according to the following schedule.

Schedule A: Internal Service Fund - Risk Management

<b>Total Estimated Risk Management Fund Expenditures</b>	<b>\$</b>	<b>23,137,783</b>
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# 2018-19 Budget Ordinance (2019-1)

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

Section 5. There is hereby levied the following rates of tax on each one hundred dollars (\$100) valuation of taxable property as listed for taxes as of January 1, 2018, for the purpose of raising the revenue from current year property tax as set forth in foregoing estimates of revenue and in order to finance the foregoing appropriations:

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

49.95 Cents

Such a rate of tax is based upon an estimated total valuation of property for the purpose of taxation of \$13,879,059,512, and estimated collection rates of 99.27% for real and personal property and 99.92% for motor vehicles.

Central Business Tax District Rate

10.0 Cents

Such a rate of tax is based upon an estimated total valuation of property for the purpose of taxation of \$138,653,714, and estimated collection rates 99.71% for real and personal property and 100.0% for motor vehicles.

Lake Valley Drive Municipal Service District Rate

39.4 Cents

Such a rate of tax is based upon an estimated total valuation of property for the purpose of taxation of \$13,901,698, and an estimated collection rate of 100.00% for real and personal property.

Section 6. The following fee is hereby levied in accordance with the Stormwater Management Ordinance, Chapter 23 of the Fayetteville City Code to fund the City's comprehensive stormwater management program:

\$6.00 per month per Equivalent Service Unit

Section 7. The following fee is hereby levied to fund solid waste services:

\$190.00 per year per Single-Family Household or Residential Unit in a Multi-Family Property of Seven Units or Less

Section 8. The fee schedule attached hereto is adopted effective July 1, 2018.

Section 9. Funds encumbered, funds reserved for donations, and funds assigned for a specific purpose in the City's financial audit report as of June 30, 2018, are hereby reappropriated, subject to availability of departmental funds, to this budget.

# 2018-19 Budget Ordinance (2019-1)

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

Section 10. Funds included in the General Fund departmental budgets for the vehicle replacement program are authorized to be redistributed among the benefiting departments and functions.

Section 11. Compensation of each council member and the mayor is increased by 2.0%.


Section 12. Compensation is authorized at \$634.88 per month for the chairperson of the Public Works Commission, and at \$529.06 per month for each other Public Works Commission member.

Section 13. The Public Works Commission is authorized to expend an amount not to exceed \$130,000 for sponsorship activities. All sponsorships must adhere to the Council's policy and acknowledge contribution by the City of Fayetteville.

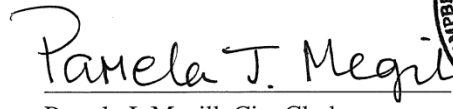
Section 14. Notwithstanding an adopted policy that sets out utility rate reductions and facility impact fee (FIF) waivers for targeted economic development projects, the Public Works Commission is authorized to expend \$10,000 for the Southeastern Partnership, and \$315,000 for the Fayetteville Cumberland County Economic Development Corporation for economic development purposes. Any additional economic development expenditures require a budget ordinance amendment approved by City Council.

ADOPTED THIS 11th DAY OF JUNE, 2018

CITY OF FAYETTEVILLE

  
Mitch Colvin, Mayor

ATTEST:

  
Pamela J. Megill, City Clerk



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

This Reader's Guide has been provided to inform the reader where particular information may be found. The City of Fayetteville's 2018-2019 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 2018-2019 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 2018-2019 and financial policies.

- **Budget Overview**

The Budget Overview contains tables summarizing budget funding sources and expenditure appropriations, intrabudget transfers, and budgeted staffing levels.

- **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**

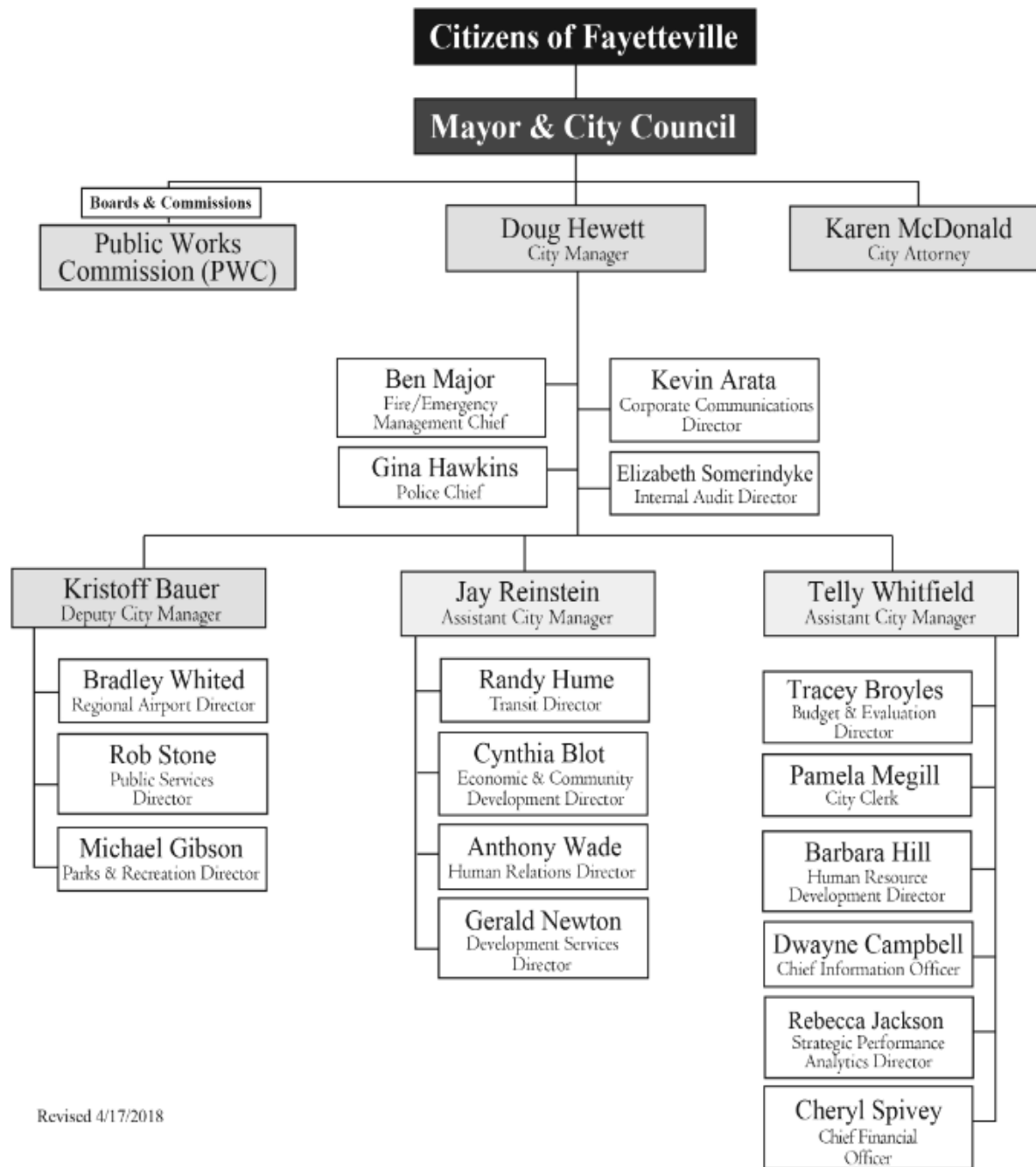
The Fiscal Information section takes the reader through the budget process and details the budget policies established by the City Council and the Local Government Budget and Fiscal Control Act. Information also includes a description of the City's financial and fund structure, and major revenue assumptions. 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

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Revised 4/17/2018

# Governmental Structure and Organization

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## 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, located at 433 Hay St. The City televises regularly scheduled Council meetings live and on playback on FayTV, the City's government access channel. FayTV is available on Spectrum cable on channel 7, and video content is also available for viewing online 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 at 5 p.m. These are informal meetings. Generally, no votes are taken. At these meetings, Council receives information and asks questions.

# Governmental Structure and Organization

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## 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 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

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Fayetteville City Council's 10-member body includes Mayor Mitch Colvin and Council members Kathy Jensen, Tisha S. Waddell, D. J. Haire, Johnny Dawkins, Bill Crisp, Larry Wright, Ted Mohn (Mayor Pro Tem), and Jim Arp, as there is currently a vacancy for District 2.

**Mitch Colvin** is a native of Fayetteville with a passion for helping to improve the City. He was elected mayor in November 2017. Prior to that, he served two consecutive terms on City Council as a council member for District 3 from 2013 through 2017.

In 1995, at the age of 21, Mayor Colvin assumed the operational leadership of Colvin Funeral Home, Inc. He still leads the operation today, helping residents in their time of need. At the time he assumed control, the company was experiencing significant financial and regulatory distress. Mayor 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. Mayor Colvin believes that hard work and commitment in the face of adversity is crucial to survival in business and life.

Since his time in elected office, Mayor Colvin has served in the following capacities:

- Mayor Pro Tem from 2015-2017
- Chairman of the Baseball Committee
- Chairman of the Gateway Committee
- Co-Chair of the Public Works Commission Negotiation Committee
- City of Fayetteville Representative to Fayetteville Area Metropolitan Planning Organization (FAMPO)

Mayor Colvin's vision is to help Fayetteville prepare for the future by building a viable work force, investing in infrastructure and expanding our City's connection to the global economy. He is placing a strong emphasis on economic development, education and training, and the creation of a safe and secure

community. In fiscal year 2019, he is committed to the five Targets for Action that Council selected during its strategic planning retreat: develop a unified street light plan; develop an internship program; review options for outsourcing waste management; develop options for a young adult engagement program; and, develop Municipal Service District options for concentrated retail areas. Mayor Colvin is also committed to unity in the community by working with other local government organizations on partnerships and projects to improve Fayetteville and Cumberland County.

### Education:

- E.E. Smith Senior High School
- John Tyler Mortuary College (Associate of Arts in Funeral Service)
- Fayetteville State University (Bachelor of Arts in Sociology)

### Service to the Community:

- Member of Kappa Alpha Psi Fraternity
- Member of Mt. Olive Missionary Baptist Church
- Appointed by Gov. Roy Cooper to the Governor's Crime Commission in 2017

### Accomplishments:

- Sponsored ordinance supporting local and small business inclusion in all City contracts
- Leading the way, Mayor Colvin established a better working relationship with community partners, the Cumberland County Board of Commissioners and the Cumberland County Board of Education

## Profiles of the Mayor and Council

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**Mayor Mitch Colvin**  
**433 Hay Street**  
**Fayetteville, NC 28301**  
**(910) 433-1992**  
**Fax (910) 433-1948**  
**[mayor@ci.fay.nc.us](mailto: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 and November 2017. She was born and raised in Fayetteville. A 1983 graduate of Pine Forest High School, Kathy went on to East Carolina University and Methodist College to study business. After college, Kathy joined the family business and worked in the retail, property management and financial areas of the businesses. 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, her hometown. When they were deciding where to live, Kathy and Jerry wanted to raise their children where she was born and raised. In 2005, Kathy opened An Affair to Remember Bridal and Formal Wear on Ramsey Street.

The past five years on Council, Kathy has served on many boards and commissions. Kathy was appointed by the Governor to be on the board of the North Carolina Youth Council. She is also very active in the Fayetteville-Cumberland Youth Council that was reactivated in 2014. Her involvement in other boards and commissions include the Fayetteville-Cumberland Economic Development Commission (FCEDC), Core Value Awards Committee (CVA), Gateways and Corridors 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.

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)**

**Tisha S. Waddell** was elected the District 3 representative to the Fayetteville City Council in November 2017. She has the distinction of serving as the district's first female representative and is committed to representing her district with integrity, transparency and improved communications.

She was reared as the daughter of two military parents and traveled extensively with them during their time of service. Their final duty station was at Ft. Bragg, and Fayetteville became her family's home in 1997.

Mrs. Waddell is an entrepreneur with years of nonprofit and executive level decision-making experience. She currently works with individuals looking to start or grow their own small business and uses her background in conflict resolution to mentor and train women in blended families on best practices for integrating two families peacefully. Mrs. Waddell formerly served as a commissioner

## Profiles of the Mayor and Council

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on the Fayetteville Redevelopment Commission.

Her vision is one of inclusion for all citizens, working together towards safe, productive neighborhoods with support resources for both seniors and youth alike. Although her priority is representing her district, she is prepared to work to ensure this vision comes to pass for the city at large.

Tisha S. Waddell is the wife of Larry J. Waddell II, and she is the mom of two beautiful daughters, RaVielle and Peyton, and bonus mom to two handsome sons, Aiden and Aaron.

**Tisha Waddell**  
**Council Member District 3**  
**433 Hay Street**  
**Fayetteville, NC 28301**  
**(910) 433-1992**  
**[twaddell@ci.fay.nc.us](mailto:twaddell@ci.fay.nc.us)**

**D. J. Haire** served eight-terms on the Fayetteville City Council from 1997 to 2013, including serving as Mayor Pro Tem from 2012 to 2013, and was re-elected as the District 4 representative in November 2017.

Council Member D. J. Haire is a native of Fayetteville and product of the Cumberland County school system.

He is a second-generation, family-owned real estate business owner of 32 years and a supporter of the local business community.

Council Member Haire has been active in the community and served on several local, state and federal boards, including: chair of the City of Fayetteville's Policy and Construction Committees; North Carolina Child Advocacy Committee; National League of Cities Advisory Council; National League of Cities Community Development Committee; chair of Seabrook Hills/Broadell Community Watch;

Member of the North Carolina Notaries Association; Life Member of the NAACP; voted the Best Of Fayetteville's "Most Respected Politician;" and recipient of the North Carolina "Old North State Award."

He helped lead past initiatives for: installation of pedestrian cross walk signals on Murchison Road at Fayetteville State University, and at the intersection of Cliffdale and Reilly Roads; installation of a signal light at the intersection of Bragg Blvd. and Ames Street; a City of Fayetteville federal lobbyist; and the Hire Fayetteville First program.

Haire attended N.C. A&T State University, Fayetteville Technical Community College, Bethel Bible College and Destiny Bible College.

Haire is married to Wendy and they have five daughters. He is a church member at Kingdom Impact Global Ministries, where he serves as a member of the Levite Ministry, Sunday School teacher and a church elder. His family lives in the Seabrook Hills/Broadell Homes community.

Haire truly loves serving Fayetteville residents: "We have built a trust together that has helped our city grow. Every day, I'm so thankful to the citizens for allowing me to serve them. I'm always only a phone call, text or email away."

**D.J. Haire**  
**Council Member District 4**  
**709-17 Filter Plant Drive**  
**Fayetteville, NC 28301**  
**Cell: (910) 574-5399**  
**[dhaire2@nc.rr.com](mailto:dhaire2@nc.rr.com)**

**Johnny Dawkins** was elected the District 5 representative to the Fayetteville City Council in November 17. He was born and raised in Fayetteville, and later graduated from Wake Forest University in 1981. While at Wake

## Profiles of the Mayor and Council

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Forest, he created the Brian Piccolo Fund Drive for cancer research. This student-led Piccolo Fund Drive has raised millions of dollars for cancer research since its founding in 1980.

Mr. Dawkins is a benefits technology consultant with Eben Concepts in Fayetteville. Mr. Dawkins is a past chairman of the Fayetteville Chamber of Commerce, and a past chairman of the Chamber of Commerce's Military Affairs Council. He is an honorary member of the 82<sup>nd</sup> Airborne Division at Fort Bragg, and he is a former honorary wing commander of the 43rd Airlift Wing at Pope Field. He has served as the chairman of the Pope Special Activities Committee, and as chairman of the North Carolina Department of Insurance's Health Insurance Agents Advisory Board.

Dawkins is a member of the Duke Cancer Institute's Brain Tumor Board of Advisors. He has served on the Board of Directors of the Fayetteville Kiwanis Club, and he also served on the Deacon Board at Snyder Memorial Baptist Church. Dawkins is a former member of the Fayetteville City Council (2003-05), the Fayetteville Urban Ministry Board, the Fayetteville State University Foundation Board, the Fayetteville Technical Community College Foundation Board, and the Care Clinic Foundation Board. Mr. Dawkins was recognized as the national Distinguished Citizen of the year for 2008, by the United States Air Force's Air Mobility Command, based at Scott AFB, Illinois.

Mr. Dawkins is married to the former Donna Palmer, and they have two grown children: Jay and Jill.

**Johnny Dawkins**  
**Council Member District 5**  
**433 Hay Street**  
**Fayetteville, NC 28301**  
**(910) 433-1992**  
**[jdawkins@ci.fay.nc.us](mailto:jdawkins@ci.fay.nc.us)**

**William (Bill) J. L. Crisp** was elected to his sixth consecutive term on the Fayetteville City Council as District 6 representative in 2017.

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



## Profiles of the Mayor and Council

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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**  
**wjlcrist@aol.com**

**Larry O. Wright, Sr.** was elected to his third consecutive term in November 2017 as District 7 representative to the Fayetteville City Council. Fayetteville has been his home for over 37 years. Councilman Wright is a graduate of Miami Northwestern High School and Shaw University, where he earned a Bachelor of Arts in theology and philosophy. He also attended Chicago 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 33 years. They have two sons, Larry, Jr. (Kristal) and James Anthony (Latoya), and seven grandchildren.

Wright has been active in the community for many years. 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 (29 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 Alumnae 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

## Profiles of the Mayor and Council

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**Larry Wright**  
**District 7**  
**P.O. Box 648**  
**Fayetteville, NC 28302**  
**(910) 433-1992**  
**Larry.Wright@ci.fay.nc.us**

**Theodore (Ted) W. Mohn** was elected to his fifth term on the Fayetteville City Council by the citizens of District 8 in November 2017, and is currently serving as Mayor Pro Tem. 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, N.C. (twice), Hawaii (twice), Fort Leonard Wood, Mo. and Germany. The Army also sent Mohn to the former Yugoslavia, Island of Sardinia, Korea, Japan, Kuwait and Iraq. Mohn retired from the Army at Fort Bragg in 2004.

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

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.

Ted 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 young-adult 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**

**Jim Arp**, a Fayetteville native, was appointed as the District 9 Fayetteville City Council representative at the December 13, 2010 City Council meeting. He was then elected in 2011 when he also served as Mayor Pro Tem, and was reelected in 2013, 2015, and 2017. He is proud to serve the great people of Fayetteville and represent District 9.

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

Councilman Arp is a decorated 20-year Army veteran. During his career, he was assigned to three tours of duty at Fort Bragg with the 82nd Airborne Division, XVIII Airborne Corps, and U.S. Army John F. Kennedy Special Warfare Center and School. He also served

## Profiles of the Mayor and Council

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on the Joint Chiefs of Staff, Joint Staff, J5 Pentagon, and with the Deputy Chief of Staff, G-3, Headquarters, Department of the Army, Pentagon.

Upon retirement from the Army, he has worked in the private sector, as a defense contractor on Fort Bragg, and as a Department of Defense civilian employee.

He has 30 years of experience in the leadership, management and supervision of personnel in the highly skilled fields of national security, business, aviation, and logistics. Jim's military and civilian experience includes proven success building and leading high performing teams in complex organizations, while managing multi-million dollar operating budgets.

He also has experience in providing business development consulting services for Federal and State contracts, as well as project management, strategic communication, and professional services support for both small and large businesses.

Since his time in elected office, Jim has served in the following capacities:

- Mayor Pro Tem
- Chairman of the Baseball Committee, Project Homerun
- Chairman of the Fleet Maintenance Committee
- City of Fayetteville Liaison to the Public Works Commission (PWC)
- Member of the Baseball Committee, Project Homerun

- Member of the Parks and Recreation Bond Committee
- Member of the Sales Tax Negotiation Committee
- City of Fayetteville Representative to Fayetteville Area Metropolitan Planning Organization (FAMPO)

For over a decade Jim has been an active volunteer serving with recreation sports and local high school athletic organizations. He is also an avid outdoorsman who enjoys hunting, fishing, kayaking, and hiking.

Jim's desire is to serve with a leadership team of integrity that is highly motivated, accountable, transparent, and committed to moving Fayetteville to the next level, thereby providing responsible and effective government that represents all the citizens of this great city.

Jim and Tami have two sons, Nathan Arp of Dallas, TX, and Jared Arp, a student at Campbell University.

**James (Jim) William Arp, Jr.**  
**District 9**  
**433 Hay St.**  
**Fayetteville, NC 28301**  
**Phone: (910) 433-1992**  
**[jarp@ci.fay.nc.us](mailto:jarp@ci.fay.nc.us)**

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## Boards, Committees and Commissions

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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.

## Boards, Committees and Commissions

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- **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 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.

## Boards, Committees and Commissions

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- **Public Works Commission (PWC)**

The commission operates the electric, water and sewer utilities, functioning as a public authority for budgeting purposes. More detailed information about PWC is provided on subsequent pages.

- **Redevelopment Commission**

The commission plans and implements the City's Community Development programs (Community Development Block Grant and HOME Investment Partnership Act) with administrative and technical support provided by the Community Development Department.

- **Joint City and County Senior Citizens Advisory Commission**

The commission recommends policies and programs to aid the City and County in meeting the needs and aspirations of senior citizens.

- **Stormwater Advisory Board**

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

- **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)

## Boards, Committees and Commissions

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### 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.

Effective with the July 1, 2016 update of 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. DEP and PWC have amended the agreement to extend the original termination date to December 31, 2023, 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 interconnects 32 sub-transmission distribution substations and one industrial substation. Power is then distributed through 2,283 overhead conductor miles and 1,157 underground cable miles of 25kV and 12kV distribution circuits to deliver power to approximately 82,500 customers. The highest peak demand of the PWC was 490.3



## Boards, Committees and Commissions

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MW, occurring in February 2015. The total energy requirement for fiscal year 2017 was over 1,997,000 MW hours.

The PWC operates two water treatment plants with a combined daily treatment capacity of 57.5 million gallons. In fiscal year 2017, 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 88,180 water customers plus

approximately 7,785 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 86,800 sewer customers are served through 1,300 miles of sanitary sewer mains and 81 sanitary sewer lift stations.

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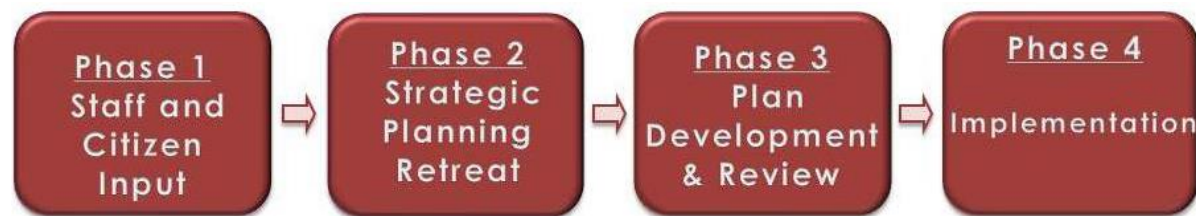


# Policies and Goals

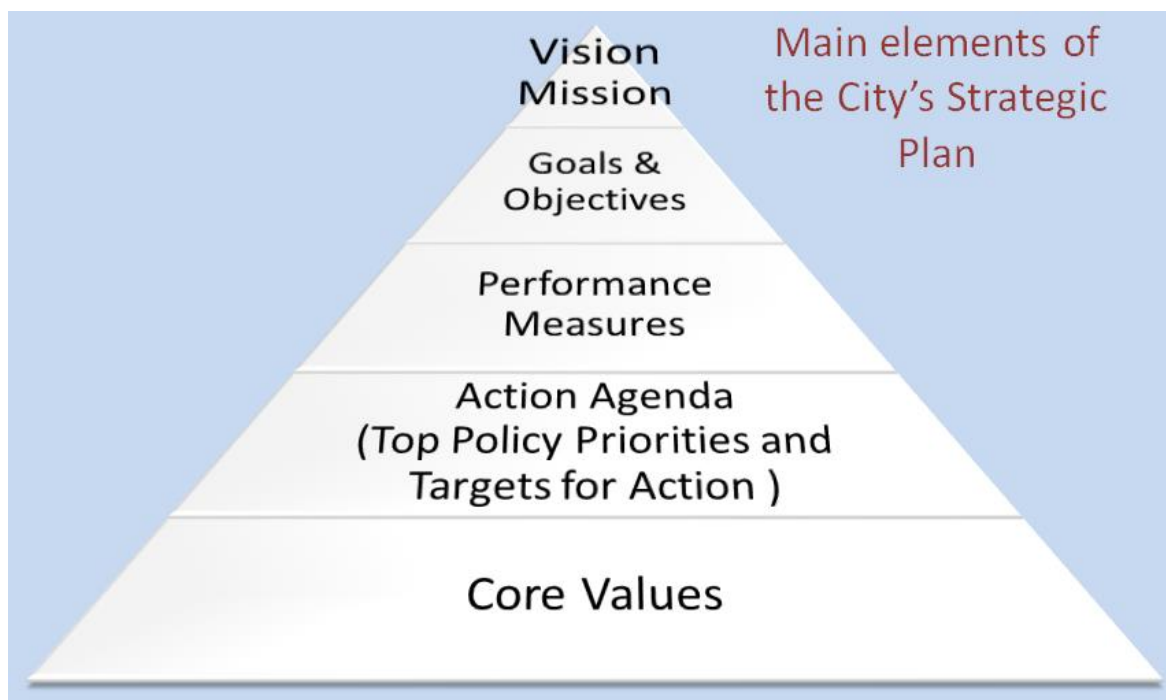
## Strategic Planning Process

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 citizens and city staff, 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 Engagement and Input

### Citizen Survey

During early 2015, a citizen satisfaction survey of a randomly selected sample of city residents was conducted.

Key Findings from the Citizen Survey included:

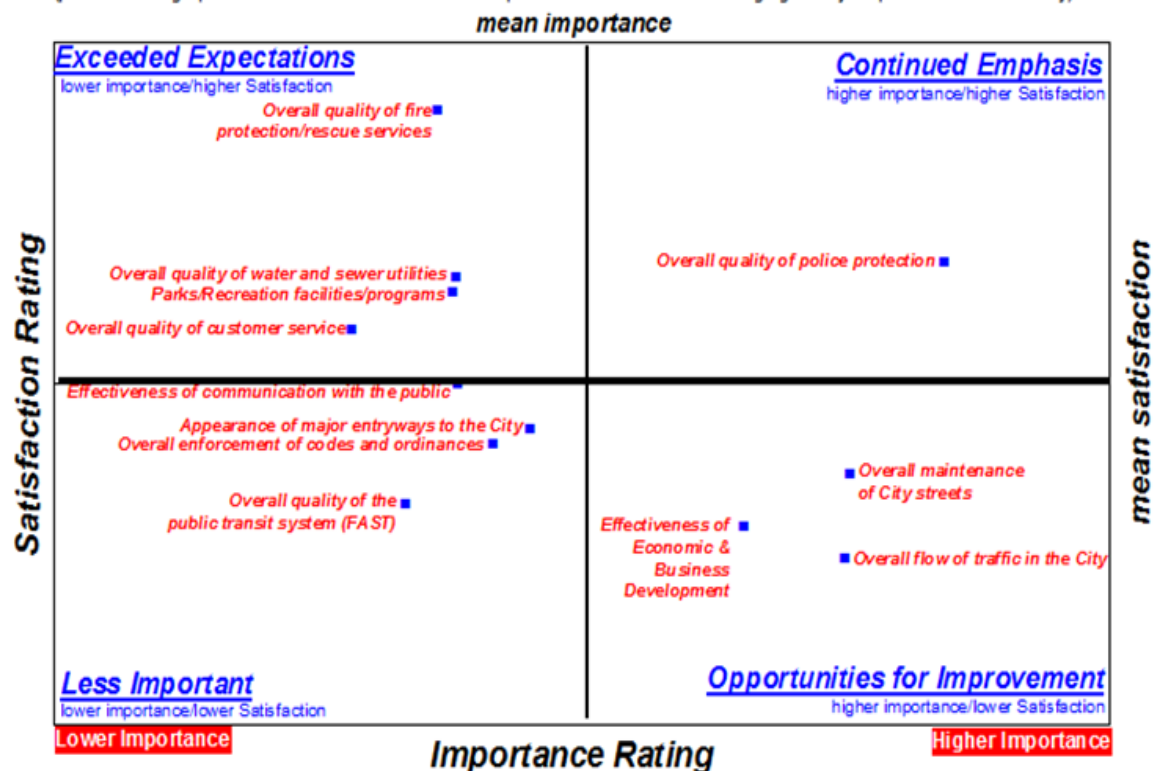
- Residents have a positive perception of the City
- Areas with highest satisfaction: Fire/rescue services, solid waste collection and customer service
- In order to improve overall satisfaction with City services, the City of Fayetteville should emphasize the following areas:
  - Traffic flow
  - Maintenance of City streets
  - Economic & Business Development
  - Police services.

Another citizen satisfaction survey is being conducted in May 2018. Results of that survey will be reported in the City's annual report.

## City of Fayetteville Resident Survey Importance-Satisfaction Assessment Matrix

### -Overall City Services-

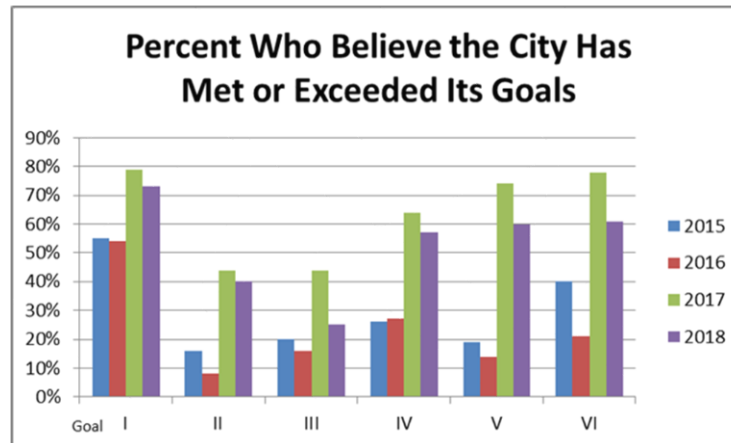
(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)



### Café Conversations

The City held a Café Conversations event in January, 2018. More than 80 residents attended to provide feedback on the City's performance and input into the City's priorities moving forward.

The chart below illustrates trends in resident feedback from prior Café Conversation events.



Resident feedback on priorities for the coming year focused on:

- The perception of safety in the community
- Job creation and economic well-being
- Increased walkability in the form of sidewalks, trails, and greenspaces
- 75% of participants agreed that the vision of the City encompassed all aspects of their individual visions for Fayetteville. The one element participants noted that could be more evident in the City's vision is inclusiveness.



# City's Strategic Plan

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## Staff Engagement and 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>

Other Major Findings:

- Mean response scores increased over 2014 scores on 83% of the statements
- Four out of the six key general statements are near the recommended mean score of 4.7
- Customer service, City goals, and City core values are high priorities for employees
- Employees are skeptical that survey results will be utilized to improve workplace conditions
- Professional development and job training scores exhibited a downward trend from 2014
- Overall employee satisfaction shows a significant decline in the 5-9 years of service demographic.

Employee focus groups were conducted to obtain data regarding the root causes of the lowest ranking items on the survey. The data was utilized to develop action plans to address employee concerns.

The Senior Management Team held a retreat in December 2017, to identify top priorities for the coming year. Much of the discussion centered on the City goals of Sustainable Organization and Citizen Engagement and Partnerships.

### *Sustainable Organization*

- Organizational Development & Training
- Technology Shifts and Impact on Services
- Project Scope Creep
- Policy Direction and Communication

### *Citizen Engagement and Partnerships*

- Community Partnerships

## Strategic Plan Development

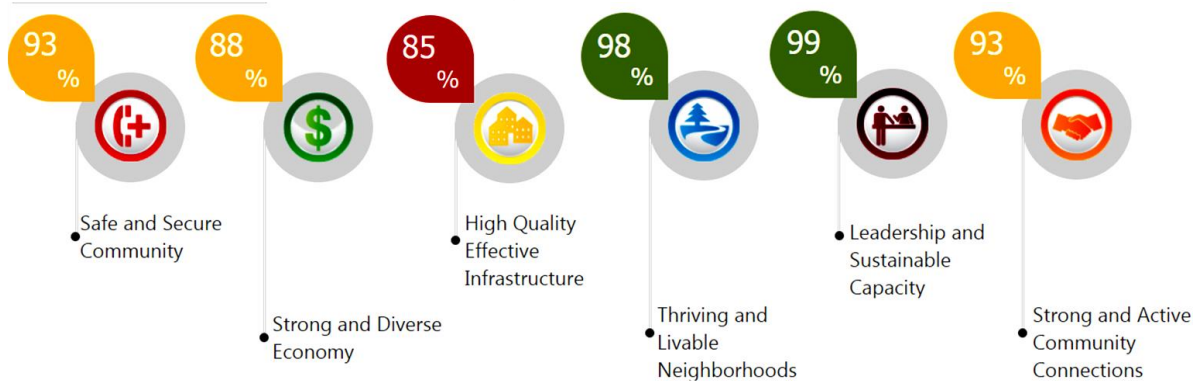
In February 2018, City Council met in a two-day planning retreat. The session included opportunities for Council to build upon ideas and interact in open conversation.

City Council conducted an environmental scan to consider the current conditions impacting the City's ability to deliver services to residents. This exercise focused on the following aspects of the current operational environment:

- *Societal and organizational trends*
- *Political factors*
- *Economic climate*
- *Citizen needs*
- *Technology factors*
- *Uncertainties*

Next, City Council conducted a SWOT analysis. SWOT is an acronym for Strengths, Weaknesses, Opportunities and Threats. This strategic planning tool was used to systematically evaluate the attributes the organization. Whereas the environmental scan focused more on the external conditions affecting the City government, the SWOT focused more internally. To complete the SWOT analysis, the Council was provided information including key results from the Strategic Performance Scorecard, Employee Survey, Employee Focus Groups, and the Senior Management Team Retreat. Presentations were made by the directors of Budget and Finance in order to provide an up-to-date report on the City's finances and financial forecast.

FY 2017 Strategic Performance Scorecard



The 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. City Council considered performance gaps and the ongoing Targets for Action (TFA).

GOAL	Exceeds Performance	Meets Performance	Below Performance	Goals with Lowest Performance
Safe/Secure Community	10%	70%	20%	
Strong/Diverse Economy	0%	30%	70%	Low Performance
High Quality/Infrastructure	0%	20%	80%	Low Performance
Thriving/Livable Neighborhoods	20%	60%	20%	
Sustainable Capacity	0%	90%	10%	
Community Connections	0%	80%	20%	

In addition to the critical ongoing TFAs, Council identified new TFAs for focus during the coming fiscal year. All ongoing and new TFA will be finalized and adopted with the fiscal year 2019 annual budget.

- Develop a unified street light plan
- Develop an internship program
- Review options for outsourcing waste management
- Develop options for a young adult engagement program
- Develop MSD options for concentrated retail areas



## FY 2019 Strategic Plan

### 2028 Vision

An attractive, culturally diverse and inclusive city, that is safe, prosperous, innovative and unified.

### Mission Statement

Fayetteville provides quality and sustainable public services, where citizens thrive and businesses grow.

## 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.

## City Goals



Safe & Secure Community



Desirable Place to Live, Work and Recreate



Diverse & Viable Economy



Sustainable Organizational Capacity



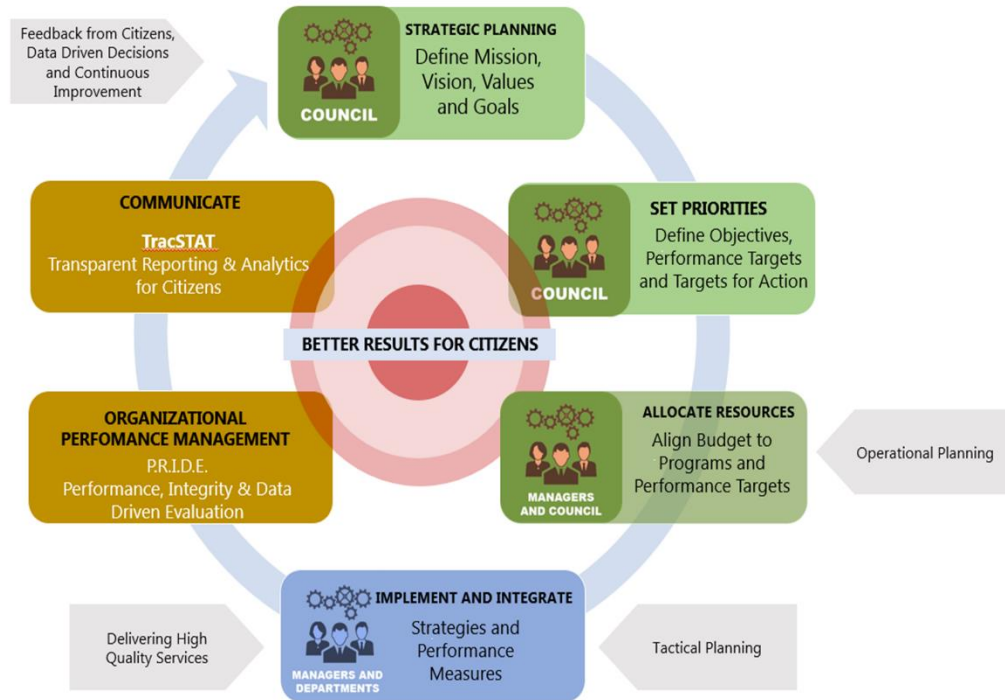
High Quality Built Environment



Citizen Engagement & Partnerships

## Strategic Plan Implementation and Performance Results

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.



City Council and staff will work to execute the City's Strategic Plan and report progress throughout the fiscal year in TRACStat.

### **Transparent Reporting and Analytics for Citizens**

TRACStat is citizen's online resource for performance reporting. Find out how well the City is moving the needle on the City's Goals. TRACStat provides citizens the opportunity dive into performance metrics, compare budget dollars for departments and programs and receive updates on important City projects.

<http://tracstat.fayettevillenc.gov>



# Financial Policies

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## 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 adopted by City Council 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. The City's target for unassigned fund balance, however, is at least 12 percent.
- 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 2019 budget dedicates an equivalent of 5.43 cents of the City's 49.95 cent ad valorem tax rate (10.9 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 49.95 cent ad valorem tax rate (2.8 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**

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

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# Budget Overview

## Summary of Revenues and Expenditure Appropriations

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### Funds Reported in Annual Budget Ordinance

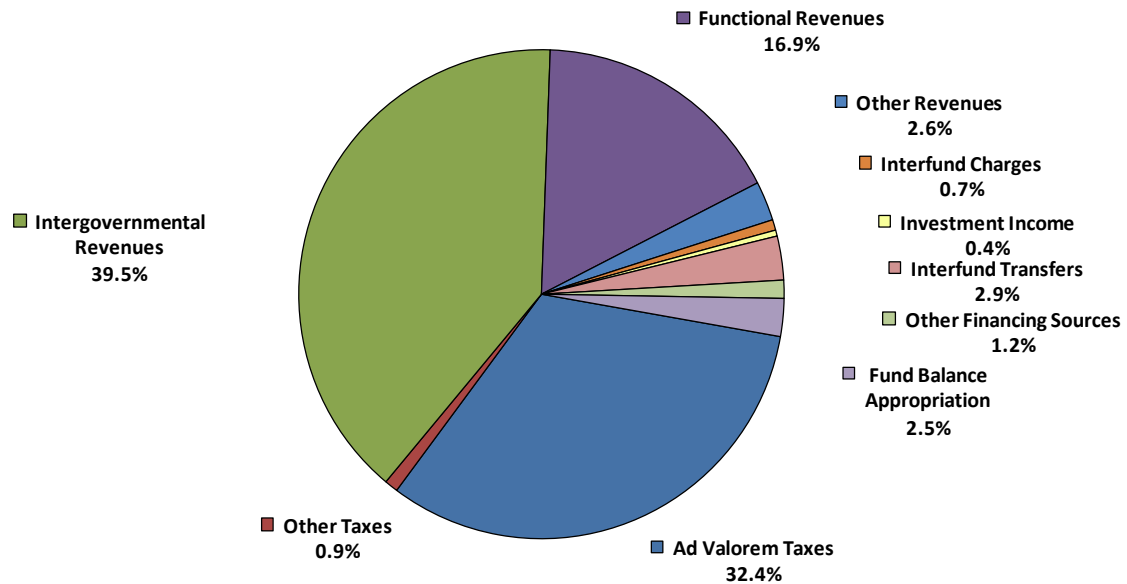
	2016-17 Actual	2017-18 Original Budget	2018-19 Recommended Budget	2018-19 Adopted Budget
Ad Valorem Taxes	\$ 71,975,039	\$ 69,567,282	\$ 69,676,981	\$ 69,676,981
Other Taxes	1,994,012	1,984,010	1,932,590	1,932,590
Intergovernmental Revenues	83,071,902	81,533,138	85,074,482	85,066,257
Functional Revenues	22,807,476	27,912,831	33,828,859	36,491,214
Other Revenues	4,610,576	2,889,352	5,700,441	5,700,441
Interfund Charges	1,620,805	1,615,453	1,551,654	1,551,654
Investment Income	775,068	425,308	889,253	889,253
Interfund Transfers	11,740,572	7,779,728	6,036,641	6,158,955
Other Financing Sources	3,444,977	4,898,812	2,527,258	2,527,258
Fund Balance Appropriation	0	6,089,798	5,132,696	5,374,767
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 202,040,427</b>	<b>\$ 204,695,712</b>	<b>\$ 212,350,855</b>	<b>\$ 215,369,370</b>
Personnel Services	\$ 107,530,750	\$ 111,632,958	\$ 114,074,561	\$ 114,040,369
Operating Expenditures	27,932,376	28,906,434	31,698,795	31,695,821
Contract Services	11,616,075	11,578,280	12,090,598	12,148,598
Capital Outlay	7,540,722	5,665,883	5,916,305	6,041,305
Transfers to Other Funds	25,877,894	26,810,805	19,468,986	21,118,550
Debt Service	6,161,893	8,137,222	13,209,776	13,267,453
Other Charges	11,990,518	11,964,130	15,891,834	17,057,274
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 198,650,228</b>	<b>\$ 204,695,712</b>	<b>\$ 212,350,855</b>	<b>\$ 215,369,370</b>

# Summary of Revenues and Expenditure Appropriations

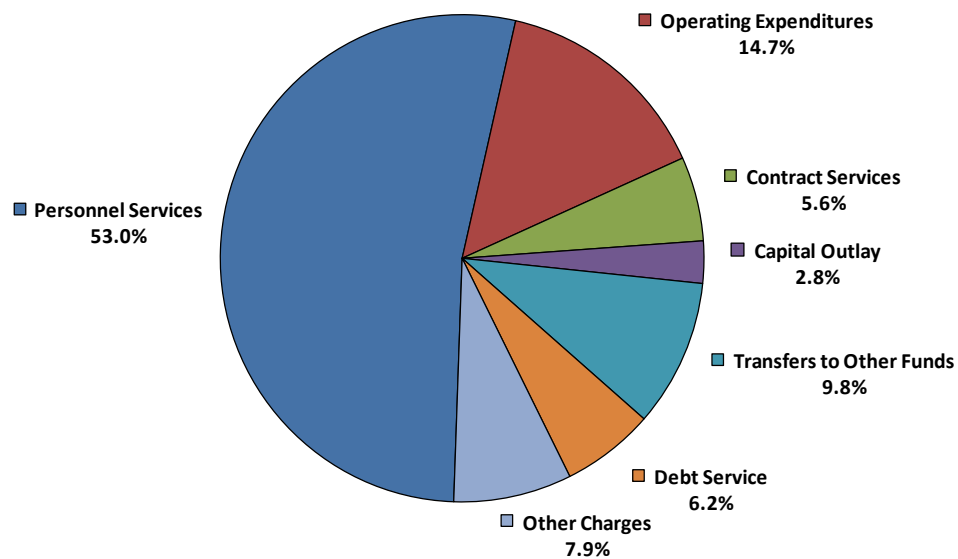
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## Funds Reported in Annual Budget Ordinance

### 2018-19 Adopted Budget Revenues and Other Financing Sources



### 2018-19 Adopted Budget Expenditures and Other Financing Uses





## Summary of Revenues By Fund

### Funds Reported in Annual Budget Ordinance

	2016-17 Actual	2017-18 Original Budget	2018-19 Recommended Budget	2018-19 Adopted Budget
<b>General Fund</b>				
Ad Valorem Taxes	\$ 71,782,695	\$ 69,373,450	\$ 69,483,243	\$ 69,483,243
Other Taxes	1,354,313	1,351,975	1,304,300	1,304,300
Intergovernmental Revenues	76,355,052	76,619,432	80,167,196	80,167,196
Functional Revenues	6,432,213	6,653,229	6,635,791	6,675,711
Other Revenues	3,196,815	2,815,595	2,916,728	2,916,728
Investment Income	362,485	369,550	422,425	422,425
Interfund Transfers	1,151,248	86,681	435,897	475,897
Other Financing Sources	2,440,977	3,673,812	2,527,258	2,527,258
Fund Balance Appropriation	0	5,753,215	4,791,489	5,033,560
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 163,075,798</b>	<b>\$ 166,696,939</b>	<b>\$ 168,684,327</b>	<b>\$ 169,006,318</b>
<b>Central Business Tax District Fund</b>				
Ad Valorem Taxes	\$ 134,521	\$ 137,250	\$ 138,965	\$ 138,965
Investment Income	780	580	1,000	1,000
Interfund Transfers	0	139,274	139,274	139,274
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 135,301</b>	<b>\$ 277,104</b>	<b>\$ 279,239</b>	<b>\$ 279,239</b>
<b>Emergency Telephone System Fund</b>				
Intergovernmental Revenues	\$ 819,348	\$ 799,301	\$ 891,636	\$ 891,636
Investment Income	5,824	3,866	3,704	3,704
Interfund Transfers	2,890	0	0	0
Fund Balance Appropriation	0	258,144	220,655	220,655
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 828,062</b>	<b>\$ 1,061,311</b>	<b>\$ 1,115,995</b>	<b>\$ 1,115,995</b>
<b>Lake Valley Drive MSD Fund</b>				
Ad Valorem Taxes	\$ 57,823	\$ 56,582	\$ 54,773	\$ 54,773
Investment Income	(17)	0	0	0
Fund Balance Appropriation	0	0	759	759
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 57,806</b>	<b>\$ 56,582</b>	<b>\$ 55,532</b>	<b>\$ 55,532</b>
<b>LEOSSA Fund</b>				
Interfund Charges	\$ 1,620,805	\$ 1,615,453	\$ 1,551,654	\$ 1,551,654
Investment Income	24,967	25,000	42,600	42,600
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 1,645,772</b>	<b>\$ 1,640,453</b>	<b>\$ 1,594,254</b>	<b>\$ 1,594,254</b>

# Summary of Revenues By Fund

## Funds Reported in Annual Budget Ordinance

	2016-17 Actual	2017-18 Original Budget	2018-19 Recommended Budget	2018-19 Adopted Budget
<b>Parking Fund</b>				
Functional Revenues	\$ 246,538	\$ 232,619	\$ 510,880	\$ 510,880
Investment Income	225	0	0	0
Interfund Transfers	106,389	128,861	0	0
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 353,152</b>	<b>\$ 361,480</b>	<b>\$ 510,880</b>	<b>\$ 510,880</b>

## PWC Assessment Fund

Other Revenues	\$ 1,162,394	\$ 0	\$ 2,647,200	\$ 2,647,200
Investment Income	301,716	0	388,800	388,800
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 1,464,110</b>	<b>\$ 0</b>	<b>\$ 3,036,000</b>	<b>\$ 3,036,000</b>

## Airport Fund

Intergovernmental Revenues	\$ 122,140	\$ 110,000	\$ 110,400	\$ 110,400
Functional Revenues	4,846,885	4,692,130	4,917,212	4,917,212
Other Revenues	86,942	29,927	29,063	29,063
Investment Income	47,152	14,472	21,754	21,754
Interfund Transfers	112,400	0	0	0
Fund Balance Appropriation	0	0	119,793	119,793
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 5,215,519</b>	<b>\$ 4,846,529</b>	<b>\$ 5,198,222</b>	<b>\$ 5,198,222</b>

## Environmental Services Fund

Intergovernmental Revenues	\$ 2,560,822	\$ 459,360	\$ 454,758	\$ 454,758
Functional Revenues	2,932,891	6,928,612	11,824,260	11,824,260
Other Revenues	162,763	37,100	100,700	100,700
Investment Income	4,288	5,000	2,000	2,000
Interfund Transfers	6,519,148	3,291,798	761,679	811,679
Other Financing Sources	1,004,000	1,225,000	0	0
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 13,183,912</b>	<b>\$ 11,946,870</b>	<b>\$ 13,143,397</b>	<b>\$ 13,193,397</b>

## Stormwater Fund

Intergovernmental Revenues	\$ 42,261	\$ 0	\$ 0	\$ 0
Functional Revenues	6,976,057	7,955,350	8,454,442	11,207,132
Investment Income	26,141	6,840	6,970	6,970
Fund Balance Appropriation	0	78,439	0	0
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 7,044,459</b>	<b>\$ 8,040,629</b>	<b>\$ 8,461,412</b>	<b>\$ 11,214,102</b>

## Summary of Revenues By Fund

### Funds Reported in Annual Budget Ordinance

	2016-17 Actual	2017-18 Original Budget	2018-19 Recommended Budget	2018-19 Adopted Budget
<b>Transit Fund</b>				
Other Taxes	\$ 639,699	\$ 632,035	\$ 628,290	\$ 628,290
Intergovernmental Revenues	3,172,279	3,545,045	3,450,492	3,442,267
Functional Revenues	1,372,892	1,450,891	1,486,274	1,356,019
Other Revenues	1,662	6,730	6,750	6,750
Investment Income	1,507	0	0	0
Interfund Transfers	3,848,497	4,133,114	4,699,791	4,732,105
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 9,036,536</b>	<b>\$ 9,767,815</b>	<b>\$ 10,271,597</b>	<b>\$ 10,165,431</b>
<b>Total Revenues and Other Financing Sources</b>				
<b>Funds Reported in Annual Budget Ordinance</b>	<b>\$ 202,040,427</b>	<b>\$ 204,695,712</b>	<b>\$ 212,350,855</b>	<b>\$ 215,369,370</b>

### Funds Reported in Internal Service Fund Financial Plan

	2016-17 Actual	2017-18 Original Budget	2018-19 Recommended Budget	2018-19 Adopted Budget
<b>Risk Management Fund</b>				
Other Revenues	\$ 279,469	\$ 292,600	\$ 228,750	\$ 228,750
Interfund Charges	16,074,126	17,275,493	18,236,871	18,188,871
Employee Benefit Contributions	3,385,054	3,666,000	4,043,000	4,043,000
Investment Income	117,228	98,700	127,700	127,700
Interfund Transfers	803,071	1,173,285	361,102	361,102
Fund Balance Appropriation	0	52,128	188,360	188,360
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 20,658,948</b>	<b>\$ 22,558,206</b>	<b>\$ 23,185,783</b>	<b>\$ 23,137,783</b>

## Summary of Expenditure Appropriations By Fund

	2016-17 Actual	2017-18 Original Budget	2018-19 Recommended Budget	2018-19 Adopted Budget
<b>Funds Reported in Annual Budget Ordinance</b>				
<b>General Fund</b>				
Community Investment	\$ 5,977,532	\$ 5,857,492	\$ 5,819,798	\$ 5,834,798
Operations	110,087,858	117,424,338	117,588,048	117,755,048
Support Services & Administration	14,299,116	15,104,484	16,381,708	16,381,708
Other Appropriations	31,240,289	28,310,625	28,894,773	29,034,764
<b>Total General Fund</b>	<b>\$ 161,604,795</b>	<b>\$ 166,696,939</b>	<b>\$ 168,684,327</b>	<b>\$ 169,006,318</b>
<b>Central Business Tax District Fund</b>	<b>\$ 91,220</b>	<b>\$ 277,104</b>	<b>\$ 279,239</b>	<b>\$ 279,239</b>
<b>Emergency Telephone System Fund</b>	<b>\$ 1,037,493</b>	<b>\$ 1,061,311</b>	<b>\$ 1,115,995</b>	<b>\$ 1,115,995</b>
<b>Lake Valley Drive MSD Fund</b>	<b>\$ 55,532</b>	<b>\$ 56,582</b>	<b>\$ 55,532</b>	<b>\$ 55,532</b>
<b>LEOSSA Fund</b>	<b>\$ 747,619</b>	<b>\$ 1,640,453</b>	<b>\$ 1,594,254</b>	<b>\$ 1,594,254</b>
<b>Parking Fund</b>	<b>\$ 329,547</b>	<b>\$ 361,480</b>	<b>\$ 510,880</b>	<b>\$ 510,880</b>
<b>PWC Assessment Fund</b>	<b>\$ 1,464,110</b>	<b>\$ 0</b>	<b>\$ 3,036,000</b>	<b>\$ 3,036,000</b>
<b>Airport Fund</b>	<b>\$ 4,111,584</b>	<b>\$ 4,846,529</b>	<b>\$ 5,198,222</b>	<b>\$ 5,198,222</b>
<b>Environmental Services Fund</b>	<b>\$ 12,254,476</b>	<b>\$ 11,946,870</b>	<b>\$ 13,143,397</b>	<b>\$ 13,193,397</b>
<b>Stormwater Fund</b>	<b>\$ 7,991,646</b>	<b>\$ 8,040,629</b>	<b>\$ 8,461,412</b>	<b>\$ 11,214,102</b>
<b>Transit Fund</b>	<b>\$ 8,962,206</b>	<b>\$ 9,767,815</b>	<b>\$ 10,271,597</b>	<b>\$ 10,165,431</b>
<b>Total Annual Budget Ordinance</b>	<b>\$ 198,650,228</b>	<b>\$ 204,695,712</b>	<b>\$ 212,350,855</b>	<b>\$ 215,369,370</b>
<b>Funds Reported in Internal Service Fund Financial Plan</b>				
<b>Risk Management Fund</b>	<b>\$ 20,580,031</b>	<b>\$ 22,558,206</b>	<b>\$ 23,185,783</b>	<b>\$ 23,137,783</b>
<b>Total Internal Service Fund Financial Plan</b>	<b>\$ 20,580,031</b>	<b>\$ 22,558,206</b>	<b>\$ 23,185,783</b>	<b>\$ 23,137,783</b>
<b>Subtotal All Funds</b>	<b>\$ 219,230,259</b>	<b>\$ 227,253,918</b>	<b>\$ 235,536,638</b>	<b>\$ 238,507,153</b>
Less: Intrabudget Transfers	(12,389,163)	(8,953,013)	(6,397,743)	(6,520,057)
Less: Interfund Charges	(17,694,931)	(18,890,946)	(19,788,525)	(19,740,525)
<b>Total All Funds</b>	<b>\$ 189,146,165</b>	<b>\$ 199,409,959</b>	<b>\$ 209,350,370</b>	<b>\$ 212,246,571</b>

## Intrabudget Transfers

	2016-17 Actual	2017-18 Original Budget	2018-19 Recommended Budget	2018-19 Adopted Budget
<b>General Fund</b>				
From Central Business Tax District Fund	\$ 28,636	\$ 31,149	\$ 33,104	\$ 33,104
From Lake Valley Drive MSD Fund	55,532	55,532	55,532	55,532
From Parking Fund	0	0	57,261	57,261
From Risk Management Fund	1,025,000	0	290,000	330,000
<b>Total General Fund</b>	<b>\$ 1,109,168</b>	<b>\$ 86,681</b>	<b>\$ 435,897</b>	<b>\$ 475,897</b>
<b>Central Business Tax District Fund</b>				
From General Fund	\$ 0	\$ 139,274	\$ 139,274	\$ 139,274
<b>Total General Fund</b>	<b>\$ 0</b>	<b>\$ 139,274</b>	<b>\$ 139,274</b>	<b>\$ 139,274</b>
<b>Emergency Telephone System Fund</b>				
From General Fund	\$ 2,890	\$ 0	\$ 0	\$ 0
<b>Total General Fund</b>	<b>\$ 2,890</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>LEOSSA Fund</b>				
Interfund Charges	\$ 1,620,805	\$ 1,615,453	\$ 1,551,654	\$ 1,551,654
<b>Total LEOSSA Fund</b>	<b>\$ 1,620,805</b>	<b>\$ 1,615,453</b>	<b>\$ 1,551,654</b>	<b>\$ 1,551,654</b>
<b>Parking Fund</b>				
From General Fund	\$ 106,389	\$ 128,861	\$ 0	\$ 0
<b>Total Parking Fund</b>	<b>\$ 106,389</b>	<b>\$ 128,861</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Environmental Services Fund</b>				
From General Fund	\$ 6,519,148	\$ 3,291,798	\$ 761,679	\$ 811,679
<b>Total Environmental Services Fund</b>	<b>\$ 6,519,148</b>	<b>\$ 3,291,798</b>	<b>\$ 761,679</b>	<b>\$ 811,679</b>
<b>Transit Fund</b>				
From General Fund	\$ 3,848,497	\$ 4,133,114	\$ 4,699,791	\$ 4,732,105
<b>Total Transit Fund</b>	<b>\$ 3,848,497</b>	<b>\$ 4,133,114</b>	<b>\$ 4,699,791</b>	<b>\$ 4,732,105</b>
<b>Risk Management Fund</b>				
Interfund Charges	\$ 16,074,126	\$ 17,275,493	\$ 18,236,871	\$ 18,188,871
From General Fund	803,071	1,173,285	361,102	361,102
<b>Total Risk Management Fund</b>	<b>\$ 16,877,197</b>	<b>\$ 18,448,778</b>	<b>\$ 18,597,973</b>	<b>\$ 18,549,973</b>
<b>Transfers from General Fund</b>	<b>\$ 11,279,995</b>	<b>\$ 8,866,332</b>	<b>\$ 5,961,846</b>	<b>\$ 6,044,160</b>
<b>Transfers from Other Funds</b>	<b>\$ 1,109,168</b>	<b>\$ 86,681</b>	<b>\$ 435,897</b>	<b>\$ 475,897</b>
<b>Interfund Charges</b>	<b>\$ 17,694,931</b>	<b>\$ 18,890,946</b>	<b>\$ 19,788,525</b>	<b>\$ 19,740,525</b>
<b>Total Intrabudget Transfers</b>	<b>\$ 30,084,094</b>	<b>\$ 27,843,959</b>	<b>\$ 26,186,268</b>	<b>\$ 26,260,582</b>

# FY2018-19 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	\$ 97,750,741	\$ 22,959,626	\$ 7,845,567	\$ 4,133,465	\$ 15,671,721	\$ 11,491,322	\$ 9,153,876	\$ 169,006,318
Central Business Tax District Fund	0	25,000	220,730	0	33,104	0	405	279,239
Emergency Telephone System Fund	95,645	771,425	151,554	0	0	97,371	0	1,115,995
Lake Valley Drive MSD Fund	0	0	0	0	55,532	0	0	55,532
LEOSSA Fund	1,075,486	0	0	0	0	0	518,768	1,594,254
Parking Fund	0	130,603	311,719	0	57,261	0	11,297	510,880
PWC Assessment Fund	0	0	0	0	0	0	3,036,000	3,036,000
Airport Fund	1,785,357	1,481,298	117,467	100,000	1,010,000	0	704,100	5,198,222
Environmental Services Fund	4,168,811	3,135,199	2,611,994	1,790,160	0	761,679	725,554	13,193,397
Stormwater Fund	2,454,312	979,743	545,595	0	4,104,472	917,081	2,212,899	11,214,102
Transit Fund	6,710,017	2,212,927	343,972	17,680	186,460	0	694,375	10,165,431
<b>Total Annual Budget Ordinance</b>	<b>\$ 114,040,369</b>	<b>\$ 31,695,821</b>	<b>\$ 12,148,598</b>	<b>\$ 6,041,305</b>	<b>\$ 21,118,550</b>	<b>\$ 13,267,453</b>	<b>\$ 17,057,274</b>	<b>\$ 215,369,370</b>
<b>Funds Reported in Internal Service Fund Financial Plan</b>								
Risk Management Fund	\$ 461,279	\$ 21,776,238	\$ 294,850	\$ 0	\$ 330,000	\$ 0	\$ 275,416	\$ 23,137,783
<b>Total Internal Service Fund Financial Plan</b>	<b>\$ 461,279</b>	<b>\$ 21,776,238</b>	<b>\$ 294,850</b>	<b>\$ 0</b>	<b>\$ 330,000</b>	<b>\$ 0</b>	<b>\$ 275,416</b>	<b>\$ 23,137,783</b>
<b>Total All Funds</b>	<b>\$ 114,501,648</b>	<b>\$ 53,472,059</b>	<b>\$ 12,443,448</b>	<b>\$ 6,041,305</b>	<b>\$ 21,448,550</b>	<b>\$ 13,267,453</b>	<b>\$ 17,332,690</b>	<b>\$ 238,507,153</b>

## Authorized Staffing by Fund

Authorized Regular Positions - Full-Time Equivalents	2016-17 Actual	2017-18 Original Budget	2018-19 Recommended Budget	2018-19 Adopted Budget
<b>Funds Reported in Annual Budget Ordinance</b>				
<b>General Fund</b>				
Community Investment	63.7	60.7	59.7	59.7
Operations	1,166.5	1,165.8	1,161.4	1,161.4
Support Services & Administration	109.8	109.0	110.9	110.9
Other Appropriations	0.3	0.3	0.3	0.3
<b>Total General Fund</b>	<b>1,340.3</b>	<b>1,335.8</b>	<b>1,332.3</b>	<b>1,332.3</b>
<b>Airport Fund</b>				
Operations	24.0	24.0	24.0	24.0
	<b>24.0</b>	<b>24.0</b>	<b>24.0</b>	<b>24.0</b>
<b>Emergency Telephone System Fund</b>				
Operations	0.2	0.2	1.2	1.2
	<b>0.2</b>	<b>0.2</b>	<b>1.2</b>	<b>1.2</b>
<b>Environmental Services Fund</b>				
Operations	75.2	75.2	74.7	74.7
	<b>75.2</b>	<b>75.2</b>	<b>74.7</b>	<b>74.7</b>
<b>Stormwater Fund</b>				
Operations	37.8	40.5	40.4	40.4
	<b>37.8</b>	<b>40.5</b>	<b>40.4</b>	<b>40.4</b>
<b>Transit Fund</b>				
Operations	119.5	125.0	125.0	124.0
	<b>119.5</b>	<b>125.0</b>	<b>125.0</b>	<b>124.0</b>
<b>Total Annual Budget Ordinance</b>	<b>1,597.0</b>	<b>1,600.7</b>	<b>1,597.6</b>	<b>1,596.6</b>
<b>Funds Reported in Internal Service Fund Financial Plan</b>				
<b>Risk Management Fund</b>				
Support Services & Administration	5.7	5.5	5.6	5.6
	<b>5.7</b>	<b>5.5</b>	<b>5.6</b>	<b>5.6</b>
<b>Total Internal Service Fund Financial Plan</b>	<b>5.7</b>	<b>5.5</b>	<b>5.6</b>	<b>5.6</b>
<b>Multi-Year Special Revenue Funds *</b>				
<b>Federal and State Financial Assistance Fund</b>				
Community Investment	10.3	10.3	9.3	9.3
Operations	3.0	2.0	1.0	1.0
	<b>13.3</b>	<b>12.3</b>	<b>10.3</b>	<b>10.3</b>
<b>Total Multi-Year Special Revenue Funds</b>	<b>13.3</b>	<b>12.3</b>	<b>10.3</b>	<b>10.3</b>
<b>Multi-Year Capital Project Funds *</b>				
Support Services & Administration	0.0	0.0	1.0	1.0
<b>Total Multi-Year Capital Project Funds</b>	<b>0.0</b>	<b>0.0</b>	<b>1.0</b>	<b>1.0</b>
<b>Total All Funds *</b>	<b>1,616.0</b>	<b>1,618.5</b>	<b>1,614.5</b>	<b>1,613.5</b>

\* Special Revenue Funds and Capital Project Funds are appropriated in their respective 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 year 2017 are restated to reflect department realignments effective July 1, 2017.

## Authorized Staffing by Department

Authorized Regular Positions - Full-Time Equivalents	2016-17 Actual	2017-18 Original Budget	2018-19 Recommended Budget	2018-19 Adopted Budget
<b>Community Investment</b>				
Economic & Community Development	17.0	13.0	13.0	13.0
Development Services	54.0	54.0	53.0	53.0
Human Relations	3.0	4.0	3.0	3.0
	<b>74.0</b>	<b>71.0</b>	<b>69.0</b>	<b>69.0</b>
<b>Operations</b>				
Airport	24.0	24.0	24.0	24.0
Fire & Emergency Management	325.0	325.0	325.0	325.0
Parks, Recreation & Maintenance	162.0	162.0	162.0	162.0
Police	610.5	610.5	605.5	605.5
Public Services	185.2	186.2	186.2	186.2
Transit	119.5	125.0	125.0	124.0
	<b>1,426.2</b>	<b>1,432.7</b>	<b>1,427.7</b>	<b>1,426.7</b>
<b>Support Services &amp; Administration</b>				
Budget and Evaluation	5.1	5.1	5.1	5.1
City Attorney's Office	9.0	9.0	9.0	9.0
City Manager's Office	17.9	17.9	18.9	18.9
Corporate Communications	9.5	9.5	9.5	9.5
Finance	25.0	25.0	26.0	26.0
Human Resource Development	19.0	18.0	18.0	18.0
Information Technology	27.0	27.0	28.0	28.0
Mayor, Council and City Clerk	3.0	3.0	3.0	3.0
	<b>115.5</b>	<b>114.5</b>	<b>117.5</b>	<b>117.5</b>
<b>Other Appropriations</b>	<b>0.3</b>	<b>0.3</b>	<b>0.3</b>	<b>0.3</b>
<b>Total All Departments</b>	<b>1,616.0</b>	<b>1,618.5</b>	<b>1,614.5</b>	<b>1,613.5</b>

\* FTE position counts above include positions which are appropriated in Special Revenue Fund Project Ordinances and Capital Project Fund 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 year 2017 are restated to reflect department realignments effective July 1, 2017.





# Fund Summaries

## Fund Summaries

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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 2019 budget ordinance and internal service fund financial plan.

### **Governmental Funds**

- General Fund
- Central Business Tax District Fund
- Emergency Telephone System Fund
- Lake Valley Drive MSD Fund
- LEOSA Fund
- Parking Fund
- PWC Assessment 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

	2016-17 Actual	2017-18 Original Budget	2017-18 Estimate	2018-19 Recommended Budget	2018-19 Adopted Budget
<b>Revenues</b>					
<b>Ad Valorem Taxes</b>					
Current Year Taxes	\$ 71,209,890	\$ 68,792,380	\$ 68,437,809	\$ 68,864,043	\$ 68,864,043
Prior Years Taxes	353,833	380,170	395,100	402,300	402,300
Penalties & Interest	218,972	200,900	217,400	216,900	216,900
	<b>\$ 71,782,695</b>	<b>\$ 69,373,450</b>	<b>\$ 69,050,309</b>	<b>\$ 69,483,243</b>	<b>\$ 69,483,243</b>
<b>Other Taxes</b>					
Vehicle License Tax	\$ 639,090	\$ 631,065	\$ 629,110	\$ 628,790	\$ 628,790
Privilege License Tax	16,989	16,420	18,030	18,030	18,030
Vehicle Gross Receipts	698,234	704,490	657,480	657,480	657,480
	<b>\$ 1,354,313</b>	<b>\$ 1,351,975</b>	<b>\$ 1,304,620</b>	<b>\$ 1,304,300</b>	<b>\$ 1,304,300</b>
<b>Intergovernmental Revenues</b>					
Federal	\$ 1,453,907	\$ 323,658	\$ 1,188,041	\$ 289,456	\$ 289,456
State					
Sales Taxes	39,922,499	41,806,724	41,237,922	42,618,815	42,618,815
Utility Taxes	13,555,576	13,748,600	13,337,600	13,257,500	13,257,500
Street Aid (Powell Bill)	5,372,792	5,330,525	5,344,397	5,284,640	5,284,640
Other	1,364,786	1,060,480	1,307,269	1,065,047	1,065,047
Local					
PWC Payment In Lieu of Tax	9,966,765	10,428,117	10,428,117	10,938,255	10,938,255
PWC - Other	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Other	3,518,727	2,721,328	2,212,830	5,513,483	5,513,483
	<b>\$ 76,355,052</b>	<b>\$ 76,619,432</b>	<b>\$ 76,256,176</b>	<b>\$ 80,167,196</b>	<b>\$ 80,167,196</b>
<b>Functional Revenues</b>					
Permits and Fees	\$ 2,200,113	\$ 2,592,440	\$ 2,598,620	\$ 1,933,900	\$ 1,947,600
Property Leases	601,083	224,978	587,907	564,669	564,669
Public Services Fees	378,229	402,500	412,725	461,700	461,700
Development Services Fees	42,938	62,750	49,625	48,750	48,750
Public Safety Services	1,066,610	1,110,484	1,123,208	1,112,708	1,112,708
Parks & Recreation Fees	1,735,369	1,698,061	1,787,109	2,137,858	2,159,858
Other Fees and Services	407,871	562,016	359,326	376,206	380,426
	<b>\$ 6,432,213</b>	<b>\$ 6,653,229</b>	<b>\$ 6,918,520</b>	<b>\$ 6,635,791</b>	<b>\$ 6,675,711</b>
<b>Other Revenues</b>					
Refunds & Sundry	\$ 653,178	\$ 288,825	\$ 292,617	\$ 307,891	\$ 307,891
Indirect Cost Allocation	2,235,734	2,170,100	2,301,100	2,368,300	2,368,300
Special Use Assessments	131,824	232,750	118,500	117,450	117,450
Sale of Assets & Materials	176,079	123,920	5,574,222	123,087	123,087
	<b>\$ 3,196,815</b>	<b>\$ 2,815,595</b>	<b>\$ 8,286,439</b>	<b>\$ 2,916,728</b>	<b>\$ 2,916,728</b>
<b>Investment Income</b>	<b>\$ 362,485</b>	<b>\$ 369,550</b>	<b>\$ 402,500</b>	<b>\$ 422,425</b>	<b>\$ 422,425</b>
<b>Other Financing Sources</b>					
Interfund Transfers	\$ 1,151,248	\$ 86,681	\$ 86,486	\$ 435,897	\$ 475,897
Proceeds from Loans	2,440,977	3,673,812	3,673,812	2,527,258	2,527,258
	<b>\$ 3,592,225</b>	<b>\$ 3,760,493</b>	<b>\$ 3,760,298</b>	<b>\$ 2,963,155</b>	<b>\$ 3,003,155</b>
<b>Fund Balance Appropriation</b>	<b>\$ 0</b>	<b>\$ 5,753,215</b>	<b>\$ 0</b>	<b>\$ 4,791,489</b>	<b>\$ 5,033,560</b>
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 163,075,798</b>	<b>\$ 166,696,939</b>	<b>\$ 165,978,862</b>	<b>\$ 168,684,327</b>	<b>\$ 169,006,318</b>

## General Fund Summary

	2016-17 Actual	2017-18 Original Budget	2017-18 Estimate	2018-19 Recommended Budget	2018-19 Adopted Budget
<b><u>Expenditures</u></b>					
Personnel Services	\$ 93,440,339	\$ 95,946,468	\$ 94,680,382	\$ 97,750,741	\$ 97,750,741
Operating Expenditures	20,855,962	20,453,761	20,904,276	22,890,626	22,959,626
Contract Services	6,876,028	7,534,092	10,832,122	7,837,567	7,845,567
Capital Outlay	5,998,209	4,291,365	7,046,159	4,008,465	4,133,465
Transfers to Other Funds	21,368,040	23,305,208	26,647,752	15,609,407	15,671,721
Debt Service	5,003,482	6,713,864	9,022,177	11,433,645	11,491,322
Other Charges	8,062,735	8,452,181	8,699,669	9,153,876	9,153,876
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 161,604,795</b>	<b>\$ 166,696,939</b>	<b>\$ 177,832,537</b>	<b>\$ 168,684,327</b>	<b>\$ 169,006,318</b>
<b><u>Expenditures By Function</u></b>					
<b>Community Investment</b>					
Economic & Community Development	\$ 1,674,136	\$ 942,229	\$ 4,525,175	\$ 950,175	\$ 965,175
Development Services	3,941,998	4,583,809	4,167,994	4,523,718	4,523,718
Human Relations	361,398	331,454	341,703	345,905	345,905
	<b>\$ 5,977,532</b>	<b>\$ 5,857,492</b>	<b>\$ 9,034,872</b>	<b>\$ 5,819,798</b>	<b>\$ 5,834,798</b>
<b>Operations</b>					
Fire & Emergency Management	\$ 26,365,854	\$ 27,692,527	\$ 28,902,012	\$ 29,305,622	\$ 29,305,622
Parks, Recreation & Maintenance	17,452,053	19,975,678	20,881,175	20,692,558	20,859,558
Police	52,330,871	52,861,110	52,984,551	53,583,702	53,583,702
Public Services	13,939,080	16,895,023	18,063,756	14,006,166	14,006,166
	<b>\$ 110,087,858</b>	<b>\$ 117,424,338</b>	<b>\$ 120,831,494</b>	<b>\$ 117,588,048</b>	<b>\$ 117,755,048</b>
<b>Support Services &amp; Administration</b>					
Budget and Evaluation	\$ 441,690	\$ 481,995	\$ 481,078	\$ 491,621	\$ 491,621
Corporate Communications	921,164	928,394	940,680	930,602	930,602
City Manager's Office	2,062,915	2,099,715	2,202,054	2,383,249	2,383,249
City Attorney's Office	1,340,103	1,409,268	1,468,008	1,431,891	1,431,891
Finance	2,649,683	2,418,959	2,539,338	2,934,495	2,934,495
Human Resource Development	1,040,695	1,217,588	1,158,576	1,248,119	1,248,119
Information Technology	5,178,059	5,496,105	5,862,882	6,156,900	6,156,900
Mayor, Council & City Clerk	664,807	1,052,460	939,145	804,831	804,831
	<b>\$ 14,299,116</b>	<b>\$ 15,104,484</b>	<b>\$ 15,591,761</b>	<b>\$ 16,381,708</b>	<b>\$ 16,381,708</b>
<b>Other Appropriations</b>	<b>\$ 31,240,289</b>	<b>\$ 28,310,625</b>	<b>\$ 32,374,410</b>	<b>\$ 28,894,773</b>	<b>\$ 29,034,764</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 161,604,795</b>	<b>\$ 166,696,939</b>	<b>\$ 177,832,537</b>	<b>\$ 168,684,327</b>	<b>\$ 169,006,318</b>

# Central Business Tax District Fund Summary

	2016-17 Actual	2017-18 Original Budget	2017-18 Estimate	2018-19 Recommended Budget	2018-19 Adopted Budget
<b><u>Revenues</u></b>					
<b>Ad Valorem Taxes</b>					
Current Year Taxes	\$ 133,767	\$ 136,305	\$ 136,110	\$ 138,260	\$ 138,260
Prior Years Taxes	293	445	260	205	205
Penalties & Interest	461	500	500	500	500
	<b>\$ 134,521</b>	<b>\$ 137,250</b>	<b>\$ 136,870</b>	<b>\$ 138,965</b>	<b>\$ 138,965</b>
<b>Investment Income</b>	<b>\$ 780</b>	<b>\$ 580</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>
<b>Other Financing Sources</b>					
Interfund Transfers	\$ 0	\$ 139,274	\$ 139,274	\$ 139,274	\$ 139,274
	<b>\$ 0</b>	<b>\$ 139,274</b>	<b>\$ 139,274</b>	<b>\$ 139,274</b>	<b>\$ 139,274</b>
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 135,301</b>	<b>\$ 277,104</b>	<b>\$ 277,144</b>	<b>\$ 279,239</b>	<b>\$ 279,239</b>
<b><u>Expenditures</u></b>					
Personnel Services	\$ 24,055	\$ 0	\$ 2,973	\$ 0	\$ 0
Operating Expenditures	37,824	25,000	25,000	25,000	25,000
Contract Services	684	220,730	211,854	220,730	220,730
Capital Outlay	0	0	5,000	0	0
Transfers to Other Funds	28,636	31,149	30,954	33,104	33,104
Debt Service	0	0	0	0	0
Other Charges	21	225	30	405	405
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 91,220</b>	<b>\$ 277,104</b>	<b>\$ 275,811</b>	<b>\$ 279,239</b>	<b>\$ 279,239</b>
<b><u>Expenditures By Function</u></b>					
<b>Community Investment</b>					
Economic & Community Development	\$ 91,220	\$ 277,104	\$ 275,811	\$ 279,239	\$ 279,239
	<b>\$ 91,220</b>	<b>\$ 277,104</b>	<b>\$ 275,811</b>	<b>\$ 279,239</b>	<b>\$ 279,239</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 91,220</b>	<b>\$ 277,104</b>	<b>\$ 275,811</b>	<b>\$ 279,239</b>	<b>\$ 279,239</b>

## Emergency Telephone System Fund Summary

	2016-17 Actual	2017-18 Original Budget	2017-18 Estimate	2018-19 Recommended Budget	2018-19 Adopted Budget
<b><u>Revenues</u></b>					
<b>Intergovernmental Revenues</b>					
State - E911 Tax	\$ 819,348	\$ 799,301	\$ 819,348	\$ 891,636	\$ 891,636
	<b>\$ 819,348</b>	<b>\$ 799,301</b>	<b>\$ 819,348</b>	<b>\$ 891,636</b>	<b>\$ 891,636</b>
<b>Investment Income</b>	<b>\$ 5,824</b>	<b>\$ 3,866</b>	<b>\$ 4,445</b>	<b>\$ 3,704</b>	<b>\$ 3,704</b>
<b>Other Financing Sources</b>					
Interfund Transfers	\$ 2,890	\$ 0	\$ 0	\$ 0	\$ 0
	<b>\$ 2,890</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Fund Balance Appropriation</b>	<b>\$ 0</b>	<b>\$ 258,144</b>	<b>\$ 0</b>	<b>\$ 220,655</b>	<b>\$ 220,655</b>
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 828,062</b>	<b>\$ 1,061,311</b>	<b>\$ 823,793</b>	<b>\$ 1,115,995</b>	<b>\$ 1,115,995</b>
<b><u>Expenditures</u></b>					
Personnel Services	\$ 9,210	\$ 11,349	\$ 9,465	\$ 95,645	\$ 95,645
Operating Expenditures	765,110	778,736	844,889	771,425	771,425
Contract Services	165,802	173,855	151,554	151,554	151,554
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	97,371
Other Charges	0	0	0	0	0
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 1,037,493</b>	<b>\$ 1,061,311</b>	<b>\$ 1,103,279</b>	<b>\$ 1,115,995</b>	<b>\$ 1,115,995</b>
<b><u>Expenditures By Function</u></b>					
<b>Operations</b>					
Police	\$ 1,037,493	\$ 1,061,311	\$ 1,103,279	\$ 1,115,995	\$ 1,115,995
	<b>\$ 1,037,493</b>	<b>\$ 1,061,311</b>	<b>\$ 1,103,279</b>	<b>\$ 1,115,995</b>	<b>\$ 1,115,995</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 1,037,493</b>	<b>\$ 1,061,311</b>	<b>\$ 1,103,279</b>	<b>\$ 1,115,995</b>	<b>\$ 1,115,995</b>

# Lake Valley Drive MSD Fund Summary

	2016-17 Actual	2017-18 Original Budget	2017-18 Estimate	2018-19 Recommended Budget	2018-19 Adopted Budget
<b><u>Revenues</u></b>					
<b>Ad Valorem Taxes</b>					
Current Year Taxes	\$ 57,694	\$ 56,582	\$ 56,384	\$ 54,773	\$ 54,773
Prior Years Taxes	0	0	0	0	0
Penalties & Interest	129	0	0	0	0
	<b>\$ 57,823</b>	<b>\$ 56,582</b>	<b>\$ 56,384</b>	<b>\$ 54,773</b>	<b>\$ 54,773</b>
<b>Investment Income</b>	<b>\$ (17)</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Fund Balance Appropriation</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 759</b>	<b>\$ 759</b>
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 57,806</b>	<b>\$ 56,582</b>	<b>\$ 56,384</b>	<b>\$ 55,532</b>	<b>\$ 55,532</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	55,532
Debt Service	0	0	0	0	0
Other Charges	0	1,050	0	0	0
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 55,532</b>	<b>\$ 56,582</b>	<b>\$ 55,532</b>	<b>\$ 55,532</b>	<b>\$ 55,532</b>
<b><u>Expenditures By Function</u></b>					
<b>Other Appropriations</b>	<b>\$ 55,532</b>	<b>\$ 56,582</b>	<b>\$ 55,532</b>	<b>\$ 55,532</b>	<b>\$ 55,532</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 55,532</b>	<b>\$ 56,582</b>	<b>\$ 55,532</b>	<b>\$ 55,532</b>	<b>\$ 55,532</b>

## LEOSSA Fund Summary

	2016-17 Actual	2017-18 Original Budget	2017-18 Estimate	2018-19 Recommended Budget	2018-19 Adopted Budget
<b><u>Revenues</u></b>					
<b>Interfund Charges</b>					
Employee Benefits	\$ 1,620,805	\$ 1,615,453	\$ 1,560,083	\$ 1,551,654	\$ 1,551,654
	<b>\$ 1,620,805</b>	<b>\$ 1,615,453</b>	<b>\$ 1,560,083</b>	<b>\$ 1,551,654</b>	<b>\$ 1,551,654</b>
<b>Investment Income</b>	<b>\$ 24,967</b>	<b>\$ 25,000</b>	<b>\$ 30,500</b>	<b>\$ 42,600</b>	<b>\$ 42,600</b>
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 1,645,772</b>	<b>\$ 1,640,453</b>	<b>\$ 1,590,583</b>	<b>\$ 1,594,254</b>	<b>\$ 1,594,254</b>
<b><u>Expenditures</u></b>					
Personnel Services	\$ 747,619	\$ 912,384	\$ 869,694	\$ 1,075,486	\$ 1,075,486
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	728,069	0	518,768	518,768
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 747,619</b>	<b>\$ 1,640,453</b>	<b>\$ 869,694</b>	<b>\$ 1,594,254</b>	<b>\$ 1,594,254</b>
<b><u>Expenditures By Function</u></b>					
<b>Other Appropriations</b>	<b>\$ 747,619</b>	<b>\$ 1,640,453</b>	<b>\$ 869,694</b>	<b>\$ 1,594,254</b>	<b>\$ 1,594,254</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 747,619</b>	<b>\$ 1,640,453</b>	<b>\$ 869,694</b>	<b>\$ 1,594,254</b>	<b>\$ 1,594,254</b>



# Parking Fund Summary

	2016-17 Actual	2017-18 Original Budget	2017-18 Estimate	2018-19 Recommended Budget	2018-19 Adopted Budget
<b><u>Revenues</u></b>					
<b>Functional Revenues</b>					
Parking Fees	\$ 96,220	\$ 93,251	\$ 134,713	\$ 345,033	\$ 345,033
Parking Violations	108,925	93,955	111,145	111,145	111,145
Other Fees & Services	41,393	45,413	44,960	54,702	54,702
	<b>\$ 246,538</b>	<b>\$ 232,619</b>	<b>\$ 290,818</b>	<b>\$ 510,880</b>	<b>\$ 510,880</b>
<b>Other Revenues</b>					
Refunds & Sundry	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Sale of Assets & Materials	0	0	0	0	0
	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Investment Income</b>	<b>\$ 225</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Other Financing Sources</b>					
Interfund Transfers	\$ 106,389	\$ 128,861	\$ 71,298	\$ 0	\$ 0
	<b>\$ 106,389</b>	<b>\$ 128,861</b>	<b>\$ 71,298</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 353,152</b>	<b>\$ 361,480</b>	<b>\$ 362,116</b>	<b>\$ 510,880</b>	<b>\$ 510,880</b>
<b><u>Expenditures</u></b>					
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Operating Expenditures	66,162	87,757	88,097	130,603	130,603
Contract Services	263,385	273,723	274,019	311,719	311,719
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	0	0	0	57,261	57,261
Debt Service	0	0	0	0	0
Other Charges	0	0	0	11,297	11,297
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 329,547</b>	<b>\$ 361,480</b>	<b>\$ 362,116</b>	<b>\$ 510,880</b>	<b>\$ 510,880</b>
<b><u>Expenditures By Function</u></b>					
<b>Operations</b>					
Public Services	\$ 329,547	\$ 361,480	\$ 362,116	\$ 510,880	\$ 510,880
	<b>\$ 329,547</b>	<b>\$ 361,480</b>	<b>\$ 362,116</b>	<b>\$ 510,880</b>	<b>\$ 510,880</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 329,547</b>	<b>\$ 361,480</b>	<b>\$ 362,116</b>	<b>\$ 510,880</b>	<b>\$ 510,880</b>

## PWC Assessment Fund Summary

	2016-17 Actual	2017-18 Original Budget	2017-18 Estimate	2018-19 Recommended Budget	2018-19 Adopted Budget
<b><u>Revenues</u></b>					
<b>Other Revenues</b>					
Special Use Assessments	\$ 1,162,394	\$ 0	\$ 3,081,600	\$ 2,647,200	\$ 2,647,200
	<b>\$ 1,162,394</b>	<b>\$ 0</b>	<b>\$ 3,081,600</b>	<b>\$ 2,647,200</b>	<b>\$ 2,647,200</b>
<b>Investment Income</b>	<b>\$ 301,716</b>	<b>\$ 0</b>	<b>\$ 434,400</b>	<b>\$ 388,800</b>	<b>\$ 388,800</b>
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 1,464,110</b>	<b>\$ 0</b>	<b>\$ 3,516,000</b>	<b>\$ 3,036,000</b>	<b>\$ 3,036,000</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	0	0	0	0	0
Other Charges	1,464,110	0	3,516,000	3,036,000	3,036,000
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 1,464,110</b>	<b>\$ 0</b>	<b>\$ 3,516,000</b>	<b>\$ 3,036,000</b>	<b>\$ 3,036,000</b>
<b><u>Expenditures By Function</u></b>					
<b>Other Appropriations</b>	<b>\$ 1,464,110</b>	<b>\$ 0</b>	<b>\$ 3,516,000</b>	<b>\$ 3,036,000</b>	<b>\$ 3,036,000</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 1,464,110</b>	<b>\$ 0</b>	<b>\$ 3,516,000</b>	<b>\$ 3,036,000</b>	<b>\$ 3,036,000</b>

# Airport Fund Summary

	2016-17 Actual	2017-18 Original Budget	2017-18 Estimate	2018-19 Recommended Budget	2018-19 Adopted Budget
<b><u>Revenues</u></b>					
<b>Intergovernmental Revenues</b>					
Federal	\$ 119,205	\$ 110,000	\$ 110,400	\$ 110,400	\$ 110,400
State	2,935	0	0	0	0
	<b>\$ 122,140</b>	<b>\$ 110,000</b>	<b>\$ 110,400</b>	<b>\$ 110,400</b>	<b>\$ 110,400</b>
<b>Functional Revenues</b>					
Property Leases	\$ 2,614,066	\$ 2,462,137	\$ 2,782,257	\$ 2,769,839	\$ 2,769,839
Franchise Fees	1,449,352	1,425,473	1,409,689	1,409,689	1,409,689
Landing Fees	354,009	363,264	346,337	346,336	346,336
Public Safety Reimbursements	208,920	206,737	209,115	209,115	209,115
Other Fees & Services	220,538	234,519	201,496	182,233	182,233
	<b>\$ 4,846,885</b>	<b>\$ 4,692,130</b>	<b>\$ 4,948,894</b>	<b>\$ 4,917,212</b>	<b>\$ 4,917,212</b>
<b>Other Revenues</b>					
Refunds & Sundry	\$ 86,537	\$ 29,927	\$ 30,187	\$ 28,975	\$ 28,975
Sale of Assets & Materials	405	0	88	88	88
	<b>\$ 86,942</b>	<b>\$ 29,927</b>	<b>\$ 30,275</b>	<b>\$ 29,063</b>	<b>\$ 29,063</b>
<b>Investment Income</b>	<b>\$ 47,152</b>	<b>\$ 14,472</b>	<b>\$ 40,204</b>	<b>\$ 21,754</b>	<b>\$ 21,754</b>
<b>Other Financing Sources</b>					
Interfund Transfers	\$ 112,400	\$ 0	\$ 0	\$ 0	\$ 0
	<b>\$ 112,400</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Fund Balance Appropriation</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 119,793</b>	<b>\$ 119,793</b>
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 5,215,519</b>	<b>\$ 4,846,529</b>	<b>\$ 5,129,773</b>	<b>\$ 5,198,222</b>	<b>\$ 5,198,222</b>
<b><u>Expenditures</u></b>					
Personnel Services	\$ 1,603,903	\$ 1,672,508	\$ 1,661,994	\$ 1,785,357	\$ 1,785,357
Operating Expenditures	1,149,974	1,474,238	1,491,350	1,481,298	1,481,298
Contract Services	96,850	173,237	522,923	117,467	117,467
Capital Outlay	40,106	45,000	136,200	100,000	100,000
Transfers to Other Funds	550,606	279,808	279,808	1,010,000	1,010,000
Debt Service	0	0	0	0	0
Other Charges	670,145	1,201,738	692,700	704,100	704,100
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 4,111,584</b>	<b>\$ 4,846,529</b>	<b>\$ 4,784,975</b>	<b>\$ 5,198,222</b>	<b>\$ 5,198,222</b>
<b><u>Expenditures By Function</u></b>					
<b>Operations</b>					
Airport	\$ 4,111,584	\$ 4,846,529	\$ 4,784,975	\$ 5,198,222	\$ 5,198,222
	<b>\$ 4,111,584</b>	<b>\$ 4,846,529</b>	<b>\$ 4,784,975</b>	<b>\$ 5,198,222</b>	<b>\$ 5,198,222</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 4,111,584</b>	<b>\$ 4,846,529</b>	<b>\$ 4,784,975</b>	<b>\$ 5,198,222</b>	<b>\$ 5,198,222</b>

## Environmental Services Fund Summary

	2016-17 Actual	2017-18 Original Budget	2017-18 Estimate	2018-19 Recommended Budget	2018-19 Adopted Budget
<b><u>Revenues</u></b>					
<b>Intergovernmental Revenues</b>					
Federal	\$ 1,686,442	\$ 0	\$ 1,449	\$ 0	\$ 0
State	568,665	146,000	148,616	148,133	148,133
Local	305,715	313,360	306,170	306,625	306,625
	<b>\$ 2,560,822</b>	<b>\$ 459,360</b>	<b>\$ 456,235</b>	<b>\$ 454,758</b>	<b>\$ 454,758</b>
<b>Functional Revenues</b>					
Residential Solid Waste Fees	\$ 2,695,351	\$ 6,718,613	\$ 6,576,710	\$ 11,586,418	\$ 11,586,418
Property Leases	202,628	180,343	198,736	201,286	201,286
Other Fees & Services	34,912	29,656	42,156	36,556	36,556
	<b>\$ 2,932,891</b>	<b>\$ 6,928,612</b>	<b>\$ 6,817,602</b>	<b>\$ 11,824,260</b>	<b>\$ 11,824,260</b>
<b>Other Revenues</b>					
Refunds & Sundry	\$ 0	\$ 0	\$ 239	\$ 0	\$ 0
Sale of Assets & Materials	162,763	37,100	149,969	100,700	100,700
	<b>\$ 162,763</b>	<b>\$ 37,100</b>	<b>\$ 150,208</b>	<b>\$ 100,700</b>	<b>\$ 100,700</b>
<b>Investment Income</b>	<b>\$ 4,288</b>	<b>\$ 5,000</b>	<b>\$ 10,000</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>
<b>Other Financing Sources</b>					
Interfund Transfers	\$ 6,519,148	\$ 3,291,798	\$ 3,359,924	\$ 761,679	\$ 811,679
Proceeds from Loans	1,004,000	1,225,000	1,225,000	0	0
	<b>\$ 7,523,148</b>	<b>\$ 4,516,798</b>	<b>\$ 4,584,924</b>	<b>\$ 761,679</b>	<b>\$ 811,679</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>\$ 13,183,912</b>	<b>\$ 11,946,870</b>	<b>\$ 12,018,969</b>	<b>\$ 13,143,397</b>	<b>\$ 13,193,397</b>
<b><u>Expenditures</u></b>					
Personnel Services	\$ 3,841,883	\$ 4,197,947	\$ 4,166,128	\$ 4,168,811	\$ 4,168,811
Operating Expenditures	2,596,092	2,950,056	3,038,735	3,135,199	3,135,199
Contract Services	3,639,712	2,384,884	2,463,725	2,561,994	2,611,994
Capital Outlay	1,387,494	1,298,000	1,335,863	1,790,160	1,790,160
Transfers to Other Funds	0	0	0	0	0
Debt Service	147,577	412,901	407,526	761,679	761,679
Other Charges	641,718	703,082	662,832	725,554	725,554
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 12,254,476</b>	<b>\$ 11,946,870</b>	<b>\$ 12,074,809</b>	<b>\$ 13,143,397</b>	<b>\$ 13,193,397</b>
<b><u>Expenditures By Function</u></b>					
<b>Operations</b>					
Public Services	\$ 12,254,476	\$ 11,946,870	\$ 12,074,809	\$ 13,143,397	\$ 13,193,397
	<b>\$ 12,254,476</b>	<b>\$ 11,946,870</b>	<b>\$ 12,074,809</b>	<b>\$ 13,143,397</b>	<b>\$ 13,193,397</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 12,254,476</b>	<b>\$ 11,946,870</b>	<b>\$ 12,074,809</b>	<b>\$ 13,143,397</b>	<b>\$ 13,193,397</b>

# Stormwater Fund Summary

	2016-17 Actual	2017-18 Original Budget	2017-18 Estimate	2018-19 Recommended Budget	2018-19 Adopted Budget
<b><u>Revenues</u></b>					
<b>Intergovernmental Revenues</b>					
Federal	\$ 31,696	\$ 0	\$ 24,545	\$ 0	\$ 0
State	10,565	0	8,181	0	0
	<b>\$ 42,261</b>	<b>\$ 0</b>	<b>\$ 32,726</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Functional Revenues</b>					
Stormwater Fees	\$ 6,840,798	\$ 7,831,550	\$ 7,851,640	\$ 8,326,920	\$ 11,079,610
Stormwater Services	14,759	3,300	9,442	4,000	4,000
Street Sweeping - NCDOT	120,500	120,500	120,500	123,522	123,522
	<b>\$ 6,976,057</b>	<b>\$ 7,955,350</b>	<b>\$ 7,981,582</b>	<b>\$ 8,454,442</b>	<b>\$ 11,207,132</b>
<b>Other Revenues</b>					
Refunds & Sundry	\$ 0	\$ 0	\$ 90	\$ 0	\$ 0
Sale of Assets & Materials	0	0	5,375	0	0
	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 5,465</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Investment Income</b>	<b>\$ 26,141</b>	<b>\$ 6,840</b>	<b>\$ 10,100</b>	<b>\$ 6,970</b>	<b>\$ 6,970</b>
<b>Fund Balance Appropriation</b>	<b>\$ 0</b>	<b>\$ 78,439</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 7,044,459</b>	<b>\$ 8,040,629</b>	<b>\$ 8,029,873</b>	<b>\$ 8,461,412</b>	<b>\$ 11,214,102</b>
<b><u>Expenditures</u></b>					
Personnel Services	\$ 2,103,531	\$ 2,443,816	\$ 2,230,941	\$ 2,454,312	\$ 2,454,312
Operating Expenditures	757,290	921,556	953,156	979,743	979,743
Contract Services	407,936	485,346	913,726	545,595	545,595
Capital Outlay	20,522	0	60,092	0	-
Transfers to Other Funds	3,425,820	2,985,000	3,555,451	2,517,222	4,104,472
Debt Service	913,463	913,086	913,086	917,081	917,081
Other Charges	363,084	291,825	373,525	1,047,459	2,212,899
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 7,991,646</b>	<b>\$ 8,040,629</b>	<b>\$ 8,999,977</b>	<b>\$ 8,461,412</b>	<b>\$ 11,214,102</b>
<b><u>Expenditures By Function</u></b>					
<b>Operations</b>					
Public Services	\$ 7,991,646	\$ 8,040,629	\$ 8,999,977	\$ 8,461,412	\$ 11,214,102
	<b>\$ 7,991,646</b>	<b>\$ 8,040,629</b>	<b>\$ 8,999,977</b>	<b>\$ 8,461,412</b>	<b>\$ 11,214,102</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 7,991,646</b>	<b>\$ 8,040,629</b>	<b>\$ 8,999,977</b>	<b>\$ 8,461,412</b>	<b>\$ 11,214,102</b>

## Transit Fund Summary

	2016-17 Actual	2017-18 Original Budget	2017-18 Estimate	2018-19 Recommended Budget	2018-19 Adopted Budget
<b><u>Revenues</u></b>					
<b>Other Taxes</b>					
Vehicle License Tax	\$ 639,699	\$ 632,035	\$ 629,160	\$ 628,290	\$ 628,290
	<b>\$ 639,699</b>	<b>\$ 632,035</b>	<b>\$ 629,160</b>	<b>\$ 628,290</b>	<b>\$ 628,290</b>
<b>Intergovernmental Revenues</b>					
Federal	\$ 2,359,481	\$ 2,751,829	\$ 2,486,230	\$ 2,678,864	\$ 2,554,549
State	812,798	793,216	771,628	771,628	771,628
	<b>\$ 3,172,279</b>	<b>\$ 3,545,045</b>	<b>\$ 3,257,858</b>	<b>\$ 3,450,492</b>	<b>\$ 3,326,177</b>
<b>Functional Revenues</b>					
Bus Fares	\$ 1,025,729	\$ 1,064,924	\$ 988,710	\$ 1,152,818	\$ 1,138,653
Contract Transportation	253,367	189,100	189,582	92,582	92,582
Property Leases	18,720	135,924	66,554	150,262	150,262
Other Fees & Services	75,076	60,943	86,382	90,612	90,612
	<b>\$ 1,372,892</b>	<b>\$ 1,450,891</b>	<b>\$ 1,331,228</b>	<b>\$ 1,486,274</b>	<b>\$ 1,472,109</b>
<b>Other Revenues</b>					
Refunds & Sundry	\$ 802	\$ 730	\$ 750	\$ 750	\$ 750
Sale of Assets & Materials	860	6,000	22,648	6,000	6,000
	<b>\$ 1,662</b>	<b>\$ 6,730</b>	<b>\$ 23,398</b>	<b>\$ 6,750</b>	<b>\$ 6,750</b>
<b>Investment Income</b>	<b>\$ 1,507</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Other Financing Sources</b>					
Interfund Transfers	\$ 3,848,497	\$ 4,133,114	\$ 4,172,362	\$ 4,699,791	\$ 4,732,105
	<b>\$ 3,848,497</b>	<b>\$ 4,133,114</b>	<b>\$ 4,172,362</b>	<b>\$ 4,699,791</b>	<b>\$ 4,732,105</b>
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 9,036,536</b>	<b>\$ 9,767,815</b>	<b>\$ 9,414,006</b>	<b>\$ 10,271,597</b>	<b>\$ 10,165,431</b>
<b><u>Expenditures</u></b>					
Personnel Services	\$ 5,760,210	\$ 6,448,486	\$ 6,198,757	\$ 6,744,209	\$ 6,710,017
Operating Expenditures	1,703,962	2,215,330	2,143,616	2,284,901	2,212,927
Contract Services	165,678	332,413	281,367	343,972	343,972
Capital Outlay	94,391	31,518	31,518	17,680	17,680
Transfers to Other Funds	449,260	154,108	154,108	186,460	186,460
Debt Service	0	0	0	0	0
Other Charges	788,705	585,960	640,096	694,375	694,375
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 8,962,206</b>	<b>\$ 9,767,815</b>	<b>\$ 9,449,462</b>	<b>\$ 10,271,597</b>	<b>\$ 10,165,431</b>
<b><u>Expenditures By Function</u></b>					
<b>Operations</b>					
Transit	\$ 8,962,206	\$ 9,767,815	\$ 9,449,462	\$ 10,271,597	\$ 10,165,431
	<b>\$ 8,962,206</b>	<b>\$ 9,767,815</b>	<b>\$ 9,449,462</b>	<b>\$ 10,271,597</b>	<b>\$ 10,165,431</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 8,962,206</b>	<b>\$ 9,767,815</b>	<b>\$ 9,449,462</b>	<b>\$ 10,271,597</b>	<b>\$ 10,165,431</b>

# Risk Management Fund Summary

	2016-17 Actual	2017-18 Original Budget	2017-18 Estimate	2018-19 Recommended Budget	2018-19 Adopted Budget
<b><u>Revenues</u></b>					
<b>Other Revenues</b>					
Refunds & Sundry	\$ 279,469	\$ 292,600	\$ 234,360	\$ 228,750	\$ 228,750
	<b>\$ 279,469</b>	<b>\$ 292,600</b>	<b>\$ 234,360</b>	<b>\$ 228,750</b>	<b>\$ 228,750</b>
<b>Interfund Charges</b>					
Workers' Compensation	\$ 2,160,051	\$ 2,127,500	\$ 2,081,500	\$ 2,106,000	\$ 2,106,000
Employee Benefits	12,411,301	13,427,000	12,742,000	14,252,000	14,252,000
Property & Liability	1,502,774	1,720,993	1,326,455	1,878,871	1,830,871
	<b>\$ 16,074,126</b>	<b>\$ 17,275,493</b>	<b>\$ 16,149,955</b>	<b>\$ 18,236,871</b>	<b>\$ 18,188,871</b>
<b>Employee Benefit Contributions</b>	<b>\$ 3,385,054</b>	<b>\$ 3,666,000</b>	<b>\$ 3,486,000</b>	<b>\$ 4,043,000</b>	<b>\$ 4,043,000</b>
<b>Investment Income</b>	<b>\$ 117,228</b>	<b>\$ 98,700</b>	<b>\$ 123,700</b>	<b>\$ 127,700</b>	<b>\$ 127,700</b>
<b>Other Financing Sources</b>					
Interfund Transfers	\$ 803,071	\$ 1,173,285	\$ 1,396,370	\$ 361,102	\$ 361,102
	<b>\$ 803,071</b>	<b>\$ 1,173,285</b>	<b>\$ 1,396,370</b>	<b>\$ 361,102</b>	<b>\$ 361,102</b>
<b>Fund Balance Appropriation</b>	<b>\$ 0</b>	<b>\$ 52,128</b>	<b>\$ 0</b>	<b>\$ 188,360</b>	<b>\$ 188,360</b>
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 20,658,948</b>	<b>\$ 22,558,206</b>	<b>\$ 21,390,385</b>	<b>\$ 23,185,783</b>	<b>\$ 23,137,783</b>
<b><u>Expenditures</u></b>					
Personnel Services	\$ 371,344	\$ 432,489	\$ 413,235	\$ 461,279	\$ 461,279
Operating Expenditures	18,696,363	20,425,568	19,008,736	21,824,238	21,776,238
Contract Services	297,598	368,920	277,246	294,850	294,850
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	1,142,309	0	0	290,000	330,000
Debt Service	0	0	0	0	0
Other Charges	72,417	1,331,229	6,096	315,416	275,416
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 20,580,031</b>	<b>\$ 22,558,206</b>	<b>\$ 19,705,313</b>	<b>\$ 23,185,783</b>	<b>\$ 23,137,783</b>
<b><u>Expenditures By Function</u></b>					
<b>Support Services &amp; Administration</b>					
Finance	\$ 3,273,449	\$ 3,944,429	\$ 3,343,366	\$ 4,135,883	\$ 4,087,883
Human Resource Development	17,306,582	18,613,777	16,361,947	19,049,900	19,049,900
	<b>\$ 20,580,031</b>	<b>\$ 22,558,206</b>	<b>\$ 19,705,313</b>	<b>\$ 23,185,783</b>	<b>\$ 23,137,783</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 20,580,031</b>	<b>\$ 22,558,206</b>	<b>\$ 19,705,313</b>	<b>\$ 23,185,783</b>	<b>\$ 23,137,783</b>

## Fund Balance Projections

	General Fund	Central Business Tax District Fund	Emergency Telephone System Fund	Lake Valley Drive MSD Fund
<b>Available Fund Balance at June 30, 2017</b>	<b>\$41,276,783</b>	<b>\$108,622</b>	<b>\$952,447</b>	<b>\$5,941</b>
FY18 Estimated Revenues and Other Sources	165,978,862	277,144	823,793	56,384
FY18 Estimated Expenditures and Other Uses *	173,424,980	275,811	1,103,279	55,532
Less: Fund Balance To Be Restricted for County Recreation at 6/30/18	1,606,511	0	0	0
Less: Fund Balance To Be Assigned for General Capital Funding Plan at 6/30/18	3,631,439	0	0	0
Less: Fund Balance To Be Assigned for Stadium Funding Plan at 6/30/18	655,311	0	0	0
Less: Fund Balance To Be Assigned for Parks & Recreation Capital Funding Plan at 6/30/18	3,821,289	0	0	0
<b>Projected Available Fund Balance at June 30, 2018</b>	<b>\$24,116,115</b>	<b>\$109,955</b>	<b>\$672,961</b>	<b>\$6,793</b>
FY19 Estimated Revenues and Other Sources	163,972,758	279,239	895,340	54,773
FY19 Estimated Expenditures and Other Uses *	166,961,455	278,864	1,115,995	55,532
Less: FY19 Increase in Fund Balance To Be Restricted for County Recreation	343,122	0	0	0
Plus: FY19 Use of Fund Balance Assigned for General Capital Funding Plan	356,322	0	0	0
Plus: FY19 Use of Fund Balance Assigned for Stadium Funding Plan	652,635	0	0	0
Less: FY19 Increase in Fund Balance Assigned for Parks & Recreation Capital Funding Plan	1,701,741	0	0	0
<b>Projected Available Fund Balance at June 30, 2019</b>	<b>\$20,091,512</b>	<b>\$110,330</b>	<b>\$452,306</b>	<b>\$6,034</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

	LEOSSA Fund	Parking Fund	PWC Assessment Fund	Airport Fund
<b>Available Fund Balance at June 30, 2017</b>	<b>\$4,670,137</b>	<b>\$91,445</b>	<b>\$0</b>	<b>\$8,659,771</b>
FY18 Estimated Revenues and Other Sources	1,590,583	362,116	3,516,000	5,129,773
FY18 Estimated Expenditures and Other Uses *	869,694	338,167	3,516,000	4,784,975
Plus: Parking Fund Receivable at 6/30/17	0	41,393	0	0
Less: Fund Balance to be Restricted for Parking Deck Capital Reserve at 6/30/18	0	146,943	0	0
<b>Projected Available Fund Balance at June 30, 2018</b>	<b>\$5,391,026</b>	<b>\$9,844</b>	<b>\$0</b>	<b>\$9,004,569</b>
FY19 Estimated Revenues and Other Sources	1,594,254	510,880	3,036,000	5,078,429
FY19 Estimated Expenditures and Other Uses *	1,075,486	505,964	3,036,000	5,198,222
Less: FY19 Increase in Fund Balance To Be Restricted for Parking Deck Capital Reserve	0	4,916	0	0
<b>Projected Available Fund Balance at June 30, 2019</b>	<b>\$5,909,794</b>	<b>\$9,844</b>	<b>\$0</b>	<b>\$8,884,776</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, 2017</b>	<b>\$55,840</b>	<b>\$1,664,604</b>	<b>(\$110,493)</b>	<b>\$17,115,710</b>
FY18 Estimated Revenues and Other Sources	12,018,969	8,029,873	9,414,006	21,390,385
FY18 Estimated Expenditures and Other Uses *	12,074,809	8,999,977	9,449,462	19,705,313
Plus: Transit Fund Grant Receivable at 6/30/17	0	0	145,949	0
<b>Projected Available Fund Balance at June 30, 2018</b>	<b>\$0</b>	<b>\$694,500</b>	<b>\$0</b>	<b>\$18,800,782</b>
FY19 Estimated Revenues and Other Sources	13,193,397	11,214,102	10,165,431	22,949,423
FY19 Estimated Expenditures and Other Uses *	13,152,055	9,383,628	10,165,431	22,870,427
<b>Projected Available Fund Balance at June 30, 2019</b>	<b>\$41,342</b>	<b>\$2,524,974</b>	<b>\$0</b>	<b>\$18,879,778</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.*

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# Community Investment

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Human Relations ..... E-22

## Community Investment

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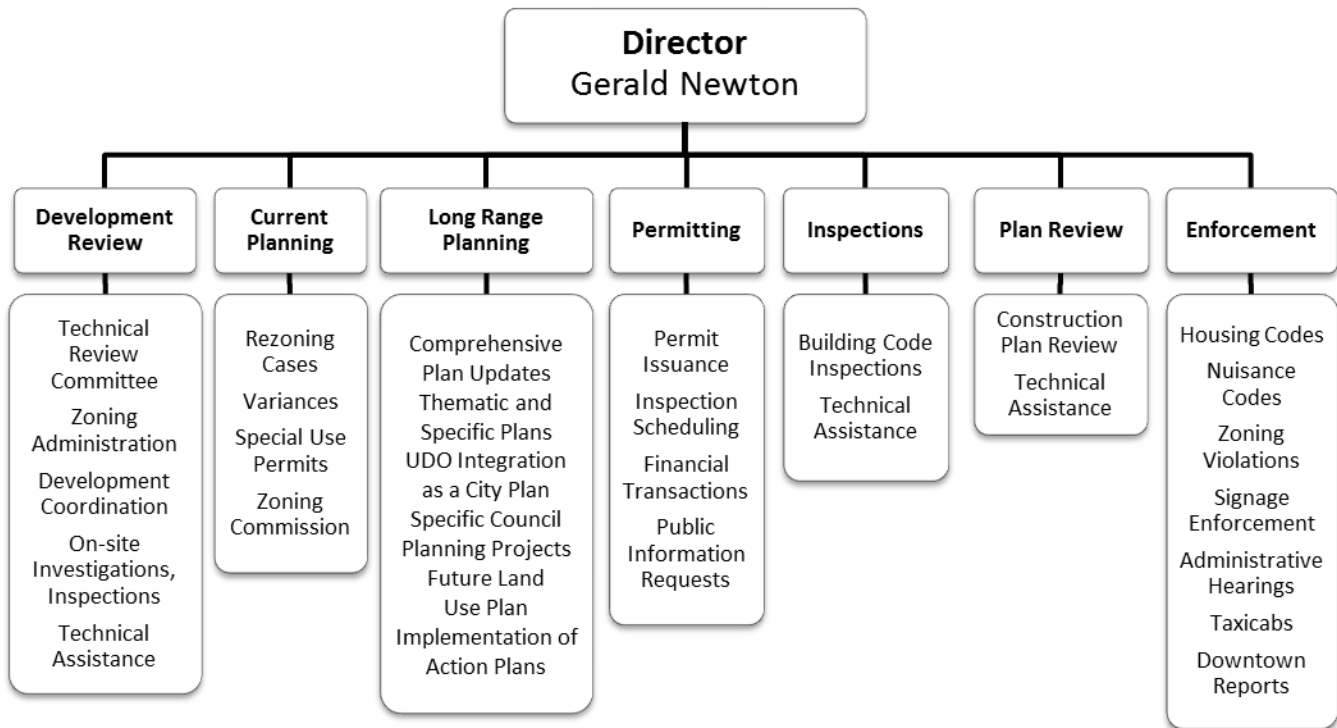
	<b><u>2016-17 Actual</u></b>	<b><u>2017-18 Original Budget</u></b>	<b><u>2018-19 Recommended Budget</u></b>	<b><u>2018-19 Adopted Budget</u></b>	<b>% Change vs 2017-18 Original Budget</b>
<b>Expenditures by Department</b>					
Development Services	\$3,941,998	\$4,583,809	\$4,523,718	\$4,523,718	-1.3%
Economic & Community Development	1,765,356	1,219,333	1,229,414	1,244,414	2.1%
Human Relations	361,398	331,454	345,905	345,905	4.4%
<b>Total Expenditures</b>	<b>\$6,068,752</b>	<b>\$6,134,596</b>	<b>\$6,099,037</b>	<b>\$6,114,037</b>	<b>-0.3%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$4,094,698	\$4,346,817	\$4,325,257	\$4,325,257	-0.5%
Operating	345,043	368,317	525,456	540,456	46.7%
Contract Services	913,406	991,538	917,930	917,930	-7.4%
Capital Outlay	23,965	0	0	0	0.0%
Transfers to Other Funds	510,694	270,423	172,378	172,378	-36.3%
Debt Service	0	0	0	0	0.0%
Other Charges	180,946	157,501	158,016	158,016	0.3%
<b>Total Expenditures</b>	<b>\$6,068,752</b>	<b>\$6,134,596</b>	<b>\$6,099,037</b>	<b>\$6,114,037</b>	<b>-0.3%</b>

## Community Investment

	<b>2016-17 <u>Actual</u></b>	<b>2017-18 <u>Original Budget</u></b>	<b>2018-19 <u>Recommended Budget</u></b>	<b>2018-19 <u>Adopted Budget</u></b>	<b>% Change vs 2017-18 <u>Original Budget</u></b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$1,917,102	\$2,422,273	\$1,738,558	\$1,738,558	-28.2%
Other General Fund Funding	4,060,430	3,435,219	4,081,240	4,096,240	19.2%
General Fund Subtotal	5,977,532	5,857,492	5,819,798	5,834,798	-0.4%
Central Business Tax District	91,220	277,104	279,239	279,239	0.8%
<b>Total Funding Sources</b>	<b>\$6,068,752</b>	<b>\$6,134,596</b>	<b>\$6,099,037</b>	<b>\$6,114,037</b>	<b>-0.3%</b>
<b>Full-Time Equivalent Positions by Department</b>					
Development Services	54.0	54.0	53.0	53.0	-1.9%
Economic & Community Development	6.7	3.7	3.7	3.7	0.0%
Human Relations	3.0	3.0	3.0	3.0	0.0%
<b>Total Authorized FTEs</b>	<b>63.7</b>	<b>60.7</b>	<b>59.7</b>	<b>59.7</b>	<b>-1.6%</b>

# Development Services

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## DEPARTMENT MISSION

The Development Services Department provides building and code enforcement inspections 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 \$629,965 / 7.3 FTEs*

#### **Purpose Statement:**

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

#### **Highlights:**

- The number of UDO text amendments has been consistent over the last 3 years – average 15 per year.
- The UDO Task Force to address the City's Comprehensive Plan and zoning map amendments has been created. This is a mayor-appointed ad-hoc committee working with the Current Planning Division.
- The number of zoning/special use permit cases were consistent in 2016 and 2017 with a total of 34 and 31, respectively.

#### **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 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
% of staff recommendations accepted by City Council	100.00%	95.00%	95.00%
% of staff recommendations accepted by the Zoning Commission	90.60%	95.00%	95.00%

# Development Services

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## ***Program: Development Review***

*General Fund \$380,029 / 4.4 FTEs*

### **Purpose Statement:**

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

### **Highlights:**

- Freedom Town Center (a major redevelopment project in city's retail corridor) is nearing completion with multiple new businesses included in the project.
- The Tallywood Shopping Center redevelopment project was completed bringing the city's first Publix grocery store to the area.
- Staff assisted with the major coordinated review of new downtown projects to include the baseball stadium, the common plaza area, and the mixed-use high-rise building (parking deck, hotel, and office space).
- Staff is continuing coordination of the Campbell Soup/DHL distribution center that is to be located in the Cedar Creek Business Park within the city.

### **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 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
% of site plans reviewed within established deadlines	100.00%	100.00%	100.00%

## ***Program: Enforcement***

*General Fund \$1,235,323 / 13.7 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:

- The Code Enforcement division recently went live with a mobile app interface with FayWorx. The app allows Code Enforcement Administrators to expedite code cases by providing new case input, existing case follow-up notes, and daily task assignments.
- The Code Enforcement team completed a city-wide sweep of all mobile home parks. The results identified several closed parks and significant improvements to multiple other parks.
- Multiple vacant commercial properties that have been involved in code enforcement cases have been either demolished or have undergone redevelopment.

### 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 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of code enforcement violation cases	14,621.00	14,024.00	10,000.00
# of demolition cases (involuntary)	22.00	35.00	40.00
% of proactive code enforcement cases	59.00%	60.00%	60.00%
% of residents very satisfied or satisfied with the overall image and appearance of the City per the biennial City Resident Satisfaction Survey	43.00%	43.00%	45.00%
Average # of violation cases per FTE	1,329.00	1,274.00	900.00

### ***Program: Inspections***

*General Fund \$1,525,178 / 19.0 FTEs*

### **Purpose Statement:**

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

## Development Services

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### Highlights:

- The number of commercial inspections have increased due to multiple large retail projects within the City.
- To help facilitate career development, over half of the City's inspectors received additional inspections certificates over the past year. This achievement will help promote our multi-trade objective by cross-training inspectors to help with scheduling efficiency.

### 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 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of mechanical inspections <i>(New/Revised Measure)</i>	0.00	9,000.00	10,000.00
# of building inspections <i>(New/Revised Measure)</i>	0.00	6,000.00	6,500.00
# of electrical inspections <i>(New/Revised Measure)</i>	0.00	7,000.00	8,000.00
# of plumbing inspections <i>(New/Revised Measure)</i>	0.00	5,000.00	5,000.00
% of all inspections completed within the established service level (close of business the next day or by appointment)	94.67%	96.00%	96.00%

### ***Program: Long Range Planning***

*General Fund \$244,240 / 1.5 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:

- At the NC Planning Conference held in September 2017, the City of Fayetteville won the North Carolina Chapter of the American Planning Association's Marvin Collins Award for its Cape Fear River Plan. This was in the Comprehensive Planning - Large Community category.
- The US Census Bureau has announced that it will change the way the Bureau will count deployed military members in the 2020 Census.

## Development Services

- The UDO Task Force to address the City's Comprehensive Plan and zoning map amendments was created. This is a mayor-appointed ad-hoc committee working with the Long-Range Planning Divisions. This change was suggested by a local partnership consisting of the City of Fayetteville, Cumberland County, and the Chamber of Commerce. The staff of the Development Services Department assisted in the process that lead to these changes.

### City Goal:

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

### Objective:

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

Key Performance Measures:	<u>FY 2017</u>	<u>FY 2018 Estimated</u>	<u>FY 2019 Target</u>
# of planning/zoning positions per 10,000 population (benchmark is 1.1 positions per 10,000)	0.51	0.51	0.6
% of residents very satisfied or satisfied with overall preparedness to manage development and growth per the biennial City Resident Satisfaction Survey	31.00%	31.00%	45.00%

### **Program: Permitting**

*General Fund \$337,968 / 5.4 FTEs*

### Purpose Statement:

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

### Highlights:

- Electrical, mechanical, and plumbing inspections are now scheduled through the Permitting Office.
- Permitting staff assisted in the efficient streamlining of the permitting process in the FayWorx software program.

### 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.

## Development Services

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Key Performance Measures:	<u>FY 2017</u>	<u>FY 2018 Estimated</u>	<u>FY 2019 Target</u>
# of dispatched trade inspections	18,396.00	20,000.00	20,000.00
# of permits issued	12,791.00	12,500.00	12,500.00
Average # of daily permits issued per permit technician	33.00	33.00	33.00
Permit fees collected	\$1,318,176.09	\$1,300,000.00	\$1,300,000.00

### ***Program: Plan Review***

*General Fund \$171,015 / 1.7 FTEs*

#### **Purpose Statement:**

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

#### **Highlights:**

- The number of commercial plan reviews have increased due to the rise in commercial development within the City within the past year.
- Staff have assisted other City departments in the design and implementation of a new electronic plan review program that is expected to facilitate customer service through ease of submission and communication with project stakeholders.

#### **City Goal:**

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

#### **Objective:**

To achieve timely and accurate review of construction plans.

Key Performance Measures:	<u>FY 2017</u>	<u>FY 2018 Estimated</u>	<u>FY 2019 Target</u>
# of construction plans reviewed	201.00	250.00	250.00

## Development Services

	<b>2016-17 Actual</b>	<b>2017-18 Original Budget</b>	<b>2018-19 Recommended Budget</b>	<b>2018-19 Adopted Budget</b>	<b>% Change vs 2017-18 Original Budget</b>
<b>Expenditures by Program</b>					
Current Planning	\$541,389	\$636,073	\$629,965	\$629,965	-1.0%
Development Review	434,922	403,437	380,029	380,029	-5.8%
Enforcement	1,116,008	1,171,950	1,235,323	1,235,323	5.4%
Inspections	1,158,520	1,400,143	1,525,178	1,525,178	8.9%
Long Range Planning	198,284	368,692	244,240	244,240	-33.8%
Permitting	217,196	315,863	337,968	337,968	7.0%
Plan Review	275,679	287,651	171,015	171,015	-40.5%
<b>Total Expenditures</b>	<b>\$3,941,998</b>	<b>\$4,583,809</b>	<b>\$4,523,718</b>	<b>\$4,523,718</b>	<b>-1.3%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$3,311,401	\$3,772,078	\$3,745,972	\$3,745,972	-0.7%
Operating	240,303	282,714	410,946	410,946	45.4%
Contract Services	305,978	525,977	363,450	363,450	-30.9%
Capital Outlay	23,965	0	0	0	0.0%
Transfers to Other Funds	58,500	0	0	0	0.0%
Debt Service	0	0	0	0	0.0%
Other Charges	1,851	3,040	3,350	3,350	10.2%
<b>Total Expenditures</b>	<b>\$3,941,998</b>	<b>\$4,583,809</b>	<b>\$4,523,718</b>	<b>\$4,523,718</b>	<b>-1.3%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$1,907,196	\$2,413,115	\$1,729,400	\$1,729,400	-28.3%
Other General Fund Funding	2,034,802	2,170,694	2,794,318	2,794,318	28.7%
General Fund Subtotal	3,941,998	4,583,809	4,523,718	4,523,718	-1.3%
<b>Total Funding Sources</b>	<b>\$3,941,998</b>	<b>\$4,583,809</b>	<b>\$4,523,718</b>	<b>\$4,523,718</b>	<b>-1.3%</b>
<b>Full-Time Equivalent Positions by Department</b>					
<b>Total Authorized FTEs</b>	<b>54.0</b>	<b>54.0</b>	<b>53.0</b>	<b>53.0</b>	<b>-1.9%</b>

# Development Services

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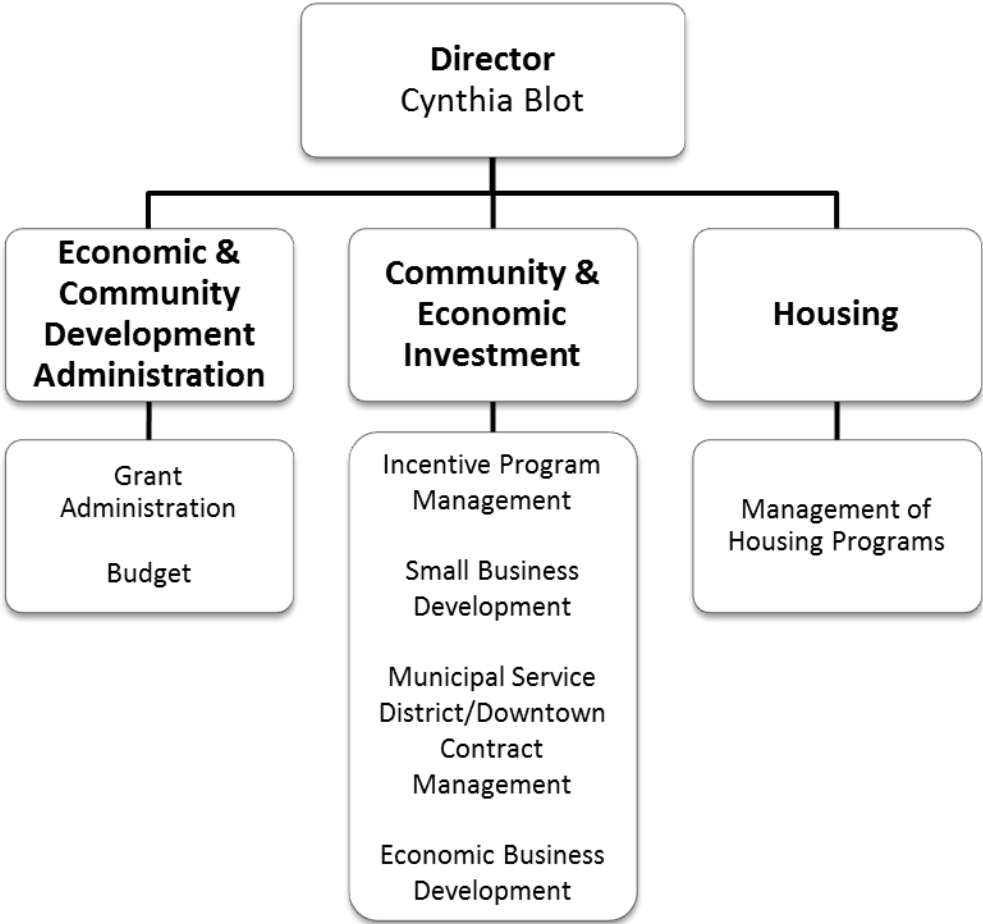
## BUDGET HIGHLIGHTS

- Personnel reflects the reclassification of one Office Assistant II to a Senior Administrative Assistant, and a frozen Plans Examiner position.
- Personnel includes \$51,681 for employee pay adjustments, \$27,756 for medical benefit rate adjustments and \$7,390 for retirement rate adjustments.
- Operating includes \$110,000 for furniture and fixtures for the renovation of the first floor of City Hall, \$79,160 for vehicle maintenance and fuel, \$24,000 for official notices and other advertising, \$50,350 for employee training and development and local mileage reimbursements, and \$17,800 for membership, dues and subscriptions.
- Contract Services includes \$110,000 for the City's share of the local funding match for the Fayetteville Area Metropolitan Planning Organization, \$244,000 for lot cleanings and demolitions, and \$9,450 for a variety of small contract services.



# Economic & Community Development

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# Economic & Community Development

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## DEPARTMENT MISSION

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The Economic & 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. The Economic and Community Development Department is tasked with the expansion and attraction of retail, commercial, and service enterprises throughout the City; the redevelopment of under-performing corridors and catalyst sites; the maintenance of a "no-wrong-door" approach to small business assistance; the coordination of efforts to market Fayetteville as the place to start, build, and grow a business; the provision of support to entrepreneurs through access to training programs and business development forums; the hosting of publicly-accessible commercial site and building inventories and information; the marketing and outreach of City vendor and contract opportunities for small, local and disadvantaged businesses; and, the administration and coordination of local and partner-organization incentive programs.

### ***Program: Community & Economic Investment***

*General Fund \$788,814 / 1.5 FTEs*

*Central Business Tax District \$279,239 / 0.0 FTEs*

### **Purpose Statement:**

This program focuses on developing and implementing Community Investment programs and strategies to attract businesses and expand the city's tax base. Emphasis is placed on small business development activities throughout the City and in support of the Fayetteville Renaissance Plan and the City's Redevelopment Plan areas. The ECD department also supports existing efforts to attract new retail and commercial enterprises throughout the city limits, redevelop underperforming commercial corridors and catalyst sites, expand our local incentives portfolio, assist a diversity of business interests with a wide range of business needs, and continue to work with our partners in order to bring about a new level of prosperity, job growth and expanded economic opportunities for our citizens.

### **Highlights:**

- Provided business support services and technical assistance to include assessments, referrals and direct financial assistance to over 200 new and existing small business owners during the program year. In addition, also provided economic development assistance to four local companies in collaboration with the Fayetteville Cumberland Economic Development Corporation (FCEDC).
- Offered the Small Business Development Grant Program to assist with the further development of small businesses citywide with a matching grant up to \$5,000 for equipment, inventory and other eligible expenses.
- Offered the Small Business Retention Grant Program to retain small businesses in any of the city's redevelopment plan areas, under-developed corridors and low income census tracts with a matching grant up to \$5,000 for equipment, inventory and other eligible expenses.

## Economic & Community Development

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- Offered the Commercial Exterior Improvement Grant (Façade) Program to small businesses and commercial property owners that lease to small businesses with matching grant funds up to \$10,000 to assist with and encourage exterior improvements to include signage, roof repairs, paving and other exterior improvements. This program is also available in any of the city's redevelopment plan areas, under-developed corridors and low income census tracts.
- Offered the Business Assistance Loan Program to small businesses purchasing their own commercial property anywhere within the city limits. Low interest loans are available up to \$125,000 or \$200,000 if located within the historic district to provide down payment assistance or gap financing toward the purchase of the building.
- To date, 17 grants have been approved totaling over \$81,000 from the three matching grant programs leveraging over \$165,000 in total project costs. The number of approvals are expected to increase before the end of the program year.
- In collaboration with the Continuing Education Department at Fayetteville Technical Community College (FTCC), the Job Skills Training Program assisted 12 low to moderate-income FTCC students with a sponsorship grant up to \$500 for the payment of tuition, books and other eligible expenses to assist with the continuation of their education. \$5,000 was budgeted for this program year and all funds were expended.
- Provided administration assistance for the City's Property Tax Incentive Program, Building Reuse Program, and the One NC Fund Program for local businesses.

### 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.

Key Performance Measures:	<u>FY 2017</u>	<u>FY 2018 Estimated</u>	<u>FY 2019 Target</u>
# of jobs created as a result of a small business grant or loan through Community Development programs	26.00	20.00	20.00
# of jobs retained as a result of a small business grant or loan through Community Development programs	218.00	55.00	55.00
# of loan and grant applications approved to assist small businesses through Community Development programs	40.00	30.00	30.00

# Economic & Community Development

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## ***Program: Economic & Community Development Administration***

*General Fund \$100,527 / 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.

<b>Key Performance Measures:</b>	<b><u>FY 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 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

# Economic & Community Development

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## **Program: Housing**

*General Fund \$75,834 / 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 provided housing rehabilitation assistance grants of up to \$5,000 for unmet needs of homeowners affected by Hurricane Matthew. Forty homeowners benefitted from this program by its conclusion on June 30, 2017.
- Approved three homeowners affected by Hurricane Matthew with unmet housing repair needs with the use of the Essential Single Family Rehabilitation Loan Pool-Disaster Recovery Program grant funds awarded in the amount of \$150,000 by the North Carolina Housing Finance Agency (NCHFA).
- Acquired seven buildable lots in the B Street targeted neighborhood area and transferred ownership to Fayetteville Area Habitat for Humanity for future affordable single family housing development. Three of the seven homes within the B Street Area are expected to be completed by program year end.
- Committed to provide a \$3 million loan to assist with a Rental Assistance Development project to construct 272 affordable rental units as replacement housing for Grove View Terrace's public housing units in partnership with the Fayetteville Metropolitan Housing Authority and United Management II, private developers for affordable housing.
- Administered the City's CDBG and HOME grant funded housing repair programs and planned for the administration of CDBG-DR grant funded housing programs and projects.
- Developed and implemented the Emergency Housing Repair Program that provides financial assistance as a grant up to \$5,000 for emergency housing repairs to low to moderate income homeowners that occupy their homes as their principal place of residence. Emergency repairs of all types are provided to mobile home owners, heating and air (HVAC) unit and roof replacements to homeowners of site built homes on a permanent foundation, and heating and air (HVAC) unit replacement to condominium and townhouse owners. The City allocated \$150,000 to benefit 30 homeowners but has already reached this goal during the beginning of the program year's third quarter.
- The City has funded the Emergency Housing Repair program that is administered by Fayetteville Urban Ministries and allocated \$150,000 to address those smaller dollar amount emergency repairs not covered under the City of Fayetteville's Emergency Housing Program's administration. It is expected that 65 persons will benefit from FUM's services funded by the City for the program year.
- Developed and implemented the Targeted Area Revitalization Program that improves neighborhood environments and quality of life for residents within identified targeted areas by removing blight through demolitions and providing exterior rehabilitation of existing residential structures. The City

## Economic & Community Development

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allocated \$200,000 to benefit 20 homeowners; however, it is expected only five homeowners will benefit from this program for the program year.

- Administered the Acquisition and Demolition Program that is designed to remove blight within the City by demolishing properties that are abandoned, unsafe, seriously damaged, or deteriorated beyond financial costs to effectively rehabilitate. The program also decreases the financial burden of potential City ordered demolitions. The City allocated \$60,000 to demolish 10 dilapidated properties. It is expected that 10 properties will be demolished by program year end.
- The City provides funding for credit counseling and the waiving of application fees to receive credit counseling through a partnership with Action Pathways' Consumer Credit Counseling Services. The City allocated \$9,598 to benefit 150 persons for the program year. It is expected that 80 persons will benefit from this activity by the program year end.
- Administered the Owner Occupied Housing Rehabilitation Loan Program and the Investor Owner Housing Rehabilitation Loan Program to provide housing repairs to low-to-moderate income homeowners that occupy their homes as their principal place of residence and investor owners housing low-to-moderate income tenants to bring properties up to minimum housing code standards. The City allocated funds to assist 5 homeowners with full housing repair projects up to \$29,999 per housing unit (excluding CDBG funding/beneficiaries) for the program year. It is expected that 8 homeowners will receive full housing rehabilitation by the program year end.
- Provided support for installation of infrastructure for the Oakridge Estates Subdivision that shall provide for the construction of 49 affordable single family homes in the western section of Fayetteville. It is expected that the infrastructure installation will be complete by program year end.
- Provided \$50,000 of a total \$400,000 commitment to support the development of MacArthur Apartments to build 96 affordable rental housing units.
- Provided \$200,000 of a total \$400,000 commitment to support the development of West Fayetteville Apartments to build 56 affordable rental housing units.
- Provided \$255,500 to Fayetteville Area Habitat for Humanity (FAHFH) as Community Housing Development Organization (CHDO) funding, which is required annually of HOME entitlements by HUD, to build 7 single family affordable homes in the B Street Area Community, and \$144,500 to build the first four of 49 homes, after infrastructure installation, in the Oakridge Estates Subdivision.
- Contracted with Cumberland County as a sub-subrecipient of the State allocated CDBG-DR (disaster recovery) funds in which the City is to receive \$23,367,500 of the total County allocation of \$34,760,000 over three years to provide housing services and projects to benefit low-to-moderate income families affected by Hurricane Matthew. Programs and projects include: single family homeownership rehabilitation, permanent supportive housing to build at least 50 newly constructed affordable rental apartment units and to support the infrastructure installation and new construction of at least 49 affordable single family homes; small business assistance funding to benefit at least 10 businesses; the building of a day center/homeless shelter; and many other CDBG-DR eligible activities as prescribed by the State to benefit residents of Cumberland County and the City of Fayetteville.
- Received client intake training and began assisting with CDBG-DR application intake at the Cumberland County Department of Social Services during the current program year.

## Economic & Community Development

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**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.

<b>Key Performance Measures:</b>	<b><u>FY 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of blighted structures demolished	12.00	10.00	10.00
# of units fully rehabilitated	9.00	5.00	5.00
# of units that were provided emergency repairs	98.00	100.00	100.00

**Objective:**

To increase homeownership opportunities through homebuyer education and counseling classes.

<b>Key Performance Measures:</b>	<b><u>FY 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of participants completing homebuyer education and counseling classes	148.00	80.00	80.00

**Objective:**

To increase the supply of affordable housing.

<b>Key Performance Measures:</b>	<b><u>FY 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of homeless in HUD Annual Point In Time Count	442.00	442.00	375.00
# of single family affordable housing units constructed in partnership with Community Housing Development Organizations (CHDOs)	15.00	3.00	10.00
# of total available beds for the homeless in Cumberland County	633.00	633.00	633.00

## Economic & Community Development

	<b>2016-17 Actual</b>	<b>2017-18 Original Budget</b>	<b>2018-19 Recommended Budget</b>	<b>2018-19 Adopted Budget</b>	<b>% Change vs 2017-18 Original Budget</b>
<b>Expenditures by Program</b>					
Community & Economic Investment	\$1,447,681	\$1,045,006	\$1,053,053	\$1,068,053	2.2%
Economic & Community Development Administration	97,506	99,467	100,527	100,527	1.1%
Economic Development	0	0	0	0	0.0%
Housing	220,169	74,860	75,834	75,834	1.3%
<b>Total Expenditures</b>	<b>\$1,765,356</b>	<b>\$1,219,333</b>	<b>\$1,229,414</b>	<b>\$1,244,414</b>	<b>2.1%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$493,190	\$298,496	\$294,898	\$294,898	-1.2%
Operating	74,990	50,724	74,275	89,275	76.0%
Contract Services	596,599	463,587	551,480	551,480	19.0%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	452,194	270,423	172,378	172,378	-36.3%
Debt Service	0	0	0	0	0.0%
Other Charges	148,383	136,103	136,383	136,383	0.2%
<b>Total Expenditures</b>	<b>\$1,765,356</b>	<b>\$1,219,333</b>	<b>\$1,229,414</b>	<b>\$1,244,414</b>	<b>2.1%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	1,674,136	942,229	950,175	965,175	2.4%
General Fund Subtotal	1,674,136	942,229	950,175	965,175	2.4%
Central Business Tax District	91,220	277,104	279,239	279,239	0.8%
<b>Total Funding Sources</b>	<b>\$1,765,356</b>	<b>\$1,219,333</b>	<b>\$1,229,414</b>	<b>\$1,244,414</b>	<b>2.1%</b>
<b>Full-Time Equivalent Positions by Department</b>					
<b>Total Authorized FTEs</b>	<b>6.7</b>	<b>3.7</b>	<b>3.7</b>	<b>3.7</b>	<b>0.0%</b>



# Economic & Community Development

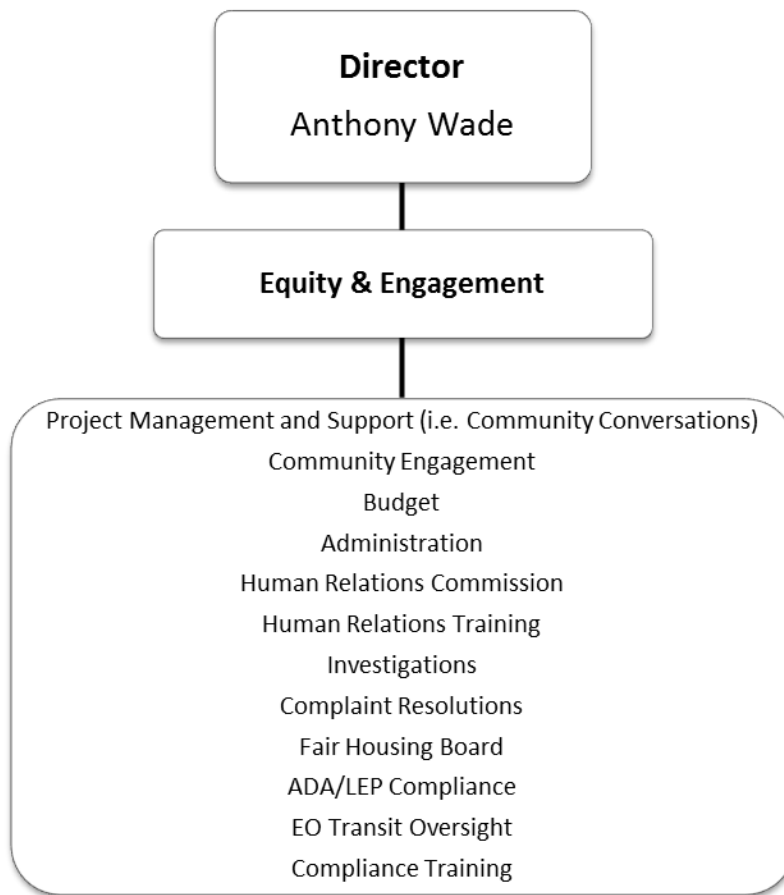
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## BUDGET HIGHLIGHTS

- Prior fiscal year expenditures and FTE counts for the Economic & Community Development Administration program include expenditures from the Economic Development program of the former Economic and Business Development department.
- Personnel includes \$5,233 for employee pay adjustments, \$1,902 for medical insurance rate adjustments and \$576 for retirement rate adjustments.
- Operating costs include \$20,000 for community signage, \$15,000 to provide supplies for Pathways for Prosperity community meetings, \$11,985 for travel, training and local mileage reimbursements, and \$25,000 for parking utilities funded by the Central Business Tax District (CBTD).
- Contract Services funded by the General Fund include \$100,000 for the Homeless Management Information System, \$100,000 for the Campbell Soup economic development incentive, \$22,129 for a property tax grant-back incentive agreement, \$70,000 for the Goodyear incentive, \$26,621 for the youth internship program, and \$12,000 for legal services for loan foreclosures. 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.
- Other Charges includes \$35,353 for the Center of Economic Empowerment and Development (CEED) and \$100,000 for the Fayetteville Cumberland Economic Development Corporation.
- Transfers to Other Funds includes \$139,274 transfer from the General Fund to support the CBTD fund, and a \$33,104 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.

# Human Relations

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## DEPARTMENT MISSION

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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: Equity & Engagement***

*General Fund \$345,905 / 3.0 FTEs*

#### **Purpose Statement:**

The Equity & Engagement Program focuses on quality of life issues for our residents associated with compliance with the City's Human Relations Ordinance as well as state and federal laws promoting fair and equitable treatment. The program provides numerous services including oversight for the City's Fair Housing Ordinance, and 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 program provides administrative staff support for the Fair Housing Board, which acts as an administrative hearing board under the City's Fair Housing Ordinance. In collaboration with the Human Relations Commission (HRC), the Equity & Engagement program addresses issues related to human relations while encouraging fair treatment and understanding among residents. The program provides education, information and training in the areas of Fair Housing, LEP, ADA, employment, sexual harassment, cultural competencies and other related topics. Additionally, in collaboration with the Human Relations Commission, the program promotes recognition of formal and informal community leaders, businesses, and organizations that contribute to harmonious relations, and social justice in our community.

#### **Highlights:**

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

- Organized the "ONE FAYETTEVILLE" unity gathering attended by over 140 people and broadcast live from City Hall Council Chambers.
- Hosted the 2018 Human Relations Commission's 50th Anniversary Community Recognition Awards Reception to publicly recognize residents and organizations dedicated to serving their community that was attended by over 240 people.
- Collaborated with the HRC in the organization, hosting, outreach/marketing, and served as fiscal liaison to the Cumberland County Community Foundation resulting in the awarding of ten Dr. Martin Luther King Jr. academic scholarships to Cumberland County Schools graduating seniors pursuing higher education.
- Collaborated with Corporate Communications to provide City and County residents with bilingual public safety announcements in English and Spanish during a joint government press conference involving hurricane/disaster information and resident preparedness that received over 6,000 page views in less than 24 hours on the City's "Facebook Live" page.

# Human Relations

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- Partnered with the Quaker House, the National Organization for Women, the National Association for the Advancement of Colored People, the Delta Sigma Theta Alumnae Chapter, and the Cumberland County Public Library system to conduct two “Race-The Power of an Illusion” educational sessions in the community, and ten other community conversations.
- Organized an interdepartmental collaboration (Fire, Police, Airport, Economic and Community Development, Human Relations) to share City services and program information with hundreds of attendees at the 2017 International Folk Festival, and the 2017 WIDU Annual Anniversary event.
- Served 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 which ended in September 2017.
- Conducted two 30 minute media interviews in English and Spanish regarding Human Relations programs and services that were broadcast on Fayetteville Cumberland Educational TV.
- Sponsored 11 Greater Fayetteville United (GFU) community engagement meetings.
- Provided sponsorship for 2017 United Way of Cumberland County annual Community Homeless & Hunger Stand Down that provided services for homeless veterans, individuals and families or those who were at-risk of being homeless.

## Equity:

- Investigated 15 allegations of housing discrimination prohibited by the City’s Fair Housing Ordinance.
- Collaborated with the Human Relations Commission in hosting a Workplace Sexual Harassment/Sexual Assault Awareness symposium on January 27, 2018 that provided education and facilitated discussion in the prevention of sexual harassment, cyber sexting, and sexual assault reporting.
- Developed and delivered two fair housing trainings in Spanish and four in English for residents, housing advocates, businesses, housing providers, and property managers.
- Hosted two fair housing training sessions in collaboration with the National Community Reinvestment Coalition, N.C. Justice Center, N.C. Fair Housing Project, City Economic and Community Development, and Cumberland County Community Development.
- Delivered two employee rights and responsibilities sessions at Fort Bragg/Pope Army Air Field for over 170 transitioning military members, reservists, veterans, and military spouses.
- Reviewed and updated City’s Language Access Plan (LAP) for residents with limited english proficiency in support of ensuring access to all City programs and services.

## 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.

## Human Relations

<b>Key Performance Measures:</b>	<b><u>FY 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
% of participants indicating they are very satisfied or satisfied with educational events per the Human Relations customer survey	100.00%	100.00%	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 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
% of participants receiving at least a 20% increase in pre/post testing knowledge for Human Relations educational events	100.00%	95.00%	90.00%

**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 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of Human Relations educational events	33.00	25.00	25.00
% of Human Relations educational event participant survey responses indicating satisfied or very satisfied	100.00%	100.00%	90.00%

**Objective:**

To increase the number of Human Relations Department Community Event participants.

<b>Key Performance Measures:</b>	<b><u>FY 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of Human Relations Community Event participants	1,437.00	1,500.00	1,400.00
# of Human Relations Community Events	19.00	20.00	17.00
# of outreach materials distributed through social media, informational materials, or staff outreach at Human Relations Community Events	31,199.00	20,000.00	20,000.00
# of volunteer hours spent on Human Relations Community Events and outreach opportunities	1,905.50	2,000.00	2,000.00

## Human Relations

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**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 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of cases: LL/TT, FH, fair employment	14.00	15.00	12.00
# of Human Relations staff hours spent handling resident requests for assistance and/or investigating complaints	1,109.90	1,440.00	1,000.00
# of landlord/tenant, fair housing, fair employment, and other assistance resident requests to Human Relations	195.00	480.00	125.00
% of Human Relations resident assistance requests responded to within two business days	100.00%	100.00%	90.00%

## Human Relations

	<b>2016-17 <u>Actual</u></b>	<b>2017-18 <u>Original Budget</u></b>	<b>2018-19 <u>Recommended Budget</u></b>	<b>2018-19 <u>Adopted Budget</u></b>	<b>% Change vs 2017-18 <u>Original Budget</u></b>
<b>Expenditures by Program</b>					
Community Services	\$216,771	\$189,979	\$0	\$0	-100.0%
Equity	144,627	141,475	0	0	-100.0%
Equity & Engagement	0	0	345,905	345,905	100.0%
<b>Total Expenditures</b>	<b>\$361,398</b>	<b>\$331,454</b>	<b>\$345,905</b>	<b>\$345,905</b>	<b>4.4%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$290,107	\$276,243	\$284,387	\$284,387	2.9%
Operating	29,750	34,879	40,235	40,235	15.4%
Contract Services	10,829	1,974	3,000	3,000	52.0%
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	30,712	18,358	18,283	18,283	-0.4%
<b>Total Expenditures</b>	<b>\$361,398</b>	<b>\$331,454</b>	<b>\$345,905</b>	<b>\$345,905</b>	<b>4.4%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$9,906	\$9,158	\$9,158	\$9,158	0.0%
Other General Fund Funding	351,492	322,296	336,747	336,747	4.5%
General Fund Subtotal	361,398	331,454	345,905	345,905	4.4%
<b>Total Funding Sources</b>	<b>\$361,398</b>	<b>\$331,454</b>	<b>\$345,905</b>	<b>\$345,905</b>	<b>4.4%</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>3.0</b>	<b>0.0%</b>

# Human Relations

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## BUDGET HIGHLIGHTS

- Personnel includes \$5,065 for employee pay adjustments, \$1,542 for medical insurance rate adjustments and \$566 for retirement rate adjustments.
- Operating includes \$10,000 for expenses for the Annual Community Recognition Awards Reception, \$11,450 for travel, training and local mileage reimbursements, \$4,900 for supplies, \$3,265 for memberships, dues and subscriptions, and \$3,000 for food for various committee and commission meetings.
- Contract Services includes \$2,000 for sign language and Limited English Proficiency interpreting.
- 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 \$19,158 is budgeted for the annual reception, projected to be funded by ticket sales and donations of \$9,158, and General Fund support of \$10,000.





# Operations

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# Operations

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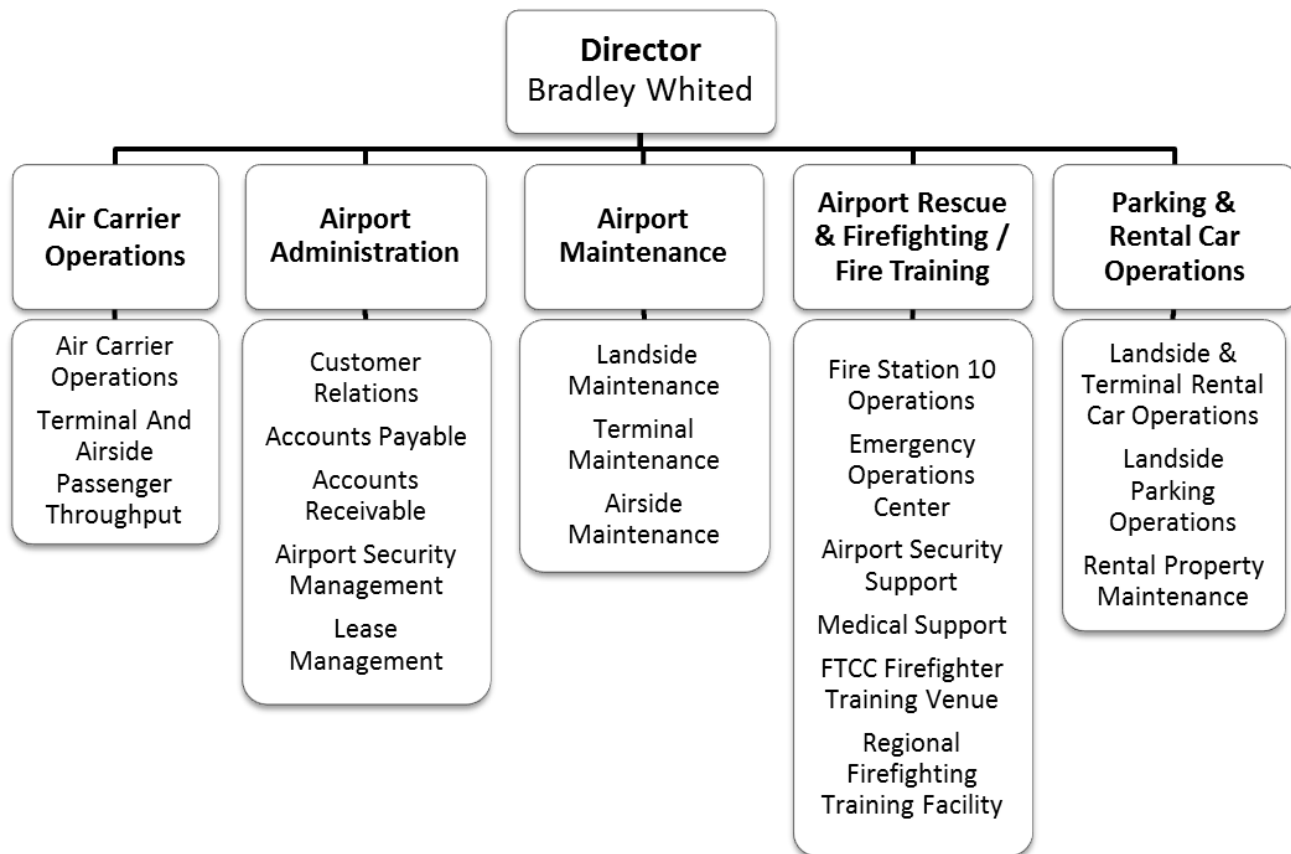
	<b><u>2016-17 Actual</u></b>	<b><u>2017-18 Original Budget</u></b>	<b><u>2018-19 Recommended Budget</u></b>	<b><u>2018-19 Adopted Budget</u></b>	<b>% Change vs 2017-18 Original Budget</b>
<b>Expenditures by Department</b>					
Airport	\$4,111,584	\$4,846,529	\$5,198,222	\$5,198,222	7.3%
Fire & Emergency Management	26,365,854	27,692,527	29,305,622	29,305,622	5.8%
Parks, Recreation & Maintenance	17,452,053	19,975,678	20,692,558	20,859,558	4.4%
Police	53,368,364	53,922,421	54,699,697	54,699,697	1.4%
Public Services	34,514,749	37,244,002	36,121,855	38,924,545	4.5%
Transit	8,962,206	9,767,815	10,271,597	10,165,431	4.1%
<b>Total Expenditures</b>	<b>\$144,774,810</b>	<b>\$153,448,972</b>	<b>\$156,289,551</b>	<b>\$159,153,075</b>	<b>3.7%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$92,562,957	\$95,591,722	\$97,476,769	\$97,442,577	1.9%
Operating	23,501,931	23,974,292	26,117,513	26,079,539	8.8%
Contract Services	8,726,502	8,010,274	8,571,266	8,629,266	7.7%
Capital Outlay	4,938,230	5,495,708	5,916,305	6,041,305	9.9%
Transfers to Other Funds	11,040,121	15,486,743	12,186,954	13,774,204	-11.1%
Debt Service	1,158,411	1,649,258	2,032,087	2,032,087	23.2%
Other Charges	2,846,658	3,240,975	3,988,657	5,154,097	59.0%
<b>Total Expenditures</b>	<b>\$144,774,810</b>	<b>\$153,448,972</b>	<b>\$156,289,551</b>	<b>\$159,153,075</b>	<b>3.7%</b>

## Operations

<b>Funding Sources</b>	<b>2016-17 Actual</b>	<b>2017-18 Original Budget</b>	<b>2018-19 Recommended Budget</b>	<b>2018-19 Adopted Budget</b>	<b>% Change vs 2017-18 Original Budget</b>
General Fund					
General Fund Functional Revenues	\$8,822,795	\$7,404,955	\$10,567,349	\$10,607,269	43.2%
Other General Fund Funding	100,316,045	110,019,383	107,020,699	107,147,779	-2.6%
General Fund Subtotal	109,138,840	117,424,338	117,588,048	117,755,048	0.3%
Airport Fund	4,111,584	4,846,529	5,198,222	5,198,222	7.3%
Emergency Telephone System Fund	1,986,511	1,061,311	1,115,995	1,115,995	5.2%
Environmental Services Fund	12,254,476	11,946,870	13,143,397	13,193,397	10.4%
Parking Fund	329,547	361,480	510,880	510,880	41.3%
Stormwater Fund	7,991,646	8,040,629	8,461,412	11,214,102	39.5%
Transit Fund	8,962,206	9,767,815	10,271,597	10,165,431	4.1%
<b>Total Funding Sources</b>	<b>\$144,774,810</b>	<b>\$153,448,972</b>	<b>\$156,289,551</b>	<b>\$159,153,075</b>	<b>3.7%</b>
<b>Full-Time Equivalent Positions by Department</b>					
Airport	24.0	24.0	24.0	24.0	0.0%
Fire & Emergency Management	325.0	325.0	325.0	325.0	0.0%
Parks, Recreation & Maintenance	162.0	162.0	162.0	162.0	0.0%
Police	607.5	608.5	604.5	604.5	-0.7%
Public Services	185.2	186.2	186.2	186.2	0.0%
Transit	119.5	125.0	125.0	124.0	-0.8%
<b>Total Authorized FTEs</b>	<b>1,423.2</b>	<b>1,430.7</b>	<b>1,426.7</b>	<b>1,425.7</b>	<b>-0.3%</b>

# Airport

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## DEPARTMENT MISSION

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

<b><i>Program: Air Carrier Operations</i></b>
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<i>Airport Fund \$1,520,978 / 8.9 FTEs</i>
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**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:**

- FY 2018 Accomplishments/Achievements
  - Commenced construction of new Concourse A, a temporary Transportation Security Administration (TSA) screening checkpoint and a new restaurant area which are scheduled to be completed by August 2019.
  - Hired a new Equipment Operator I, Equipment Operator II and Senior Skilled Trade Technician with an HVAC focus.
- FY 2019 Anticipated Outcomes
  - Successful passing of Stormwater, TSA, Federal Aviation Regulation (FAR) Part 139 and other regulatory inspections.
  - Implementation of new FAR Part 139 Automated Records Keeping Program for personnel training and records management.

**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.

# Airport

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<b>Key Performance Measures:</b>	<b><u>FY 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of enplaned and deplaned passengers	458,246.00	498,204.00	500,000.00
% 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%	67.70%	75.00%
Average # of daily flights	31.00	28.00	28.00
Load factor (percentage of seats sold)	84.40%	79.60%	80.00%

## ***Program: Airport Administration***

*Airport Fund \$1,856,535 / 6.0 FTEs*

### **Purpose Statement:**

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

### **Highlights:**

- FY 2018 Accomplishments/Achievements
  - Hired new Marketing Specialist and continued marketing efforts through varied media venues.
- FY 2019 Anticipated Outcomes
  - Continue marketing strategy to decrease passenger leakage and promote ridership from the Fayetteville Regional Airport.

### **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 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
Passenger Facility Charge revenue	\$792,203.41	\$976,024.00	\$976,024.00

**Program: Airport Maintenance**

Airport Fund \$671,168 / 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:**

- FY 2018 Accomplishments/Achievements
  - Successfully coordinated apron restriping and passenger boarding area retrofits to move all airlines from Concourse A to Concourse B in preparation for the demolition of Concourse A.
  - Coordinated with the North Carolina Department of Transportation (NCDOT) for funding for the total rehabilitation of Runway 10/28.
- FY 2019 Anticipated Outcomes
  - Construct new corporate T-hangars to accommodate general aviation aircraft.
  - Complete aircraft apron crack sealing.

**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 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of total aircraft operations (takeoffs and landings)	29,840.00	34,245.00	35,000.00
% of satisfied customers per Fayetteville Regional Airport customer satisfaction survey	95.00%	95.00%	97.00%



# Airport

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

*Airport Fund \$695,391 / 6.0 FTEs*

### **Purpose Statement:**

Airport Rescue and Firefighting/Fire Training operations provides enforcement of operating and security rules including: 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 coordination of 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:**

- FY 2018 Accomplishments/Achievements
  - Trained over 2,300 aircraft rescue firefighters, City fire personnel, County fire personnel, Fayetteville Technical Community College students and industry personnel.
- FY 2019 Anticipated Outcomes
  - Investigate the feasibility of a multi-million dollar rehabilitation of current training facility that is currently closed for maintenance.

### **City Goal:**

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

<b>Key Performance Measures:</b>	<b><u>FY 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of participants at Firefighting Training Facility	2,311.00	1,166.00	1,231.00
% of Airport Fire Station 10 three minute response tests met	100.00%	100.00%	100.00%

## **Program: Parking & Rental Car Operations**

*Airport Fund \$119,185 / 0.9 FTEs*

### **Purpose Statement:**

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

### **Highlights:**

- FY 2018 Accomplishments/Achievements
  - Expanded rental car parking area by nearly 70 spaces.
  - Constructed a new parking area for employees.
  - Continued collection of Customer Facility Charge for consolidated Rental Car Facility.
- FY 2019 Anticipated Outcomes
  - Consult with City management and legal staff before implementing geo-fencing and securing agreements with transportation network companies (e.g. Uber, Lyft) for services provided at the Fayetteville Regional Airport.
  - Expand the rental car parking area to accommodate not less than 100 new parking spots.

### **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 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
% change in annual parking revenue at Fayetteville Regional Airport	10.64%	2.72%	2.00%
% change in annual rental car revenue at Fayetteville Regional Airport	(1.92%)	0.00%	1.00%

# Airport

	<b>2016-17 <u>Actual</u></b>	<b>2017-18 <u>Original Budget</u></b>	<b>2018-19 <u>Recommended Budget</u></b>	<b>2018-19 <u>Adopted Budget</u></b>	<b>% Change vs 2017-18 <u>Original Budget</u></b>
<b>Expenditures by Program</b>					
Air Carrier Operations	\$1,330,617	\$1,582,688	\$1,520,978	\$1,520,978	-3.9%
Airport Administration	1,192,497	1,143,369	1,856,535	1,856,535	62.4%
Airport Maintenance	468,869	493,844	671,168	671,168	35.9%
Airport Rescue and Fire Fighting/Fire Training	663,488	632,703	695,391	695,391	9.9%
Non-Program Expenditures	303,406	831,090	334,965	334,965	-59.7%
Parking and Rental Car Operation	152,707	162,835	119,185	119,185	-26.8%
<b>Total Expenditures</b>	<b>\$4,111,584</b>	<b>\$4,846,529</b>	<b>\$5,198,222</b>	<b>\$5,198,222</b>	<b>7.3%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$1,603,903	\$1,672,508	\$1,785,357	\$1,785,357	6.7%
Operating	1,149,974	1,474,238	1,481,298	1,481,298	0.5%
Contract Services	96,850	173,237	117,467	117,467	-32.2%
Capital Outlay	40,106	45,000	100,000	100,000	122.2%
Transfers to Other Funds	550,606	279,808	1,010,000	1,010,000	261.0%
Debt Service	0	0	0	0	0.0%
Other Charges	670,145	1,201,738	704,100	704,100	-41.4%
<b>Total Expenditures</b>	<b>\$4,111,584</b>	<b>\$4,846,529</b>	<b>\$5,198,222</b>	<b>\$5,198,222</b>	<b>7.3%</b>
<b>Funding Sources</b>					
Airport Fund	4,111,584	4,846,529	5,198,222	5,198,222	7.3%
<b>Total Funding Sources</b>	<b>\$4,111,584</b>	<b>\$4,846,529</b>	<b>\$5,198,222</b>	<b>\$5,198,222</b>	<b>7.3%</b>
<b>Full-Time Equivalent Positions by Department</b>					
<b>Total Authorized FTEs</b>	<b>24.0</b>	<b>24.0</b>	<b>24.0</b>	<b>24.0</b>	<b>0.0%</b>

## BUDGET HIGHLIGHTS

- Personnel includes \$27,540 for employee pay adjustments, \$12,337 for medical benefit rate adjustments and \$3,029 for retirement rate adjustments.
- Operating includes \$427,480 for utilities and stormwater fees, \$515,115 for maintenance of Airport facilities and equipment, and \$200,000 for advertising.
- Contract Services includes \$41,000 for technical consulting, \$29,800 for landscaping and tree removal services, \$7,000 for security screenings, \$5,000 for wildlife control and \$34,587 for a variety of smaller and miscellaneous contracted services.
- Other Charges includes \$445,500 for reimbursements to the General Fund for police services and \$241,000 for indirect cost allocations.
- Transfers include \$1,010,000 to the Airport Capital Project Fund to fund apron crack sealing, Federal Aviation Regulations (FAR) Part 139 automation upgrades, data infrastructure improvements and the construction of an eight-unit T-hangar.
- 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

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# 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 \$999,023 / 11.0 FTEs*

#### **Purpose Statement:**

The Community Risk Reduction (CRR) program provides fire code enforcement activities and public fire and 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:**

- In calendar year 2017, 4,748 inspections were completed, a 6.19% increase in comparison to calendar year 2016.
- In calendar year 2017, 63 fire safety talks were presented, a 50% increase in comparison to calendar year 2016.
- In October 2017, the department presented its 12<sup>th</sup> Annual Safety Day at Cross Creek Mall, which provided safety messages and training to an estimated audience of 10,000.
- The department also partnered with Cumberland County Fire Chief's Association and the Stoney Point Fire Department to have monthly safety messages and activities published in Kidsville Magazine which is sent to the homes of 44,000 students each month.

#### **City Goal:**

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

#### **Objective:**

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

<b>Key Performance Measures:</b>	<b><u>FY 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of fire incidents occurring in inspectable occupancies	97.00	90.00	50.00
# of fire inspections conducted	4,029.00	4,000.00	4,500.00
% of residents very satisfied or satisfied with enforcement of fire code per the biennial City Resident Satisfaction Survey	60.10%	60.10%	70.00%
Average # of inspections conducted per fire inspector	603.00	650.00	800.00

# Fire & Emergency Management

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## 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 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of fires where smoke detectors alerted occupants	47.00	48.00	50.00
# of smoke detectors installed	455.00	450.00	550.00

## Objective:

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

<b>Key Performance Measures:</b>	<b><u>FY 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of Fire Department public education events	1,232.00	1,200.00	1,300.00
# of fires originating in the cooking area or kitchen	94.00	90.00	75.00
% of residents very satisfied or satisfied with City efforts to prevent fires per the biennial City Resident Satisfaction Survey	62.20%	62.20%	70.00%

## ***Program: Emergency Management***

*General Fund \$93,212 / 1.0 FTEs*

## Purpose Statement:

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

## Highlights:

- Hurricane Matthew recovery progress continues with redevelopment projects: Hazard Mitigation Grant Program assistance (\$4.7 million) and Community Development Block Grant-Disaster Recovery projects (\$23 million) over the next three years. Partnering continues with the ReBuild NC Housing Recovery Program, the Cumberland Disaster Recovery Coalition and the North Carolina Community Development Initiative to address unmet needs.
- Two winter storms and record extreme cold temperatures in January were managed via scaled response operations with minimal impacts.
- A total of 1,386 citizens attended outreach events (averages approximately 400 per quarter) and 12 exercises and drills were conducted (average of approximately 4.5 per quarter) as of the second quarter of the fiscal year.

## Fire & Emergency Management

- Teams from the 96th Civil Affairs Battalion completed a collaborative hazardous materials exercise to examine downtown development impacts and risk reduction strategies, such as downtown mass evacuation planning.

### City Goal:

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

### Objective:

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

Key Performance Measures:	<u>FY 2017</u>	<u>FY 2018 Estimated</u>	<u>FY 2019 Target</u>
# of citizens attending emergency management public outreach events	1,041.00	1,100.00	1,500.00
# of Emergency Management exercises and drills conducted	15.00	14.00	18.00

### ***Program: Emergency Response Services***

*General Fund \$26,530,279 / 298.0 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 30,597 calls for service during FY 2017; through the first 3 quarters of FY18, the department has responded to 22,166 calls and is on pace to respond to approximately 29,554 by the end of FY 2018.
- 75% of the department's Battalion Chiefs completed the federally funded Incident Command Training through the National Emergency Response and Rescue Training Center at Texas A&M Engineering Extension Service (TEEX).
- Blitz nozzles (high water flow capacity appliances) were purchased and added to all fire engines and trucks.
- The department facilitated cancer awareness training for all personnel. Research through the National Institute for Occupational Safety and Health (NIOSH) indicates that firefighters face a 9% increase in cancer diagnoses, and a 14 percent increase in cancer-related deaths, compared to the general population in the U.S.



# Fire & Emergency Management

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## 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 improvement in the average dollar loss/save ratio.

<b>Key Performance Measures:</b>	<b><u>FY 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of building fire calls coded 111 where fire was confined to the room of origin	91.00	100.00	95.00
90th percentile total first response time for emergency calls	321.00 seconds	330.00 seconds	312.00 seconds
Average actual dollar loss/save ratio	97.85%	95.00%	92.00%

## 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 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of actual fires per 1,000 population	2.70	0.56	0.52
# of fire inspections completed per 1,000 population	22.00	20.00	25.00
# of total Fire Department calls for service	30,597.00	30,300.00	30,000.00
# of total Fire Department calls for service per 1,000 population	164.00	160.00	150.00
% 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%	87.10%	90.00%

## ***Program: Fire Administration, Planning & Research***

*General Fund \$1,194,216 / 10.0 FTEs*

## Purpose Statement:

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

# Fire & Emergency Management

## Highlights:

- Administration and Planning and Research submitted the required Annual Compliance Report (ACR) as a part of the accreditation process to the Commission on Public Safety Excellence. The ACR was approved with no findings of operational concerns.
- The department made an organizational realignment within the Training and Professional Development Division, which allows for more efficient use of staff and training opportunities.
- The department deployed a data dashboard which provides live data, constantly displayed for Administration and Planning & Research to view for making operational adjustments as needed.
- The department conducted its customer service survey as a component of the strategic plan update process. 82% of the respondents were residents of the city.

## City Goal:

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

## Objective:

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

<b>Key Performance Measures:</b>	<b><u>FY 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
% of female firefighters	3.90%	4.00%	4.50%
% of minority firefighters	13.50%	10.00%	15.00%
% of requirements/performance measures met for ISO Classification Rating (Fire)	100.00%	100.00%	100.00%

## ***Program: Fire Training & Development***

*General Fund \$488,892 / 5.0 FTEs*

## **Purpose Statement:**

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

# Fire & Emergency Management

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**Highlights:**

- 18 hours of training annually per member to be conducted at the department’s training facility.
- 192 hours of company level training annually per member.
- 12 hours of officer level training annually.
- 18 hours of hazardous materials 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 set forth by ISO (FY15|60%, FY16|71%, FY17|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.

<b>Key Performance Measures:</b>	<b><u>FY 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
% of Fire personnel obtaining 240 hrs. of established training goal	66.00%	70.00%	75.00%

## Fire & Emergency Management

	<b>2016-17 Actual</b>	<b>2017-18 Original Budget</b>	<b>2018-19 Recommended Budget</b>	<b>2018-19 Adopted Budget</b>	<b>% Change vs 2017-18 Original Budget</b>
<b>Expenditures by Program</b>					
Community Risk Reduction	\$868,890	\$915,470	\$999,023	\$999,023	9.1%
Emergency Management	91,740	93,126	93,212	93,212	0.1%
Emergency Response Services	23,869,451	25,049,502	26,530,279	26,530,279	5.9%
Fire Administration, Planning & Research	1,262,331	1,199,212	1,194,216	1,194,216	-0.4%
Fire Training & Development	273,442	435,217	488,892	488,892	12.3%
<b>Total Expenditures</b>	<b>\$26,365,854</b>	<b>\$27,692,527</b>	<b>\$29,305,622</b>	<b>\$29,305,622</b>	<b>5.8%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$22,046,557	\$22,455,437	\$22,978,722	\$22,978,722	2.3%
Operating	2,788,704	2,715,595	3,702,119	3,702,119	36.3%
Contract Services	745,524	808,557	886,766	886,766	9.7%
Capital Outlay	774,107	1,312,813	1,667,829	1,667,829	27.0%
Transfers to Other Funds	0	374,000	41,321	41,321	-89.0%
Debt Service	0	0	0	0	0.0%
Other Charges	10,962	26,125	28,865	28,865	10.5%
<b>Total Expenditures</b>	<b>\$26,365,854</b>	<b>\$27,692,527</b>	<b>\$29,305,622</b>	<b>\$29,305,622</b>	<b>5.8%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$1,005,498	\$980,963	\$1,003,166	\$1,003,166	2.3%
Other General Fund Funding	25,360,356	26,711,564	28,302,456	28,302,456	6.0%
General Fund Subtotal	26,365,854	27,692,527	29,305,622	29,305,622	5.8%
<b>Total Funding Sources</b>	<b>\$26,365,854</b>	<b>\$27,692,527</b>	<b>\$29,305,622</b>	<b>\$29,305,622</b>	<b>5.8%</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>325.0</b>	<b>0.0%</b>

# Fire & Emergency Management

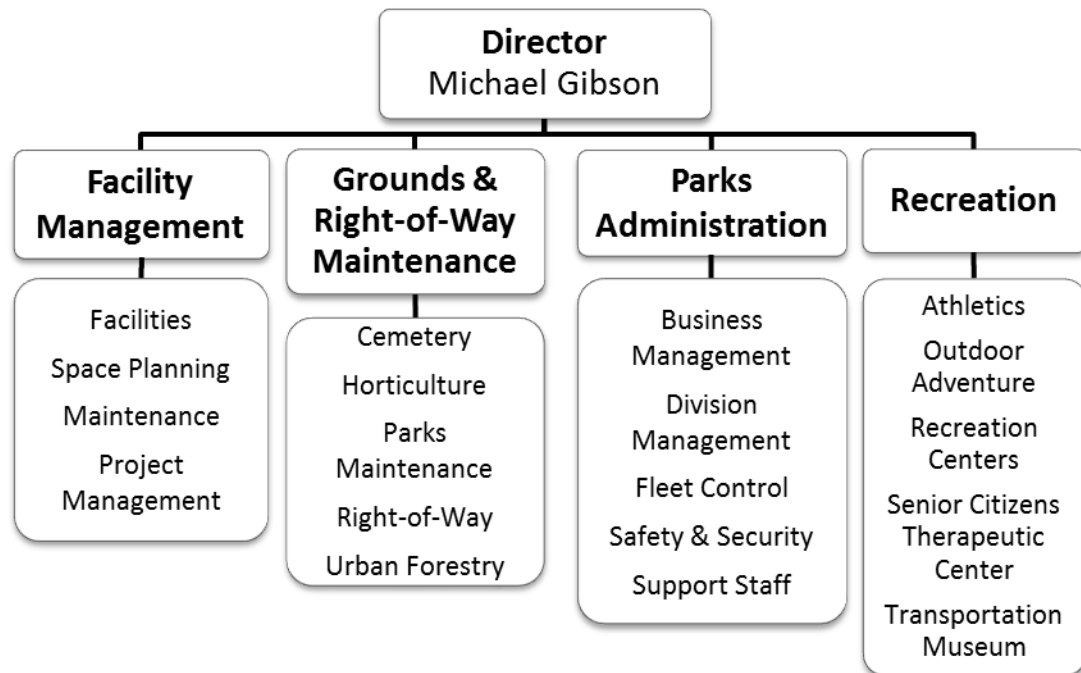
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## BUDGET HIGHLIGHTS

- Personnel reflects the reclassification of a Battalion Chief position to an Assistant Fire Chief during FY 2018.
- Personnel also includes \$513,928 for employee pay adjustments, \$167,050 for medical insurance rate adjustments, and \$41,838 for retirement rate adjustments.
- Operating costs consist of expenditures to operate 17 stations and \$1,430,610 for vehicle maintenance and fuel.
- Contract Services includes \$653,915 for payments to volunteer fire departments for contracted fire protection, \$142,377 for medical services, and \$50,000 for fire station renovation needs analysis.
- Capital includes \$1,667,829 for vehicles and equipment, including \$11,800 for a thermal imaging camera, \$7,529 for an ultra-high frequency radio kit, \$1,322,000 for two fire engines, \$202,000 for a combination squad/brush truck, \$79,500 for three sedans, and \$45,000 for a sport utility vehicle.
- Transfers to other funds includes \$41,321 for required local match funds for a grant for vehicle mounted exhaust filters.
- Other charges includes an indirect cost allocation of \$85,800 for HazMat operations, offset by a \$75,000 allocation of HazMat costs to the Stormwater Fund.

## Parks, Recreation & Maintenance

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# Parks, Recreation & Maintenance

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## DEPARTMENT MISSION

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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 \$2,470,186 / 18.0 FTEs*

#### **Purpose Statement:**

The Facility 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 Smith and Myers Recreation Centers.
- City Hall 1st floor conceptual designs are in progress.
- New HVAC systems are being installed at the following locations: Fire Station 7, Fire Station 8, Alexander Street, Market House and Lyons Club.
- A cubicle area for IT is being designed on the 2nd floor of City Hall.
- Renovation of the E. E. Smith House continues.
- An HVAC system is being designed for the gymnasium at the Pine Forest Recreation Center.
- The Market House foundation structural reinforcement is in progress.

#### **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.

<b>Key Performance Measures:</b>	<b><u>FY 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of facilities receiving monthly maintenance service	113.00	113.00	113.00
# of work orders	2,683.00	2,500.00	2,500.00
% of work orders closed within one month	79.00%	77.00%	80.00%
Average # of work orders per month	239.00	226.00	200.00

## Parks, Recreation & Maintenance

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

*General Fund \$7,758,394 / 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:**

- The conceptual designs for the Big Cross Creek Greenway are in progress. The Greenway will connect Little Cross Creek to Smith Lake on Fort Bragg.
- Phase II construction of the Blount's Creek Trail will begin in FY 2018, connecting the trail to the Linear Park Trail.
- The construction of the Cape Fear River Trail Connector continues. This section of trail will connect the Linear Park Trail to the Cape Fear River Trail.
- New signage is being installed at gateway entrances to the City. Phase I includes the replacement of six existing signs (four in FY 2017 and two in FY 2018). New signage is currently in place along Murchison Road, Ramsey Street, Raeford Road, and Bragg Boulevard. Signage design and installation is currently in progress for placement along 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.
- The litter crew continues to collect trash on over 112 City streets.
- A policy is now in place allowing for banners to be hung in select locations around the City by organizations wishing to announce public events within Cumberland County.
- General lawn and plant maintenance for 193 vacant lots has been outsourced to a local vendor. This maintenance includes mowing, trimming and edging.

#### **City Goal:**

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

#### **Objective:**

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



## Parks, Recreation & Maintenance

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<b>Key Performance Measures:</b>	<b><u>FY 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of parks	65.00	65.00	65.00
Average # of park site visits per month	10.00	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 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 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%	63.20%	63.20%
Average # of athletic field site visits per month	3.80	4.00	4.00
Average # of recreation site visits per month	6.00	6.00	6.00
Litter Index Rating	1.62	1.70	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 public eye, having limited resident visitation, considered as natural areas or limited from higher level maintenance standards due to budget restrictions.

<b>Key Performance Measures:</b>	<b><u>FY 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of miles of right-of-way curb maintained	873.00	873.00	873.00
# of annual right-of-way visits	24.00	24.00	24.00

## Parks, Recreation & Maintenance

### **Program: Parks Administration**

General Fund \$4,579,111 / 17.0 FTEs

#### **Purpose Statement:**

Parks Administration prepares and maintains the fiscal year budget and oversees department personnel, to include daily fees collection. 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:**

- Funding was appropriated for an update to the 2006 Parks and Recreation Master Plan. Following a bid and interview process, a contract was awarded to the McAdams Company. The update to the comprehensive master plan is expected to take 10-12 months to complete.
- Implementation of the bond projects is well underway, with 3 new splash pads ready for public use, and numerous updates to amenities at existing parks. The planning phases are underway for the Downtown Skate Park and the Western Senior 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 and effectively process office administrative tasks in sales.

<b>Key Performance Measures:</b>	<b><u>FY 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of community garden plots sold	69.00	78.00	78.00
# of park facilities rentals	226.00	250.00	260.00
% of community garden plots sold	73.00%	80.00%	84.00%

# Parks, Recreation & Maintenance

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## ***Program: Recreation***

*General Fund \$5,698,383 / 55.0 FTEs*

### **Purpose Statement:**

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

### **Highlights:**

- Construction began on the first of many Parks & Recreation Bond Projects in the summer of 2017. The Splash Pad at the Kiwanis Recreation Center was opened to the public on August 30th. This 3,000 square foot amenity boasts nearly 2 dozen water-spray features.
- The Fayetteville-Cumberland Youth Council (FCYC), under the direction of the Youth Development Coordinator, was awarded two top honors among state Youth Councils. FYCY received awards for Most Diverse Youth Council and Most Outstanding Member Youth Council for 2017 in the State of North Carolina.
- Improvements were made to Chalmers Pool at Seabrook Park, upgrading the concession stand amenities, and enlarging the pool deck to allow for more space for pool visitors.
- A grant was received from the Connect NC Bond Grant Program, administered by the Parks and Recreation Trust Fund of North Carolina, in the amount of \$250,000. This grant was awarded to the City to construct a universally-accessible playing field at the Massey Hill Recreation Center.
- A grant was received from the Baseball Tomorrow Fund, a joint initiative between Major League Baseball and the Major League Baseball Players Association, in the amount of \$40,000. This grant was awarded to the City for assistance in the purchase of a rubberized field surface for installation as a universally-accessible playing field at the Massey Hill Recreation Center.
- The universally-accessible playing field, located at the Massey Hill Recreation Center, was completed in March 2018. The grand opening for the facility on April 14, 2018 coincided with the onset of the Spring Sports Season for the Buddy Sports Program. The adaptive sports program of Buddy Baseball included 8 teams of athletes for Spring 2018.
- Staff secured a 30 year lease from the North Carolina Wildlife Resources Commission, through the State of North Carolina, for 27 acres along Lake Rim. The land will be used for the development and construction of the Western Senior Center. The schematic design phase for the facility is underway.
- Fayetteville-Cumberland Parks and Recreation was recognized nationally when Ranger Jeffrey "Neil" McMillan was selected as Ranger Supervisor of the Year by the Park Ranger Institute. The Park Ranger Institute was founded in 1978 and trains sworn, non-sworn, line officers, administrators and naturalists in subjects affecting today's parks. The institute is held annually at the North Carolina Justice Academy in Edneyville, NC.

## Parks, Recreation & Maintenance

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### 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 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 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of athletic participants	17,121.00	17,808.00	18,520.00
# of athletic programs offered	994.00	1,000.00	1,050.00
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 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 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	19,441.00	20,219.00	21,027.00
# of recreation programs offered	1,357.00	1,411.00	1,467.00
% of residents very satisfied or satisfied with the availability of swimming pools per the biennial City Resident Satisfaction Survey	63.20%	63.20%	63.20%
Average # of registrations per recreation program	14.00	14.00	15.00
Average cost per recreation participant	\$34.73	\$35.00	\$35.00
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

	<u>2016-17 Actual</u>	<u>2017-18 Original Budget</u>	<u>2018-19 Recommended Budget</u>	<u>2018-19 Adopted Budget</u>	<u>% Change vs 2017-18 Original Budget</u>
<b>Expenditures by Program</b>					
Facility Management	\$2,368,189	\$2,249,414	\$2,470,186	\$2,470,186	9.8%
Grounds & Right-of-Way Maintenance	7,356,180	7,750,328	7,738,394	7,758,394	0.1%
Non-Program Expenditures	18,713	20,219	353,484	353,484	1,648.3%
Parks Administration	2,417,996	4,580,301	4,579,111	4,579,111	0.0%
Recreation	5,290,975	5,375,416	5,551,383	5,698,383	6.0%
<b>Total Expenditures</b>	<b>\$17,452,053</b>	<b>\$19,975,678</b>	<b>\$20,692,558</b>	<b>\$20,859,558</b>	<b>4.4%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$10,183,512	\$10,445,183	\$10,739,705	\$10,739,705	2.8%
Operating	4,999,566	4,882,395	5,015,679	5,049,679	3.4%
Contract Services	1,065,067	1,330,832	1,313,189	1,321,189	-0.7%
Capital Outlay	593,622	691,600	566,400	691,400	0.0%
Transfers to Other Funds	368,600	2,108,108	2,166,847	2,166,847	2.8%
Debt Service	0	225,900	255,956	255,956	13.3%
Other Charges	241,686	291,660	634,782	634,782	117.6%
<b>Total Expenditures</b>	<b>\$17,452,053</b>	<b>\$19,975,678</b>	<b>\$20,692,558</b>	<b>\$20,859,558</b>	<b>4.4%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$4,792,453	\$3,242,754	\$6,295,423	\$6,335,343	95.4%
Other General Fund Funding	12,659,600	16,732,924	14,397,135	14,524,215	-13.2%
General Fund Subtotal	17,452,053	19,975,678	20,692,558	20,859,558	4.4%
<b>Total Funding Sources</b>	<b>\$17,452,053</b>	<b>\$19,975,678</b>	<b>\$20,692,558</b>	<b>\$20,859,558</b>	<b>4.4%</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>162.0</b>	<b>0.0%</b>

## Parks, Recreation & Maintenance

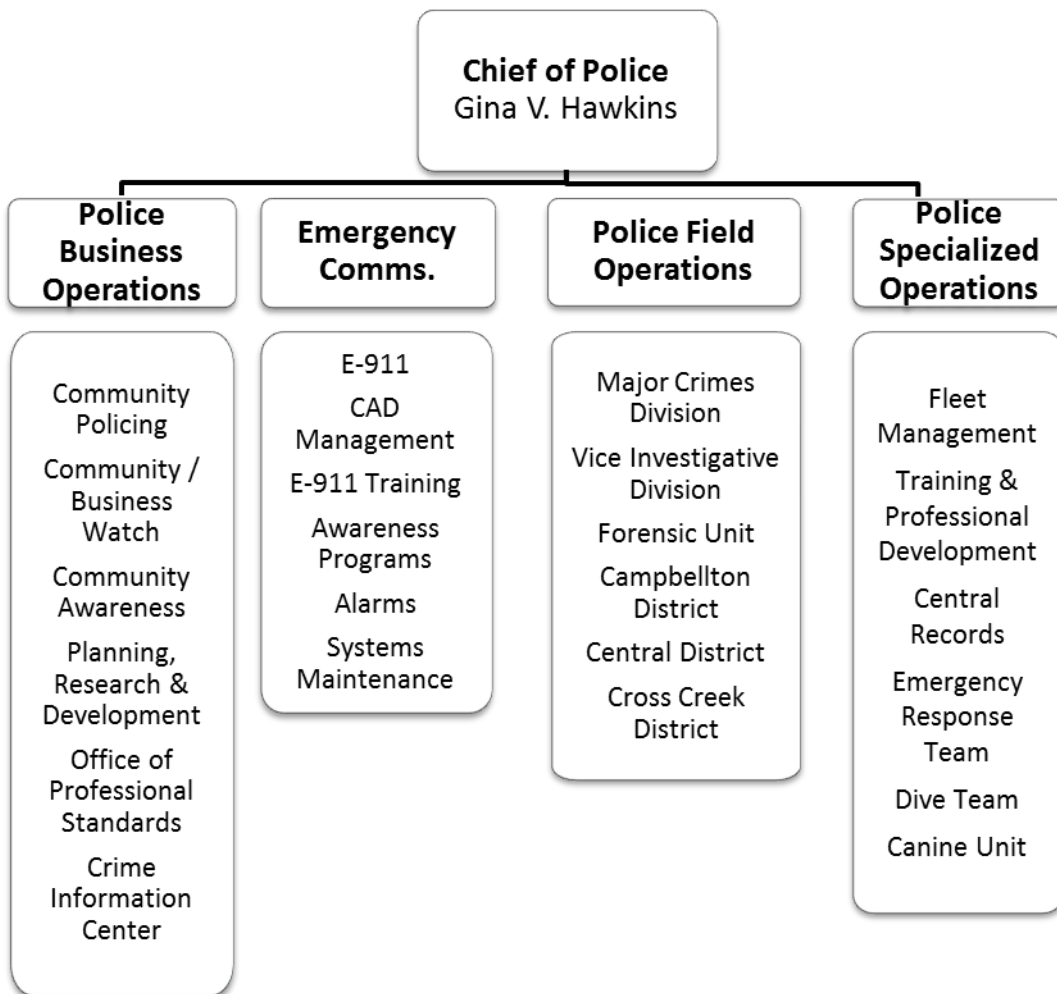
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### BUDGET HIGHLIGHTS

- Personnel includes \$150,840 for employee pay adjustments, \$83,268 for medical benefit rate adjustments and \$17,308 for retirement rate adjustments.
- Operating costs include \$1,524,270 for utilities, \$1,342,210 for vehicle fuel and maintenance, and \$1,034,527 for supplies, including \$902,854 for general supplies, \$55,084 for uniforms, \$56,589 for food, and \$20,000 for cemetery beautification expenditures.
- Contract Services includes \$249,240 for recreation program instructor services, \$213,000 for sports officiating, \$207,845 for pool operations contracts with the YMCA for the Chalmers, Westover and Bates pools, \$128,692 for alarm monitoring, \$65,000 for lot cleaning, \$22,311 for summer camp excursions, \$23,400 for portable toilets, \$55,104 for county landfill fees, \$42,100 for on-call maintenance services at the Airborne and Special Operations Museum (ASOM), and \$25,200 for background checks.
- Capital includes \$465,500 for vehicle and equipment replacements, \$125,000 for covering domes and lighting for the Westover and Bates pools, \$48,000 for Rowan Street Park Upgrades, \$40,000 for sod replacement at various park locations, and \$12,900 for Arnette Park light control links.
- Transfers to Other Funds reflects \$1,957,697 to be set aside for the capital funding plan for bond projects, \$465,106 for CIP projects including \$300,000 for roof replacements, \$75,000 for building renovations for ADA compliance, \$89,777 for playground repairs and refurbishing and \$329 for HVAC/boiler repairs and replacement.
- Debt Service reflects the estimated \$255,956 interest payment for the first Parks and Recreation bond issuance.
- 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 \$10,362 for retiree benefits for former district employees and the \$343,122 projected to balance District expenditures with District revenues.
- 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 \$4,576,065 for the County Parks and Recreation District; funded by \$3,746,420 of District and Eastover recreation tax proceeds, \$803,671 of participant and facility rental fees, and \$20,000 of investment income.

# Police

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## 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: Emergency Communications***

*General Fund \$4,257,488 / 62.8 FTEs*

*Emergency Telephone System Fund \$1,115,995 / 1.2 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 Communications Center has continued to work on the process to seek accreditation by the Commission on Accreditation for Law Enforcement (CALEA).
- The Communications Center received its Tri-ACE Accreditation through the International Academy of Emergency Dispatch. Currently there are only two 911 Centers in the State of North Carolina to hold this accreditation and only 14 Tri-ACE accredited Centers in the world.
- Six Telecommunicators were recognized at Cape Fear Valley's First Annual Heartfelt Banquet for Cardiac Arrest Survivors. Telecommunicators have been instrumental in the chain of survival for cardiac arrest patients due to pre-arrival CPR instructions administered over the phone.

#### **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.

<b>Key Performance Measures:</b>	<b><u>FY 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of priority 1 calls for service (Police Department)	65,746.00	71,000.00	72,000.00
% of residents very satisfied or satisfied with how quickly police respond to emergencies per the biennial City Resident Satisfaction Survey	53.50%	53.50%	53.50%
Average police response time for priority 1 calls	442.00 seconds	441.00 seconds	440.00 seconds



# Police

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**Objective:**

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

<b>Key Performance Measures:</b>	<b><u>FY 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of 911 calls received per year	244,421.00	200,000.00	205,000.00
Average time from CAD entry to dispatch for priority one calls	194.00 seconds	193.00 seconds	190.00 seconds

***Program: Police Business Operations***

*General Fund \$3,245,086 / 26.0 FTEs*

**Purpose Statement:**

The Office of the Chief is responsible for providing business operation support to the Chief of Police, while effectively managing the Office of Professional Standards, Community Affairs Unit, Legal Division, Planning, Research & Development, and the Crime Information Unit. The Community Affairs Unit is the direct link between the Chief of Police and the citizens of the City of Fayetteville. This unit provides an avenue to report all vital information from the Fayetteville Police Department directly to the public. The Planning, Research and Development Unit manages awarded grants, the department's budget and works collaboratively with various City departments and external agencies. The Office of Professional Standards supports the mission and core beliefs of the Fayetteville Police Department and is dedicated to protecting the integrity of the department through ensuring adherence to ethical standards, performance criteria, and commitment to public service. The Office of Professional Standards is also responsible for recruiting the most qualified candidates to become officers for the Fayetteville Police Department.

**Highlights:**

- The Fayetteville Police Department investigated one officer involved shooting in 2017.
- The Fayetteville Police Department received its ninth re-accreditation award from the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) in 2017.
- The Fayetteville Police Department held its first citizens' academy in ten years in February 2018.

**City Goal:**

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

**Objective:**

To increase level of community awareness through education.

## Police

<b>Key Performance Measures:</b>	<b><u>FY 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of citizen complaints	40.00	35.00	30.00
# of departmental investigations	95.00	90.00	85.00
# of firearm discharges annually	4.00	0.00	0.00
# of security assessments and safety briefings conducted	75.00	80.00	80.00
% of residents very satisfied or satisfied with Police efforts to prevent crime per the biennial City Resident Satisfaction Survey	54.00%	54.00%	54.00%

### **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 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of active residential community watch groups	140.00	141.00	145.00
# of officers who left the department	29.00	20.00	20.00

### **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 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of schools participating in youth crime prevention programs	22.00	25.00	25.00

### ***Program: Police Field Operations***

*General Fund \$38,005,277 / 412.0 FTEs*

### **Purpose Statement:**

The Field Operations Bureau is the largest and most visible of the department's three bureaus. The Field Operations Bureau has the responsibility of providing police services to the public. The Field Operations Bureau encompasses both the Patrol Operation Division and the Investigation Division. The Patrol Services Division is the largest and most visible division in the Fayetteville Police Department, overseeing the majority of the department's uniformed officers on patrol which is responsible for conducting a police response to emergency and non-emergency calls for service.

# Police

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The Investigation Division has the responsibility for conducting all criminal investigations, protecting life and property, preparing incident reports, providing proactive patrols and special assignments. The Investigation Bureau conducts various investigations, to include solving homicides and serious assaults, investigating robbery and burglary patterns, reducing organized auto theft, locating and apprehending suspects, dismantling narcotics operations, and breaking up gang and crew activity.

## Highlights:

- In 2017, the Homicide Unit conducted 382 death investigations averaging approximately 32 death investigations per month.
- In 2017, the Police Department investigated 24 homicides as compared to 31 in 2016, a decrease of 22.58%.
- In 2017, the Canine Unit provided mutual aid to agencies more than 136 times. The Canine Unit also recovered 157 firearms.

## 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 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
Property Crime Clearance Rate	33.40%	33.40%	33.40%

## 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 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
Violent Crime Clearance Rate	72.00%	75.00%	80.00%

## Objective:

To reduce property crime.

## Police

<b>Key Performance Measures:</b>	<b><u>FY 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of arsons (property crime)	56.00	54.00	54.00
# of larcenies (property crime)	6,635.00	6,600.00	6,600.00
# of motor vehicle thefts (property crime)	420.00	400.00	400.00
# of moving violations	6,471.00	6,400.00	6,400.00
# of non-moving violations	4,193.00	4,000.00	4,000.00
# of residential burglaries (property crime)	1,983.00	1,900.00	1,900.00
# of total property crimes	9,038.00	9,000.00	9,000.00
% of residents very satisfied or satisfied with the frequency that police officers patrol their neighborhoods per the biennial City Resident Satisfaction Survey	54.00%	54.00%	54.00%

### Objective:

To reduce violent crime

<b>Key Performance Measures:</b>	<b><u>FY 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of agg. Assaults (violent crime)	1,144.00	1,100.00	1,100.00
# of murders (violent crime)	23.00	20.00	20.00
# of rapes (violent crime)	103.00	71.00	70.00
# of robberies (violent crime)	301.00	307.00	305.00
# of total violent crimes	1,571.00	1,500.00	1,500.00
Part 1 Crimes per 1,000 population	51.81	51.81	51.81
Total # of Part 1 Crimes	10,609.00	10,000.00	10,000.00

### ***Program: Police Specialized Operations***

*General Fund \$8,075,851 / 102.5 FTEs*

### Purpose Statement:

The Specialized Services Bureau is entrusted with providing logistical and technical support to all units of the Fayetteville Police Department. The bureau consists of the Communications Division, Technical Support, Community Resource Division, Fleet Services Unit, Property and Evidence Unit, Records Central Unit and the Training Division.

The Specialized Support Bureau also provides effective deployment of specially trained units such as canine, motors, Police Activities League, special events management, downtown and park patrol, Emergency Response Team, Civil Emergency Management, Crisis Negotiator, Urban Search and Rescue Unit, and a crash reconstruction team. The Bureau has overall responsibility for the Police Department's Incident Command System (ICS) and is fully National Incident Management System (NIMS) compliant.

# Police

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## Highlights:

- In 2017, the Fayetteville Police Department conducted a total of 47,782 traffic stops.
- There were 9,808 traffic crashes within the City of Fayetteville in 2017.

## 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 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of traffic collisions resulting in 1 or more deaths	15.00	10.00	10.00
# of traffic crashes	10,071.00	10,000.00	10,000.00
% of residents very satisfied or satisfied with enforcement of local traffic laws per the biennial City Resident Satisfaction Survey	53.50%	53.50%	53.50%
Total # of traffic stops annually	51,446.00	51,000.00	51,000.00

## 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 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of use of force incidents reviewed	54.00	50.00	50.00
% of minority sworn officers	32.90%	45.00%	45.00%
% of residents very satisfied or satisfied with the overall police relationship with the community per the biennial City Resident Satisfaction Survey	61.30%	61.30%	61.30%
% of residents very satisfied or satisfied with the overall quality of police protection per the biennial City Resident Satisfaction Survey	66.80%	66.80%	66.80%
% of women sworn officers	17.93%	20.00%	25.00%
Turnover rate for sworn officers	1.36%	1.00%	1.00%

## Police

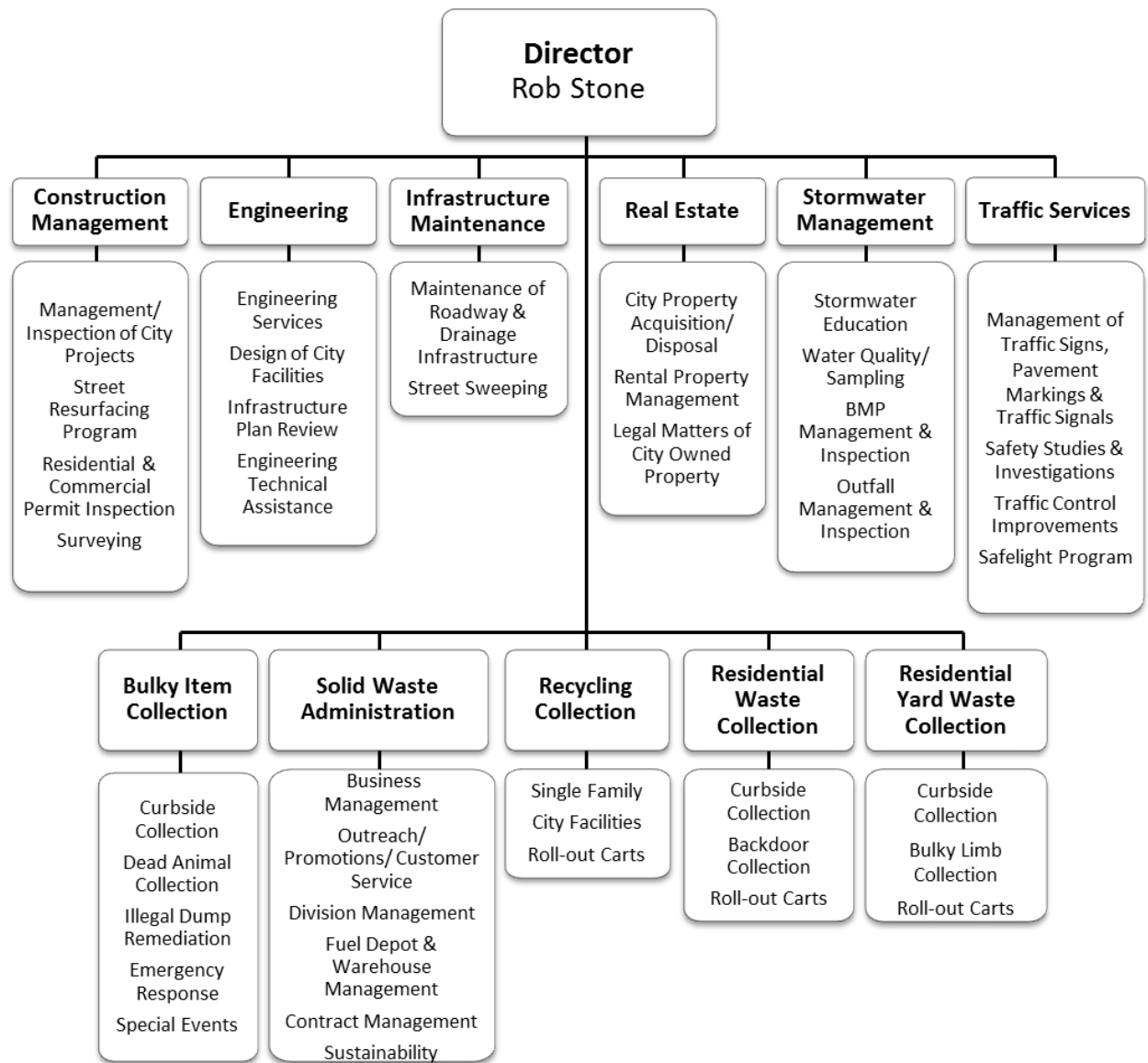
	<b>2016-17 Actual</b>	<b>2017-18 Original Budget</b>	<b>2018-19 Recommended Budget</b>	<b>2018-19 Adopted Budget</b>	<b>% Change vs 2017-18 Original Budget</b>
<b>Expenditures by Program</b>					
Emergency Communications	\$4,728,987	\$5,681,873	\$5,373,483	\$5,373,483	-5.4%
Police Business Operations	2,784,020	2,920,578	3,245,086	3,245,086	11.1%
Police Field Operations	37,370,378	36,570,239	38,005,277	38,005,277	3.9%
Police Specialized Operations	8,484,979	8,749,731	8,075,851	8,075,851	-7.7%
<b>Total Expenditures</b>	<b>\$53,368,364</b>	<b>\$53,922,421</b>	<b>\$54,699,697</b>	<b>\$54,699,697</b>	<b>1.4%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$42,594,735	\$43,451,533	\$44,083,638	\$44,083,638	1.5%
Operating	7,872,534	7,150,028	7,696,981	7,696,981	7.6%
Contract Services	1,014,334	770,210	923,947	923,947	20.0%
Capital Outlay	1,645,183	1,830,777	1,686,236	1,686,236	-7.9%
Transfers to Other Funds	15,041	484,417	71,799	71,799	-85.2%
Debt Service	97,371	97,371	97,371	97,371	0.0%
Other Charges	129,166	138,085	139,725	139,725	1.2%
<b>Total Expenditures</b>	<b>\$53,368,364</b>	<b>\$53,922,421</b>	<b>\$54,699,697</b>	<b>\$54,699,697</b>	<b>1.4%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$1,037,493	\$1,380,604	\$1,397,610	\$1,397,610	1.2%
Other General Fund Funding	50,344,360	51,480,506	52,186,092	52,186,092	1.4%
General Fund Subtotal	51,381,853	52,861,110	53,583,702	53,583,702	1.4%
Emergency Telephone System Fund	1,986,511	1,061,311	1,115,995	1,115,995	5.2%
<b>Total Funding Sources</b>	<b>\$53,368,364</b>	<b>\$53,922,421</b>	<b>\$54,699,697</b>	<b>\$54,699,697</b>	<b>1.4%</b>
<b>Full-Time Equivalent Positions by Department</b>					
<b>Total Authorized FTEs</b>	<b>607.5</b>	<b>608.5</b>	<b>604.5</b>	<b>604.5</b>	<b>-0.7%</b>

# Police

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## BUDGET HIGHLIGHTS

- Personnel reflects a FTE decrease from 608.5 to 604.5 resulting from a restructuring which included:
  - The reclassification of four Telecommunicator II positions to 911 Communications Assistant Supervisors and one Crime Analyst position to Crime Analyst Supervisor
  - The addition of one 911 Systems & Technology Analyst position and four Police Major positions
  - The removal of one Crime Analyst position, one Assistant Chief position, two Police Captain positions, two Police Records Clerk positions, and two Telecommunicator I positions, and
  - The transfer of an Alarm Ordinance Coordinator position to the Finance Department
- One position is appropriated in the Special Revenue Fund and is not included in the department FTE count.
- Personnel includes \$886,032 for employee pay adjustments, \$309,429 for medical insurance rate adjustments and \$77,681 for retirement rate adjustments.
- Operating includes \$3,050,900 for vehicle maintenance and fuel; \$1,547,719 for various maintenance, licensing and repair expenditures, \$1,024,390 for general supplies, uniforms and ammunition; and \$740,877 for other services for facility, equipment, tower space rent, and 800 MHz system hosting by the City of Durham.
- Contract Services includes \$253,000 for forensic laboratory testing, \$146,802 for street naming and addressing services provided by Cumberland County, \$125,000 for a facility needs assessment, \$62,304 for location monitoring bracelets, \$62,216 for investigative records searches, \$50,000 to conduct assessment processes for Sergeant and Lieutenant promotions, \$27,441 for transcription services, \$25,000 for services provided by the Child Advocacy Center, and \$19,316 for towing services.
- Capital includes \$1,621,000 for 49 replacement vehicles, \$58,626 for equipment, and \$6,610 for building renovations.
- Transfers to Other Funds includes \$27,789 for local matches for Federal and State Grants and transfers to capital project funds for two TIP projects: \$16,750 for risk terrain modeling software and \$27,260 for an automated secure alarm protocol interface upgrade.
- 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, \$3,000 to support CrimeStoppers, \$12,450 for employee appreciation, \$14,275 for community relations activities, and \$10,000 of funding to be released for expenditure as funded by anticipated donations.





# Public Services

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## DEPARTMENT MISSION

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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: Construction Management***

*General Fund \$6,364,177 / 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 with 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 16 miles of City streets, including streets in Annexation Areas 16 & 17.
- A city street inventory was completed and is currently being utilized to rank streets for resurfacing.
- Sidewalk was installed along McPherson Church Road. Additional sidewalk projects are being contracted for construction on Skibo Road, Sycamore Dairy Road, Owen Drive, and Grove Street.
- Survey staff performed the initial ground survey for the new ball park and the Senior Citizen Recreation Center West at Lake Rim.
- Downtown streetscape improvements were completed on Anderson Street.

#### **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

Key Performance Measures:	<u>FY 2017</u>	<u>FY 2018 Estimated</u>	<u>FY 2019 Target</u>
# of miles maintained inside City limits	740.00	742.00	743.00
# of miles resurfaced	6.02	16.00	16.00
% of City streets rated 70 or better	50.00%	80.00%	80.00%
% of residents very satisfied or satisfied with the overall flow of traffic in the City per the biennial City Resident Satisfaction Survey	32.00%	32.00%	35.00%
% of residents very satisfied or satisfied with timing of traffic signals per the biennial City Resident Satisfaction Survey	56.30%	56.30%	56.30%
Average cost of sidewalk construction per linear foot	\$30.00	\$35.00	\$35.00
Average cost of street construction per mile	\$225,204.72	\$320,000.00	\$320,000.00
Average resurfacing cycle	42.5 years	42.0 years	40.0 years

### ***Program: Engineering***

*General Fund \$768,974 / 8.9 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:**

- Conducted 26 engineering investigations in response to flooding complaints.
- Started construction of the McGilvary Street storm drainage improvement project.
- Completed the construction for eight spot repair projects on the following City streets: Cheshire Court, North Street, Friendly Road, Dandridge Drive, Ashbrook Road, Delliart Court, Chester Circle, and Devane Street.
- Completed the permanent repair of Offing Drive following Hurricane Matthew, on schedule and under budget.
- Completed the temporary repair of Shawcroft Road following damage from Hurricane Matthew, on schedule and on budget.
- Completed the design and started construction of repairs to the North Cool Spring Street Bridge which was damaged during Hurricane Matthew.
- Completed an update of all City technical specifications and standard details.
- Completed design and started construction of the Ray Ave road extension.
- Received and reviewed 64 infrastructure permit applications with 73% of the applications being reviewed in less than 20 days, and an average review time of 13.7 days on the first submittal.

## Public Services

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### 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 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of flooding complaint investigations	15.67	20.00	20.00
# of infrastructure permit applications (plan submittal)	25.33	62.00	62.00
# of infrastructure permit resubmittals (plan submittal)	76.67	120.00	110.00
# of plan reviews completed	26.33	62.00	62.00
# of projects designed	9.67	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%)	91.70%	80.00%	80.00%

### ***Program: Infrastructure Maintenance***

*General Fund \$2,632,041 / 26.4 FTEs*

*Stormwater Fund \$1,145,954 / 8.0 FTEs*

### Purpose Statement:

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

### Highlights:

- Successfully completed a dry run of all snow fighting equipment in preparation of winter storms.
- Assisted with educational events for the City such as the Citizens Academy and the Dogwood Festival.

- Performed video inspection of 6,600 linear feet of stormwater system pipes and culverts for routine maintenance and in advance of annexation area sewer installation projects.
- Accepted implementation responsibility for eight stormwater spot repair projects in FY 2018 without increases in staffing. Projects completed include Ashbrook Rd., Rock Canyon Rd., Dandridge Dr., Devan St., Chester Circle, Delliart Ct., Ferncreek Dr., and Landau Dr..
- Provided support to other departments such as Parks and Recreation, to include hauling and stockpiling of materials such as stone and top soil.
- Provided support for traffic control at all large City events.
- Continued high performance service delivery despite flood damage sustained during Hurricane Matthew at the Alexander St. Street Maintenance Facility.

### 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 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of inlets cleaned	39,246.00	38,000.00	38,000.00
% of residents very satisfied or satisfied with cleanliness of stormwater drains and creeks in neighborhoods per the biennial City Resident Satisfaction Survey	43.00%	43.00%	43.00%

### 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 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of curb lane miles swept	13,192.00	14,000.00	14,500.00
% of residents very satisfied or satisfied with the condition of sidewalks per the biennial City Resident Satisfaction Survey	47.00%	47.00%	47.00%
Linear feet of crack seal material placed	61,000.00	62,000.00	62,500.00
Tons of asphalt placed for potholes and street repairs	789.85	800.00	850.00

# Public Services

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## **Program: Real Estate**

*General Fund \$243,886 / 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 department requests.
- Continued to manage leased properties for the City.
- Provided real estate services to all City departments including Fire, Transit, Legal , and Parks and Recreation.
- Continued to negotiate and acquire needed easements for rights-of-way, sidewalks and bus stops.
- Continued to meet with property owners and acquire needed permission forms for stormwater projects and creek cleanings.
- Completed title research needed for Community Development loan programs, and acquisition and demolition Programs.
- Prepared nine GIS pipe inventory maps and 109 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><u>FY 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of properties acquired and/or disposed per FTE	8.00	2.00	3.00
# of properties leased or rented	22.00	22.00	22.00
% of title research requests completed in 10 days or less	73.64%	57.90%	70.00%

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**Program: Stormwater Management**

*Stormwater Fund \$5,274,571 / 32.4 FTEs*

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**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 program ensures compliance with National Pollutant Discharge Elimination System permit requirements and environmental regulations for the City of Fayetteville.

**Highlights:**

- Maintained compliance for the City's National Pollutant Discharge Elimination System (NPDES) MS4 Municipal Stormwater Discharge Permit, including the improvement of water quality.
- Inspected 350 restaurant facilities for stormwater compliance. 97% of the facilities were in compliance and the remaining 3% were successfully rehabilitated within seven days of the inspection.
- Worked in conjunction with North Carolina Department of Environmental Quality (NCDEQ) to inspect both dams and NPDES permitted industrial facilities to ensure that stormwater water quality compliance upon discharge.
- Continued to implement the FayWorx work order software to build a flexible, yet historically accurate database to assist in productivity, structural improvements, and customer service.
- Submitted the 2018-2023 NPDES permit for approval to NCDEQ.
- 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.
- Continued to implement the public outreach portion of the NPDES permit through various means of advertising, event participation, and school and group presentations, reaching over 38,000 citizens.
- Continued to implement the public involvement portion of the permit through active Stormwater Advisory Board participation and the use of the Stormwater Hotline to gather citizen information related to stormwater quantity and quality concerns.
- Conducted 26 engineering investigations in response to flooding complaints.
- Reviewed and coordinated with NCDOT to incorporate drainage improvements in the Raeford Road improvement project.
- Completed the design and issued for construction the McGilvary St. waterline relocation and storm drainage improvements.
- Completed the design for four stormwater improvement projects: Ferncreek Norwood, Spruce Street Phase II, Bonnie Doone Area 12, and Roxie Avenue.

## Public Services

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- Managed ongoing design processes for four additional stormwater improvement projects: Regiment Drive, Broyhill Drive, Bonnie Doone Area 2, and Bonnie Doone Area 5.
- Completed construction of the Bonnie Doone Area 1, Bonnie Doone Area 12, Ferncreek Norwood draining improvements and the Coventry culvert and floodplain bench.
- Issued construction contracts for three additional stormwater improvement projects: Roxie Avenue Phase I drainage improvements, Yadkin Road Phase II drainage improvements, and Spruce Street Phase II drainage improvements.

### 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><u>FY 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of stormwater outreach participants	33,250.00	20,000.00	20,000.00
Average # of business days from request to investigation	6.34	6.00	4.00

### ***Program: Traffic Services***

*General Fund \$3,997,088 / 19.4 FTEs*

*Parking Fund \$510,880 / 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, the program conducts various traffic studies and investigations and recommends traffic control improvements.

### Highlights:

- Coordinated the expansion of the red light camera program by adding five additional cameras.
- 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, International Folk Festival, Martin Luther King, Jr. Parade, and the All American Marathon.
- Conducted investigations requested by customers to determine any necessary traffic calming strategies, and installed twelve speed humps.

- Managed the Comprehensive Pedestrian Planning Study named Walking Fayetteville!
- Coordinated the installation of streetlights along sections of Reilly Road and Morganton Road.
- Monitored traffic flow and refined traffic signal timings to reduce delays for motorists traveling along our most congested corridors.
- Applied for transportation grants to expand sidewalk and pedestrian facilities throughout the City.
- Performed preventive maintenance inspections on traffic signals and conducted nighttime sign surveillance on our traffic signs.

**City Goal:**

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

**Objective:**

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

<b>Key Performance Measures:</b>	<b><u>FY 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of traffic signal intersection timings evaluated	44.67	70.00	80.00
% of residents very satisfied or satisfied with the overall maintenance of City streets per the biennial City Resident Satisfaction Survey	39.00%	39.00%	39.00%
% of signal timing requests investigated and responded to in 1 day	86.00%	80.00%	90.00%
% of signalized intersections requiring emergency repair	4.00%	4.00%	3.00%
% of traffic signal equipment inspected twice annually	98.00%	99.00%	99.00%

**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 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of sign and pavement marking related work orders	680.33	1,200.00	1,300.00
% of signs/markings work orders completed within five working days	81.00%	90.00%	92.00%



# Public Services

## **Program: Bulky Item Collection**

*Environmental Services Fund \$795,405 / 6.7 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, the Dogwood Festival, the International Folk Festival, the All American Marathon and many more.

### **Highlights:**

- Crews are systematically routed by FleetMind software, resulting in more efficient collection process.
- Household crews identify bulky trash piles and use radio communications to notify staff to schedule collection resulting in more timely collections and cleaner neighborhoods.

### **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, including furniture, appliances, metals and other items too large to be placed in carts.

<b>Key Performance Measures:</b>	<b><u>FY 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of bulky item collection service errors per 1,000 collection points	2.98	2.06	2.00
# of collection points serviced	61,143.00	61,234.00	61,325.00
# of work orders completed for illegal dump sites	430.00	582.00	613.00
# of tons of bulky items collected	3,029.30	2,422.52	2,500.00
% of surveyed residents that are very satisfied or satisfied with bulky collection services per biennial city survey	53.20%	53.00%	54.00%
Average collection cost per ton of bulky waste collected (includes capital expenditures)	\$229.65	\$347.22	\$275.00

### **Program: Recycling Collection**

*Environmental Services Fund \$2,524,142 / 1.0 FTEs*

#### **Purpose Statement:**

This environmentally valuable program consists of curbside residential collection of recyclables, and provision of recycling cart delivery and maintenance. Curbside recycling is provided through a vendor contract for which a new contract was awarded in 2017. It is a five year contract that allows up to two additional two-year extensions. This program manages scheduling and logistics of cart repairs and delivery of recycling carts for residents. 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:**

- Encouraged residents to recycle more by offering an exchange of small blue carts for large blue carts for minimal fee of \$20.
- Participated in two "Electronic Waste" drives per year, which helps 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.

<b>Key Performance Measures:</b>	<b><u>FY 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of recycling collection points serviced	61,143.00	61,234.00	61,325.00
# of recycling tons collected	7,698.84	7,170.93	7,182.00
% of surveyed residents very satisfied or satisfied with recycling services per biennial city survey	73.90%	74.00%	74.00%
Average collection cost per ton of recycling waste collected (includes capital expenditures)	\$309.88	\$362.24	\$305.00
Diversion rate (# of tons recycled as % of total tons of refuse and recyclables)	35.53%	34.00%	35.00%

# Public Services

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

*Environmental Services Fund \$5,294,425 / 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. 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:**

- Collected in excess of 50,000 tons of household debris from 61,143 households.
- The division maintained a 99% 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.

### **Objective:**

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

<b>Key Performance Measures:</b>	<b><u>FY 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of damaged trash bins	8,454.00	4,962.00	4,753.00
# of residential waste collection points serviced	61,143.00	61,234.00	61,325.00
# of residential waste collection service errors per 1,000 collection points	30.80	43.05	43.00
# of tons of refuse (does not include yard waste, bulky and recycling) collected per 1000 collection points	818.58	800.89	801.00
# of tons of residential refuse collected (does not include yard waste, bulky, or recycling)	50,050.68	49,042.00	49,075.00
% of surveyed residents that are very satisfied or satisfied with solid waste collection services per biennial city survey	74.20%	74.00%	74.00%
Average collection cost per ton of household waste collected (includes capital expenditures)	\$70.58	\$84.31	\$73.00

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

*Environmental Services Fund \$2,263,951 / 24.0 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 provide weekly service to all single family residences. The personnel in this program respond to all resident requests related to yard waste and bulky limb collections. Rear-loading and knuckle boom trucks are used 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:**

- 96 gallon brown cart sales increased, resulting in more efficient collection processes and less contamination of ground water.
- The division maintained a 99% 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.

### **Objective:**

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

<b>Key Performance Measures:</b>	<b><u>FY 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of residential yard waste collection points serviced	61,143.00	61,234.00	61,325.00
# of residential yard waste service errors per 1,000 collection points	28.00	38.02	38.00
# of tons of yard waste collected per 1,000 collection points	325.23	296.01	309.82
# of tons yard waste collected	19,885.54	18,125.76	19,000.00
% of surveyed residents that are very satisfied or satisfied with yard waste collection service per biennial city survey	65.70%	66.00%	66.00%

# Public Services

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## **Program: Solid Waste Administration**

*Environmental Services Fund \$722,404 / 7.7 FTEs*

### **Purpose Statement:**

Administration manages the resources in the Solid Waste division 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. Administrative staff uses data collected through recently installed tools; i.e. FayWorx, FayFixIt, Route Smart and FleetMind to measure and analyze daily operations. Data analytics are used to set goals, improve or enhance customer service, increase work unit capacity, right-size resources and for cost avoidance.

### **Highlights:**

- Department transitioned to a Public Services Department with a Solid Waste Division which allows sharing of personnel and responsibilities.
- Office Assistant II was identified as liaison for Solid Waste and Call Center to ensure better customer service.

### **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 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of work hours lost due to workplace injuries	1,008.25	817.00	740.00
% work hours lost due to injuries per total FTEs	1.00%	0.01%	0.01%
Average # of training hours per employee	3.02	10.03	12.50

## Public Services

	<b>2016-17 Actual</b>	<b>2017-18 Original Budget</b>	<b>2018-19 Recommended Budget</b>	<b>2018-19 Adopted Budget</b>	<b>% Change vs 2017-18 Original Budget</b>
<b>Expenditures by Program</b>					
Construction Management	\$6,957,250	\$9,207,498	\$6,364,177	\$6,364,177	-30.9%
Engineering	796,328	784,785	768,974	768,974	-2.0%
Infrastructure Maintenance	3,837,922	3,777,095	3,777,995	3,777,995	0.0%
Real Estate	229,773	234,023	243,886	243,886	4.2%
Stormwater Management	5,618,172	5,567,742	5,274,571	6,861,821	23.2%
Traffic Services	3,528,781	4,470,988	4,507,968	4,507,968	0.8%
Storm Water Non-Program Expenditures	1,292,047	1,255,001	2,040,887	3,206,327	155.5%
Bulky Item Collection	695,680	844,041	795,405	795,405	-5.8%
Recycling Collection	2,330,314	2,597,633	2,524,142	2,524,142	-2.8%
Residential Waste Collection	3,532,653	4,101,446	5,294,425	5,294,425	29.1%
Residential Yard Waste Collection	2,716,767	2,434,018	2,263,951	2,263,951	-7.0%
Solid Waste Administration	2,141,048	755,881	722,404	772,404	-4.4%
Solid Waste Non-Program Expenditures	838,014	1,213,851	1,543,070	1,543,070	27.1%
<b>Total Expenditures</b>	<b>\$34,514,749</b>	<b>\$37,244,002</b>	<b>\$36,121,855</b>	<b>\$38,924,545</b>	<b>4.5%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$10,374,040	\$11,118,575	\$11,145,138	\$11,145,138	0.2%
Operating	4,987,191	5,536,706	5,936,535	5,936,535	7.2%
Contract Services	5,639,049	4,595,025	4,985,925	5,035,925	9.6%
Capital Outlay	1,790,821	1,584,000	1,878,160	1,878,160	18.6%
Transfers to Other Funds	9,656,614	12,086,302	8,710,527	10,297,777	-14.8%
Debt Service	1,061,040	1,325,987	1,678,760	1,678,760	26.6%
Other Charges	1,005,994	997,407	1,786,810	2,952,250	196.0%
<b>Total Expenditures</b>	<b>\$34,514,749</b>	<b>\$37,244,002</b>	<b>\$36,121,855</b>	<b>\$38,924,545</b>	<b>4.5%</b>

## Public Services

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	<b>2016-17 <u>Actual</u></b>	<b>2017-18 <u>Original Budget</u></b>	<b>2018-19 <u>Recommended Budget</u></b>	<b>2018-19 <u>Adopted Budget</u></b>	<b>% Change vs 2017-18 <u>Original Budget</u></b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$1,987,351	\$1,800,634	\$1,871,150	\$1,871,150	3.9%
Other General Fund Funding	11,951,729	15,094,389	12,135,016	12,135,016	-19.6%
General Fund Subtotal	13,939,080	16,895,023	14,006,166	14,006,166	-17.1%
Environmental Services Fund	12,254,476	11,946,870	13,143,397	13,193,397	10.4%
Parking Fund	329,547	361,480	510,880	510,880	41.3%
Stormwater Fund	7,991,646	8,040,629	8,461,412	11,214,102	39.5%
<b>Total Funding Sources</b>	<b>\$34,514,749</b>	<b>\$37,244,002</b>	<b>\$36,121,855</b>	<b>\$38,924,545</b>	<b>4.5%</b>
<b>Full-Time Equivalent Positions by Department</b>					
<b>Total Authorized FTEs</b>	<b>185.2</b>	<b>186.2</b>	<b>186.2</b>	<b>186.2</b>	<b>0.0%</b>

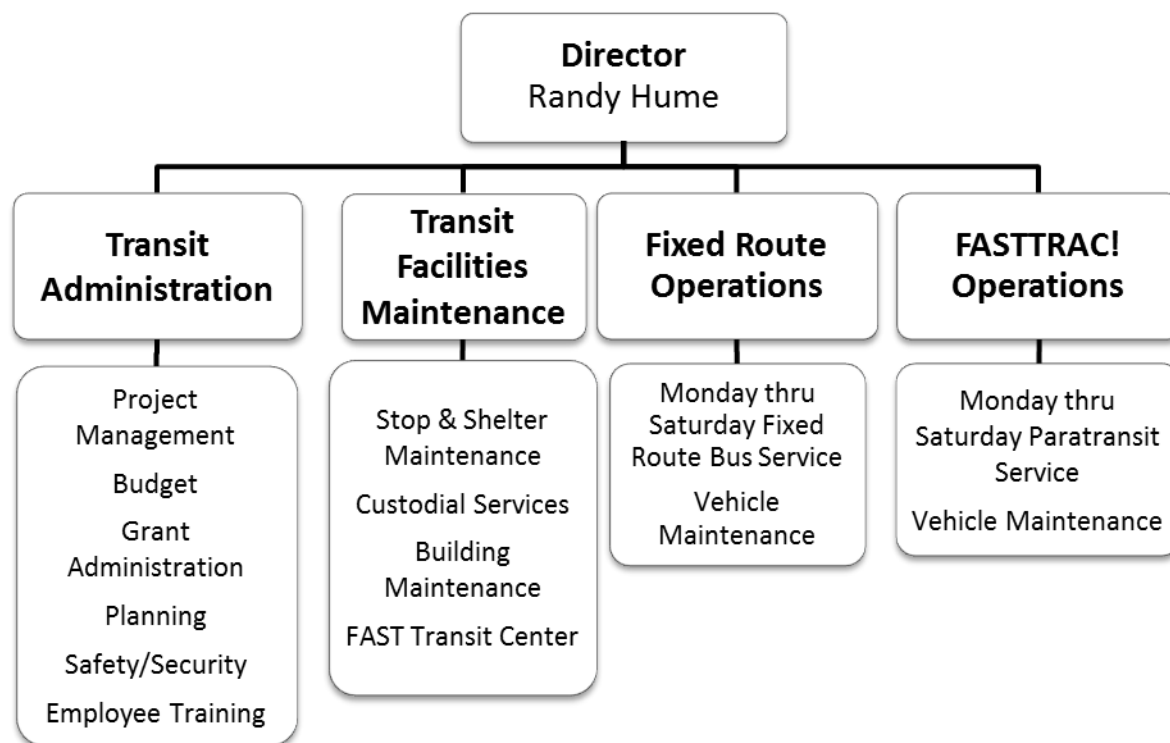
### BUDGET HIGHLIGHTS

- Personnel includes \$170,135 for employee pay adjustments, \$95,735 for medical insurance rate adjustments and \$20,189 for retirement rate adjustments.
- Operating includes \$3,692,250 for vehicle maintenance and fuel; \$349,910 for utilities, including \$231,000 for streetlights; \$1,112,592 for supplies and uniforms, including: \$507,000 for supplies and materials for street maintenance, signals, signs and street markings, \$327,264 for garbage, recycling and yard waste roll-out-carts, and \$25,000 for wayfinding signs; \$345,097 for general maintenance, including: \$113,457 for upgrades to the FleetMind software on solid waste trucks and \$70,000 parking lot resurfacing; and \$97,370 for projected insurance and claims costs for the Environmental Services and Stormwater Funds.
- Contract Services includes \$2,340,353 for contracted curbside recycling collection for an estimated 61,325 households, \$1,042,200 for the safelight program, \$298,240 for downtown parking enforcement and management of the parking deck on Franklin Street and Hay Street, \$370,611 for County landfill fees and stormwater billing services, \$265,000 for professional engineering services, \$160,000 for concrete and asphalt repairs, \$60,000 for signal maintenance, \$60,000 for pavement markings, \$50,000 for solid waste study, \$70,000 for jetrodding and \$43,571 for railroad crossing maintenance agreements.
- Capital includes \$1,779,160 for seven vehicles and equipment replacements, \$98,000 for renovation of the breakrooms, restrooms and showers at the Grove St. facility , and \$1,000 for minor rights-of-way purchases.
- Other Charges includes \$969,800 for indirect cost allocations to the Stormwater and Environmental Services Funds, a \$75,000 HazMat program cost redistribution, \$1,830,474 to balance projected Stormwater Fund revenues to projected expenditures, \$41,342 to balance projected Environmental Services Fund revenues to projected expenditures, and \$11,297 to balance projected Parking Fund revenues to projected expenditures.
- Debt Services includes \$917,081 in debt service payments for the stormwater revenue bonds and state loans, and \$761,679 for vehicle financing for solid waste trucks and the share of debt repayment for the 800 MHz system upgrade.
- Transfers to Other funds includes \$4,275,000 for street resurfacing, \$3,803,472 for drainage improvements, \$900,000 for sidewalk improvements, \$700,000 for municipal agreements, \$301,000 to replace two pieces of stormwater equipment, \$100,000 for intersection improvements, \$75,000 for downtown streetscape, \$36,044 for parking lot resurfacing, \$50,000 for multi-use lane markings, and \$57,261 transferred to the General Fund from the Parking Fund as a contribution toward parking deck facility capital costs and debt service.
- 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.



# Transit

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**DEPARTMENT MISSION**


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

**Program: FASTTRAC! Operations**

*Transit Fund \$1,700,722 / 25.0 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 days and hours as the fixed route service within 3/4 mile of those routes. FASTTRAC! is a reservation based system provided to those persons who are unable to use fixed route buses due to a disability.

**Highlights:**

- Implemented the RouteMatch paratransit reservation and scheduling program.
- Added Sunday FASTTRAC! services effective November 26, 2017.
- Updated the ADA Paratransit Plan to comply with Federal Transit Administration (FTA) standards for no-shows, late trips, and subscription or standing reservation guidelines.
- Enhanced call taker schedules to improve call waiting times.
- Continued to accept and process a growing number of ADA paratransit applications.

**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 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
% of FASTTRAC applications processed within 21 calendar days	75.60%	82.00%	75.00%
Average number of days to process a completed FASTTRAC! application	27.25	14.50	14.50

**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 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of FASTTRAC! calls received for reservations	37,484.00	41,867.00	41,000.00
FASTTRAC! average wait time per call (in seconds)	107.00 seconds	152.00 seconds	114.00 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 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of FASTTRAC! passengers	61,486.00	62,246.00	65,047.00
# of FASTTRAC! revenue hours	30,943.55	32,123.00	32,605.00
# of no shows	2,287.00	2,721.00	2,380.00
# of trip denials	3.00	26.00	20.00
Average FASTTRAC! passengers per revenue hour	1.99	1.98	2.03
Average weekday FASTTRAC! ridership	230.00	232.00	243.00

## ***Program: Fixed Route Operations***

*Transit Fund \$5,558,121 / 70.5 FTEs*

## Purpose Statement:

Fixed Route Operations provides fixed route bus service using a fleet of 29 buses. Fixed route service runs from 5:30 a.m. to 10:30 p.m. Monday through Friday, 7:30 a.m. to 10:30 p.m. on Saturday and 7:00 a.m. to 7:00 p.m. on Sunday. Connection points are located at University Estates, Cross Creek Mall, Food Lion on Ireland Drive, Walter Reed Road, Clifdale Road & 71st School Road, Methodist University, Walmart on Ramsey Street, Walmart on Skibo Road, the Veterans Affairs Medical Center and the FAST Transit Center.

## Highlights:

- Completed and began operating from the new FAST Transit Center.
- Restructured routes in conjunction with opening of FAST Transit Center.
- Initiated Sunday bus services effective November 26, 2017.
- Streetlevel Media continues to grow the transit advertising program.
- Maintained all bus stops, benches and shelters around the FAST System. Eleven new shelters and benches have been added fiscal year to date.

## 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.

Key Performance Measures:	<u>FY 2017</u>	<u>FY 2018 Estimated</u>	<u>FY 2019 Target</u>
# of fixed route passengers	1,490,060.00	1,428,021.00	1,524,021.00
# of fixed route revenue hours	92,504.92	94,875.00	100,385.00
% of farebox recovery (total passenger fare revenue/by total operating cost)	15.04%	12.45%	14.90%
Average weekday fixed route ridership	4,926.00	4,952.00	5,076.00

## Objective:

To provide reliable fixed route service by maintaining on-time performance.

Key Performance Measures:	<u>FY 2017</u>	<u>FY 2018 Estimated</u>	<u>FY 2019 Target</u>
# of valid customer complaints related to on-time performance	15.00	34.00	26.00
% of routes which operate within zero to five minutes of published schedules at least 75% of the time	61.00%	60.00%	70.00%

## **Program: Transit Administration**

Transit Fund \$1,194,078 / 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:

- Completed and opened the new FAST Transit Center with ribbon-cutting celebration on November 30, 2017.
- Implemented new security procedures and competitively awarded new security services contract in cooperation with Police Department.
- Greyhound completed move to new FAST Transit Center on February 14, 2018.
- MegaBus relocated its stops to new FAST Transit Center.
- Issued RFP for potential food service tenants for new FAST Transit Center.

## Transit

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- Continued to increase outreach and marketing efforts through advertising with local media, updated website and updated informational brochures, system map and timetables.
- Continued to promote contracting opportunities for Disadvantaged Business Enterprises (DBE) and provided training for small businesses in conjunction with the USDOT Small Business Transportation Resource 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 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
% of customers very satisfied or satisfied with FAST services (Annual FAST Customer survey)	65.00%	65.00%	70.00%
% of residents very satisfied or satisfied with the availability of public transportation per the biennial City Resident Satisfaction Survey	41.00%	41.00%	45.00%
% of residents very satisfied or satisfied with the overall quality of public transportation per the biennial City Resident Satisfaction Survey	35.00%	35.00%	40.00%
% of respondents who use public transportation (Biennial Citizen Survey)	14.30%	14.30%	17.50%

### Objective:

To reduce or maintain preventable vehicle accidents and passenger incidents.

<b>Key Performance Measures:</b>	<b><u>FY 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of passenger incidents per 100,000 miles	0.69	2.94	2.60
# of vehicular accidents per 100,000 miles	2.56	2.54	2.42

### ***Program: Transit Facilities Maintenance***

*Transit Fund \$1,648,302 / 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, FAST Transit Center, and stops/shelters throughout the service area.

**Highlights:**

- Continued 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.
- Maintained all bus stops, benches and shelters around the FAST System. Eleven new shelters and benches have been added year to date.
- Maintained the operation and maintenance facility and all support equipment, including the bus wash, as well as, its diesel and propane fueling systems.
- Ensures all systems at the FAST Transit Center are maintained to full function and efficiency, including elevators, automatic doors, information systems, lighting, plumbing and HVAC.

**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 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
% of ADA accessible bus stops	34.54%	38.84%	40.39%
% of bus stops with a shelter and/or a bench	18.72%	20.22%	21.03%

# Transit

	<b>2016-17 <u>Actual</u></b>	<b>2017-18 <u>Original Budget</u></b>	<b>2018-19 <u>Recommended Budget</u></b>	<b>2018-19 <u>Adopted Budget</u></b>	<b>% Change vs 2017-18 <u>Original Budget</u></b>
<b>Expenditures by Program</b>					
FASTTRAC! Operations	\$1,661,568	\$1,715,995	\$1,700,722	\$1,700,722	-0.9%
Fixed Route Operations	5,424,027	5,907,023	5,616,287	5,558,121	-5.9%
Non-Program Expenditures	31,310	84,743	24,208	64,208	-24.2%
Transit Administration	1,600,585	1,191,959	1,282,078	1,194,078	0.2%
Transit Facilities Maintenance	244,716	868,095	1,648,302	1,648,302	89.9%
<b>Total Expenditures</b>	<b>\$8,962,206</b>	<b>\$9,767,815</b>	<b>\$10,271,597</b>	<b>\$10,165,431</b>	<b>4.1%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$5,760,210	\$6,448,486	\$6,744,209	\$6,710,017	4.1%
Operating	1,703,962	2,215,330	2,284,901	2,212,927	-0.1%
Contract Services	165,678	332,413	343,972	343,972	3.5%
Capital Outlay	94,391	31,518	17,680	17,680	-43.9%
Transfers to Other Funds	449,260	154,108	186,460	186,460	21.0%
Debt Service	0	0	0	0	0.0%
Other Charges	788,705	585,960	694,375	694,375	18.5%
<b>Total Expenditures</b>	<b>\$8,962,206</b>	<b>\$9,767,815</b>	<b>\$10,271,597</b>	<b>\$10,165,431</b>	<b>4.1%</b>
<b>Funding Sources</b>					
Transit Fund	\$8,962,206	\$9,767,815	\$10,271,597	\$10,165,431	4.1%
<b>Total Funding Sources</b>	<b>\$8,962,206</b>	<b>\$9,767,815</b>	<b>\$10,271,597</b>	<b>\$10,165,431</b>	<b>4.1%</b>
<b>Full-Time Equivalent Positions by Department</b>					
<b>Total Authorized FTEs</b>	<b>119.5</b>	<b>125.0</b>	<b>125.0</b>	<b>124.0</b>	<b>0.0%</b>

### BUDGET HIGHLIGHTS

- Personnel reflects the integration of a new tiered pay system for Bus Operators based upon employment tenure, the additional staffing requirements necessary to facilitate the newly offered Sunday service, and the elimination of one bus operator position due to the reduction in service on Route 11.
- Personnel also includes \$100,437 for employee pay adjustments, \$62,452 for medical benefit rate adjustments and \$11,636 for retirement rate adjustments.
- Operating includes \$636,199 for vehicle parts and contracted maintenance, \$775,576 for fuel costs and \$144,498 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, \$221,500 for contracted security services for the new Transit Center and \$31,200 for security services on buses, \$6,100 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 \$186,460 for required local match funds for capital and planning grants.
- Other Charges includes \$870,100 for indirect cost allocations, \$40,000 for pass through grant funding to Spring Lake, offset by a \$229,785 cost redistribution to the planning grant.
- Non-program expenditures consist of \$24,208 for retiree benefits.
- The total expenditure budget projected for operating costs for the new downtown Transit Center is \$420,698.
- Revenue for fiscal year 2019 includes rent payments of \$10,800 from American Coach Lines, \$30,000 from a food vendor at the new Transit Center, and \$64,380 from Greyhound.



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# Support Services & Administration

## Support Services & Administration

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## Support Services & Administration

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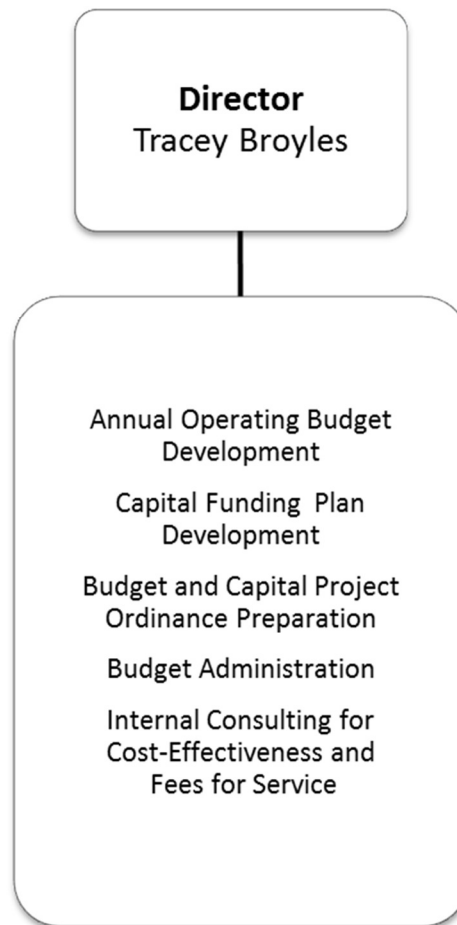
	<b>2016-17 Actual</b>	<b>2017-18 Original Budget</b>	<b>2018-19 Recommended Budget</b>	<b>2018-19 Adopted Budget</b>	<b>% Change vs 2017-18 Original Budget</b>
<b>Expenditures by Department</b>					
Budget & Evaluation	\$441,690	\$481,995	\$491,621	\$491,621	2.0%
City Attorney's Office	1,340,103	1,409,268	1,431,891	1,431,891	1.6%
City Manager's Office	2,062,915	2,099,715	2,383,249	2,383,249	13.5%
Corporate Communications	921,164	928,394	930,602	930,602	0.2%
Finance	5,923,132	6,363,388	7,070,378	7,022,378	10.4%
Human Resources Development	18,347,277	19,831,365	20,298,019	20,298,019	2.4%
Information Technology	5,178,059	5,496,105	6,156,900	6,156,900	12.0%
Mayor, Council & City Clerk	664,807	1,052,460	804,831	804,831	-23.5%
<b>Total Expenditures</b>	<b>\$34,879,147</b>	<b>\$37,662,690</b>	<b>\$39,567,491</b>	<b>\$39,519,491</b>	<b>4.9%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$9,201,836	\$9,706,863	\$10,000,219	\$10,000,219	3.0%
Operating	21,331,284	23,365,978	25,137,283	25,109,283	7.5%
Contract Services	2,213,345	2,618,508	2,375,372	2,375,372	-9.3%
Capital Outlay	78,527	170,175	0	0	-100.0%
Transfers to Other Funds	2,026,750	510,149	1,521,550	1,541,550	202.2%
Debt Service	0	0	0	0	0.0%
Other Charges	27,405	1,291,017	533,067	493,067	-61.8%
<b>Total Expenditures</b>	<b>\$34,879,147</b>	<b>\$37,662,690</b>	<b>\$39,567,491</b>	<b>\$39,519,491</b>	<b>4.9%</b>

## Support Services & Administration

	<b>2016-17 <u>Actual</u></b>	<b>2017-18 <u>Original Budget</u></b>	<b>2018-19 <u>Recommended Budget</u></b>	<b>2018-19 <u>Adopted Budget</u></b>	<b>% Change vs 2017-18 <u>Original Budget</u></b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$114,200	\$87,000	\$101,000	\$101,000	16.1%
Other General Fund Funding	14,184,916	15,017,484	16,280,708	16,280,708	8.4%
General Fund Subtotal	14,299,116	15,104,484	16,381,708	16,381,708	8.5%
Risk Management Fund	20,580,031	22,558,206	23,185,783	23,137,783	2.6%
<b>Total Funding Sources</b>	<b>\$34,879,147</b>	<b>\$37,662,690</b>	<b>\$39,567,491</b>	<b>\$39,519,491</b>	<b>4.9%</b>
<b>Full-Time Equivalent Positions by Department</b>					
Budget & Evaluation	5.1	5.1	5.1	5.1	0.0%
City Attorney's Office	9.0	9.0	9.0	9.0	0.0%
City Manager's Office	17.9	17.9	17.9	17.9	0.0%
Corporate Communications	9.5	9.5	9.5	9.5	0.0%
Finance	25.0	25.0	26.0	26.0	4.0%
Human Resource Development	19.0	18.0	18.0	18.0	0.0%
Information Technology	27.0	27.0	28.0	28.0	3.7%
Mayor, Council & City Clerk	3.0	3.0	3.0	3.0	0.0%
<b>Total Authorized FTEs</b>	<b>115.5</b>	<b>114.5</b>	<b>116.5</b>	<b>116.5</b>	<b>1.7%</b>

## Budget & Evaluation

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## DEPARTMENT MISSION

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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 & Evaluation***

*General Fund \$491,621 / 5.1 FTEs*

#### **Purpose Statement:**

Budget & 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 2018 Annual Operating Budget which was unanimously adopted by the City Council in June, 2017.
- Received the Government Finance Officers Association Distinguished Budget Presentation Award for the FY 2018 Annual Operating Budget.
- Led the FY 2019-2023 Capital Improvement Plan (CIP) development process, including presentation of the recommended funding plan and document to Council in February, 2018.
- Providing continuing support for the budget development process for the FY 2019 Annual Operating Budget, beginning December, 2017 and concluding in June, 2018.
- Providing support for departments with preparation of multi-year project appropriations, including the downtown stadium and redevelopment project and the parks and recreation bond projects.
- Provided assistance to City Management and City Council in the development of an interlocal funding agreement for the stadium, revisions of the Franklin Street Parking Deck interlocal funding agreement, and funding plan revisions for the 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

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<b>Key Performance Measures:</b>	<b><u>FY 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 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)	(6.39%)	(1.49%)	(3.00%)
% variance in General Fund vs. budgeted revenues (excluding other financing sources)	(2.40%)	(0.68%)	3.00%
General Fund unassigned fund balance as a % of the subsequent year's budget	13.28%	13.11%	12.00%



## Budget & Evaluation

	<b>2016-17 <u>Actual</u></b>	<b>2017-18 <u>Original Budget</u></b>	<b>2018-19 <u>Recommended Budget</u></b>	<b>2018-19 <u>Adopted Budget</u></b>	<b>% Change vs 2017-18 <u>Original Budget</u></b>
<b>Expenditures by Program</b>					
Budget and Evaluation	\$441,690	\$481,995	\$491,621	\$491,621	2.0%
<b>Total Expenditures</b>	<b>\$441,690</b>	<b>\$481,995</b>	<b>\$491,621</b>	<b>\$491,621</b>	<b>2.0%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$422,865	\$463,710	\$474,686	\$474,686	2.4%
Operating	18,017	17,480	16,145	16,145	-7.6%
Contract Services	703	650	650	650	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	105	155	140	140	-9.7%
<b>Total Expenditures</b>	<b>\$441,690</b>	<b>\$481,995</b>	<b>\$491,621</b>	<b>\$491,621</b>	<b>2.0%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	441,690	481,995	491,621	491,621	2.0%
General Fund Subtotal	441,690	481,995	491,621	491,621	2.0%
<b>Total Funding Sources</b>	<b>\$441,690</b>	<b>\$481,995</b>	<b>\$491,621</b>	<b>\$491,621</b>	<b>2.0%</b>
<b>Full-Time Equivalent Positions by Department</b>					
<b>Total Authorized FTEs</b>	<b>5.1</b>	<b>5.1</b>	<b>5.1</b>	<b>5.1</b>	<b>0.0%</b>

## Budget & Evaluation

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### BUDGET HIGHLIGHTS

- Personnel includes \$8,861 for employee pay adjustments, \$2,621 for medical insurance rate adjustments, and \$925 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

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## DEPARTMENT MISSION

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

### ***Program: Legal Reviews, Advice & Opinions***

*General Fund \$721,544 / 5.6 FTEs*

#### **Purpose Statement:**

The Legal Reviews, Advice & 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 advice on the private development agreements.
- Completed review of Employee Relations Policy/Procedure Manual to ensure legal compliance was met.
- Provided timely review of contracts while assuring all contracts met requirements for legal compliance.
- Provided advice and opinions to all departments, boards and commissions, and governing board 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 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 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	96.00%	96.00%	96.00%
% of reported staff hours expended for advice and opinions for governing body	7.56%	5.31%	5.31%
% of reported staff hours expended for advice and opinions for operations departments	39.06%	40.38%	40.38%
% of reported staff hours expended for advice and opinions for Public Works Commission	0.56%	0.46%	0.46%
% of reported staff hours expended for advice and opinions for the administration and support services departments	27.09%	29.40%	29.40%
% of reported staff hours expended for advice and opinions for the community investment departments	25.73%	24.45%	24.45%

### ***Program: Litigation***

*General Fund \$710,347 / 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 an effort to move forward with the development of the Centre City project, the City continued condemnation proceedings on property owners who own or claim an interest in the properties being condemned.
- 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.

#### **City Goal:**

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

## City Attorney's Office

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**Objective:**

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

<b>Key Performance Measures:</b>	<b><u>FY 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of employment claims open	6.00	4.00	4.00
# of environmental court cases open	96.00	200.00	200.00
# of full-time attorneys providing litigation services	6.00	6.00	6.00
# of State/Federal cases open	45.00	32.00	32.00
% of employment claims closed	83.00%	80.00%	80.00%
% of environmental court cases closed	39.00%	37.00%	37.00%
% of litigation represented in-house	91.00%	93.00%	93.00%
% of State/Federal cases closed	58.00%	47.00%	47.00%

## City Attorney's Office

	<b>2016-17 <u>Actual</u></b>	<b>2017-18 <u>Original Budget</u></b>	<b>2018-19 <u>Recommended Budget</u></b>	<b>2018-19 <u>Adopted Budget</u></b>	<b>% Change vs 2017-18 <u>Original Budget</u></b>
<b>Expenditures by Program</b>					
Legal Reviews, Advice & Opinions	\$775,610	\$707,856	\$721,544	\$721,544	1.9%
Litigation	564,493	701,412	710,347	710,347	1.3%
<b>Total Expenditures</b>	<b>\$1,340,103</b>	<b>\$1,409,268</b>	<b>\$1,431,891</b>	<b>\$1,431,891</b>	<b>1.6%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$961,930	\$947,900	\$967,044	\$967,044	2.0%
Operating	54,333	60,690	64,148	64,148	5.7%
Contract Services	323,338	400,100	400,100	400,100	0.0%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	0	0	0	0	0.0%
Debt Service	0	0	0	0	0.0%
Other Charges	502	578	599	599	3.6%
<b>Total Expenditures</b>	<b>\$1,340,103</b>	<b>\$1,409,268</b>	<b>\$1,431,891</b>	<b>\$1,431,891</b>	<b>1.6%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$27,000	\$0	\$0	\$0	0.0%
Other General Fund Funding	1,313,103	1,409,268	1,431,891	1,431,891	1.6%
General Fund Subtotal	1,340,103	1,409,268	1,431,891	1,431,891	1.6%
<b>Total Funding Sources</b>	<b>\$1,340,103</b>	<b>\$1,409,268</b>	<b>\$1,431,891</b>	<b>\$1,431,891</b>	<b>1.6%</b>
<b>Full-Time Equivalent Positions by Department</b>					
<b>Total Authorized FTEs</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>	<b>0.0%</b>

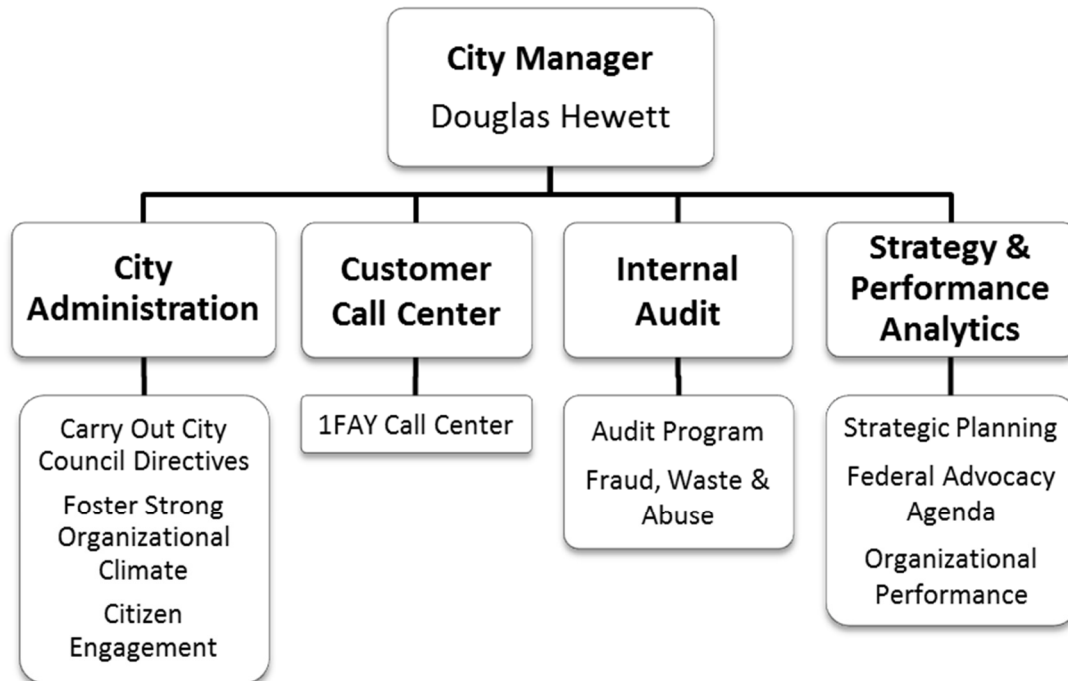
# City Attorney's Office

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## BUDGET HIGHLIGHTS

- Personnel includes \$16,709 for employee pay adjustments, \$4,626 for medical insurance rate adjustments, and \$1,930 for retirement rate adjustments.
- Operating includes \$39,749 for supplies, which primarily consists of case research reference materials, and \$15,509 for employee travel and training.
- Contract Services reflects \$400,000 for contracted legal services.





# City Manager's Office

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## DEPARTMENT MISSION

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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 \$276,670 / 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:**

- Answered 22,151 incoming calls in the first half of FY 2018.
- Received 4,252 FayFixIt requests in the first half of FY 2018.
- Achieved a customer satisfaction rating of 93% for the first half of FY 2018.
- Scored an average of 95% on internal quality monitoring audits.
- Launched the Customer Amazement Team, a pilot staff driven committee aimed to celebrate and improve excellent customer service across the organization.

#### **Major Functions**

- Respond to customer inquiries primarily related to Solid Waste (e.g. pickups, complaints, and roll cart maintenance).
- Direct customer calls to appropriate departments based upon service inquiries (e.g. Development Services, Parks & Recreation, Engineering and Infrastructure, and Finance). Common requests include code enforcement, loose leaf pickup, right-of-way maintenance, street maintenance, stormwater services, and traffic services.

#### **City Goal:**

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

#### **Objective:**

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

## City Manager's Office

Key Performance Measures:	<u>FY 2017</u>	<u>FY 2018 Estimated</u>	<u>FY 2019 Target</u>
# of 1FAY calls	47,032.00	45,000.00	46,000.00
# of total FayFixIt tickets	10,175.00	7,800.00	7,000.00
% of abandoned calls	31.00%	25.00%	20.00%
1FAY Call Center customer satisfaction rating	92.00%	94.00%	90.00%
Average talk time per call for the 1FAY call center	199.00 seconds	206.00 seconds	210.00 seconds
Average wait time per call for the 1FAY call center	225.00 seconds	158.00 seconds	180.00 seconds
Internal quality control rating for 1FAY Call Center	93.00%	95.00%	95.00%

### **Program: City Administration**

General Fund \$1,489,230 / 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:**

- The City's Veterans Internship Program (VIP) in partnership with Veterans Affairs has expanded to seven City Departments with veterans working between 6 and 12 months in a City department. Transit and Corporate Communications permanently hired their interns during the past 12 months. This program provides coaching and mentoring to veterans in an effort to help them transition out of the military and into permanent employment with either the City or another organization.
- The Baseball Stadium Groundbreaking took place on August 21, 2017 at the site of the future stadium. The City signed a 30 year contract with the Houston Astros for the stadium to house their Class A-Advance team. The final construction contract has been executed and the financing process will close before the end of the fiscal year. All elements are in place to complete the stadium before the beginning of the 2019 minor league baseball season.
- Over 140 participants from three states and 45 jurisdictions attended Fayetteville's first public safety diversity forum on January 30, 2018 at Fayetteville State University's Rudolph Jones Student Center. Titled "Inclusive & Diverse Talent Acquisition for 21st Century Public Safety," the event featured experts in the diversity recruitment field and the opportunity for Fayetteville Fire and Police staff to network with their counterparts from other agencies.
- The City of Fayetteville partnered with Cumberland County Schools and the PWC to provide internships for local area high school students. The program enabled 10 students to work as interns in City departments including Finance, Human Resource Development, Public Services, Transit, Information Technology and Parks and Recreation with an additional 10 students working at the

## City Manager's Office

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PWC. This program will be expanded in FY 2019 and transitioned to the Economic and Community Development Department.

- The renovation of the Historic Prince Charles is underway and a mixed use hotel and office building will break ground this fiscal year as part of over \$60 million in private investment around the stadium development.

### 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 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
Mean response of employees satisfied with their job (0 = very dissatisfied, 6 = very satisfied)	4.58	4.58	5.00

### Objective:

To increase the mean response of employees recognizing how their contributions support the City's mission and goals, maintaining a target of at least 4.7.

<b>Key Performance Measures:</b>	<b><u>FY 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 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)	4.89	4.89	5.00

### 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 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 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)	4.48	4.48	5.00

**Objective:**

To increase the mean response of employees who plan to continue working for the City, maintaining a target of at least 4.7.

<b>Key Performance Measures:</b>	<b><u>FY 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
Mean response of employees who plan to stay with the City (0 = very dissatisfied, 6 = very satisfied)	4.75	4.75	5.00

**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 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 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)	4.04	4.04	4.50
Mean response of employees who think the City is well managed (0 = strongly disagree, 6 =strongly agree)	3.91	3.91	4.00

**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.

<b>Key Performance Measures:</b>	<b><u>FY 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 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%	33.60%	35.00%

**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.

## City Manager's Office

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Key Performance Measures:	<u>FY 2017</u>	<u>FY 2018 Estimated</u>	<u>FY 2019 Target</u>
% of residents very satisfied or satisfied with overall quality of customer service received from City employees per the biennial City Resident Satisfaction Survey	57.80%	57.80%	60.00%

**Objective:**

To increase the positive response rate in the City's biennial Resident Survey towards a target of 75% very satisfied or satisfied with the overall quality of services provided by the City of Fayetteville.

Key Performance Measures:	<u>FY 2017</u>	<u>FY 2018 Estimated</u>	<u>FY 2019 Target</u>
% of residents very satisfied or satisfied with the overall quality of services provided by the City of Fayetteville per the biennial City Resident Satisfaction Survey	57.00%	57.00%	60.00%

**Objective:**

To maintain an AA+ general obligation bond rating.

Key Performance Measures:	<u>FY 2017</u>	<u>FY 2018 Estimated</u>	<u>FY 2019 Target</u>
General obligation bond ratings	AA+/Aa1	AA+/Aa1	AA+/Aa1

<p><b>Program: Internal Audit</b></p>
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<p>General Fund \$325,843 / 3.1 FTEs</p>
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**Purpose Statement:**

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

**Highlights:**

- Emphasized increased monitoring and internal control implementation through a combination of compliance and performance audits along with comprehensive reviews for activities that included Police Department Confidential Funds; Police Department Evidence and Property Management; Employee Development Travel and Training Expenditures; and Performance Measures.

## City Manager's Office

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- Maintained and supported the City's hotline through employee education and investigation of claims through the hotline.
- Participated in new employee on-boarding 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 pursuit of professional designation as Certified Internal Auditors; and attendance at the Association of Local Government Auditors 2018 Annual Conference in Colorado Springs, CO in May 2018.
- Coordinated and conducted the Audit Committee onboarding process to include individual meetings with newly appointed members of the Audit Committee to address roles and responsibilities.
- Coordinated and held quarterly Audit Committee meetings in August 2017, October 2017, February 2018 and June 2018 where the Procurement Card, Contracting Practices and Procedures, Police Confidential Funds and Police Department Evidence and Property Management compliance audits and related action plans were presented. In addition, the FY 2017 Comprehensive Annual Financial Report was present to the Audit Committee at the February 2018 Audit Committee meeting.
- Prepared Internal Annual Report presented to City Council on October 23, 2017.
- 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.
- Continued to provide support for the Finance Department during the FY 2017 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.

Key Performance Measures:	<u>FY 2017</u>	<u>FY 2018 Estimated</u>	<u>FY 2019 Target</u>
# of fraud, waste, and abuse allegations investigated	12.00	15.00	15.00

### 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.

# City Manager's Office

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Key Performance Measures:	<u>FY 2017</u>	<u>FY 2018 Estimated</u>	<u>FY 2019 Target</u>
% of Internal Audit recommendations accepted by management	100.00%	100.00%	100.00%

## ***Program: Strategy & Performance Analytics***

*General Fund \$291,506 / 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:**

- Received the International City/County Management Association Certificate of Excellence award for Performance Management
- Received recognition as the top performing city in the nation in the 2018 Equipt to Innovate Survey from Governing and Living Cities for strategic planning and performance programs
- Partnered with Bloomberg Philanthropies' What Works Cities consortium to complete improvements to Stormwater performance measures
- Won a competitive Government Innovation Grant Award (GIGa) from the UNC School of Government and the Local Government Federal Credit Union for the Neighborhood Indicators Community Evaluation data collection project
- Partnered with Greater Fayetteville United (GFU) to conduct a Social Capital survey of Cumberland County
- Partnered with the 96th Civil Affairs Battalion from Ft. Bragg to study the civil effects of downtown development and their impacts on local government

### **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/acceptance rating for performance reports.

Key Performance Measures:	<u>FY 2017</u>	<u>FY 2018 Estimated</u>	<u>FY 2019 Target</u>
% of strategic performance reports approved and/or accepted by City Council	100.00%	100.00%	100.00%



## City Manager's Office

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**Objective:**

To improve overall organizational performance through completion of targeted process improvement initiatives.

<b>Key Performance Measures:</b>	<b><u>FY 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of staff hours devoted to QuEST projects	0.00	250.00	250.00

**Objective:**

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

<b>Key Performance Measures:</b>	<b><u>FY 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
% of residents who have heard about the City's Strategic Plan per the biennial City Resident Satisfaction Survey	21.10%	21.20%	22.00%

**Objective:**

To maintain a validation rate at or above an 85% for performance measure reviews and audits.

<b>Key Performance Measures:</b>	<b><u>FY 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
% of performance measures validated in the Performance Measurement Data Integrity Audit	96.00%	85.00%	85.00%

**Objective:**

To train a minimum of 75 employees in quality improvement methodologies over the course of fiscal year.

<b>Key Performance Measures:</b>	<b><u>FY 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of participants completing total quality management training sessions	109.00	75.00	75.00

## City Manager's Office

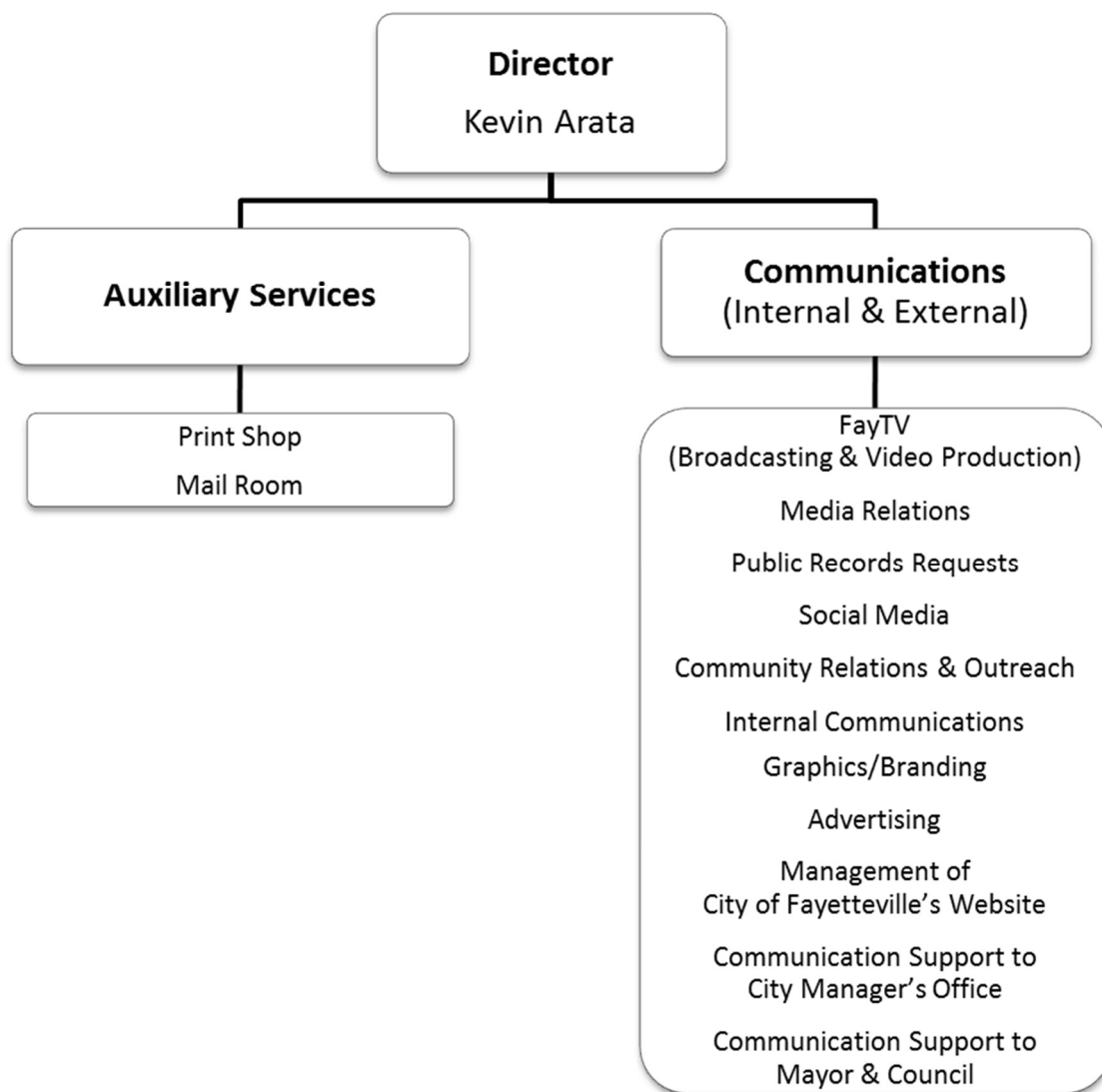
	<b>2016-17 Actual</b>	<b>2017-18 Original Budget</b>	<b>2018-19 Recommended Budget</b>	<b>2018-19 Adopted Budget</b>	<b>% Change vs 2017-18 Original Budget</b>
<b>Expenditures by Program</b>					
1FAY Call Center	\$286,632	\$269,934	\$276,670	\$276,670	2.5%
City Administration	1,158,693	1,204,123	1,489,230	1,489,230	23.7%
Internal Audit	309,298	316,302	325,843	325,843	3.0%
Strategy & Performance Analytics	308,292	309,356	291,506	291,506	-5.8%
<b>Total Expenditures</b>	<b>\$2,062,915</b>	<b>\$2,099,715</b>	<b>\$2,383,249</b>	<b>\$2,383,249</b>	<b>13.5%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$1,840,581	\$1,877,986	\$1,819,972	\$1,819,972	-3.1%
Operating	94,307	112,389	128,795	128,795	14.6%
Contract Services	97,585	106,740	181,332	181,332	69.9%
Capital Outlay	27,044	0	0	0	0.0%
Transfers to Other Funds	0	0	0	0	0.0%
Debt Service	0	0	0	0	0.0%
Other Charges	3,398	2,600	253,150	253,150	9,636.5%
<b>Total Expenditures</b>	<b>\$2,062,915</b>	<b>\$2,099,715</b>	<b>\$2,383,249</b>	<b>\$2,383,249</b>	<b>13.5%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	2,062,915	2,099,715	2,383,249	2,383,249	13.5%
General Fund Subtotal	2,062,915	2,099,715	2,383,249	2,383,249	13.5%
<b>Total Funding Sources</b>	<b>\$2,062,915</b>	<b>\$2,099,715</b>	<b>\$2,383,249</b>	<b>\$2,383,249</b>	<b>13.5%</b>
<b>Full-Time Equivalent Positions by Department</b>					
<b>Total Authorized FTEs</b>	<b>17.9</b>	<b>17.9</b>	<b>17.9</b>	<b>17.9</b>	<b>0.0%</b>

### **BUDGET HIGHLIGHTS**

- Personnel includes \$33,124 for employee pay adjustments, \$9,200 for medical insurance rate adjustments, and \$3,595 for retirement rate adjustments.
- Operating includes \$13,529 for memberships and dues, \$18,550 for general supplies, and \$43,305 for travel and training, and \$49,837 for communications which includes \$20,000 for advertising of the stadium grand opening.
- Contract Services includes \$80,000 for the baseball stadium grand opening, \$35,000 for potential studies, \$7,211 for the fraud hotline, \$21,621 for shared services provided by PWC for the Customer Call Center, \$12,000 for the Dogwood Festival, \$15,000 for strategic plan development, \$10,000 for the biennial employee survey, and \$500 for contracted services with the Arts Council.
- Other Charges includes \$250,000 for the City's contribution to the North Carolina Civil War & Reconstruction History Center.

## Corporate Communications

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# 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, by consistent internal communications across all departments, brand and reputation management, quality customer service, public outreach and citizen engagement.

### ***Program: Auxiliary Services***

*General Fund \$153,940 / 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 had staff turnover in December 2017 due to the retirements of two employees; one with 31 years of service and the other with 19 years of service, leaving a void in print shop services. Simultaneous with the retirements, the City was able to hire a veteran through the VA's internship program. The veteran worked for a short period of time, competed for and was hired as the Graphics Production Supervisor.
- Corporate Communications is currently working with Fayetteville State University on a graduate-level student project looking at the operations and feasibility of the City's Print Shop, which is due to be completed in May 2018.

#### **City Goal:**

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

#### **Objective:**

To 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 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of outgoing mailings	67,130.41	60,000.00	60,000.00
# of print impressions	1,166,933.00	1,250,000.00	1,250,000.00

# Corporate Communications

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## ***Program: Communications***

*General Fund \$776,662 / 7.0 FTEs*

### **Purpose Statement:**

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

### **Highlights:**

- Created and produced a new monthly television show, titled City Conversations, for broadcast on FayTV and YouTube, that focuses on City departments and City-supported organizations to help better showcase what the City does to support its residents. The topics for the first six shows have featured Project Homerun, the Prince Charles Holding project, the Public Services Department, the Arts Council, the Transit Department, and the Dogwood Festival.
- Developed and launched the City App, which will showcase City services and City Council information. The App ties in City services, elected official information and area attractions to help increase transparency and outreach to citizens. The App is available in the Apple Store and Google Play for both iPhone and Android.
- Redesigned and launched the Transit website. This was the last of the websites across City departments to be brought into the City's web framework. It is now hosted, along with all other City sites, on the same platform which allows for better branding, better backup capabilities in the event of server failure and improved ease of use in creating and maintain the sites.
- Launched the new e-newsletter, City Happenings, in March 2018. The newsletter is created using Mail Chimp, a service for which the City was already subscribed, and incurs very little cost to continue production in the future. The e-newsletter goes out every other Monday to residents across the community, containing such information as the City press releases, new programs and videos released to FayTV and YouTube, and recent and relevant news articles that may be of interest or value to our residents. Within the first month of launch, there were 425 subscribers, with a goal of achieving 2,000 subscribers by December 2018.
- Designed and launched the City's Accountability and Transparency website to allow citizens to request information of the City in an easy-to-find location on our website. The site combines all information citizens would likely be seeking, in addition to clarifying processes for citizens to request public records. The intent is to highlight the City's transparency in government.
- The Corporate Communications department is working closely with multiple organizations across the city. First, the department is working closely with Fayetteville State University to co-produce its monthly City Conversations episode. The filming takes place in FSU's TV studio, and the department works closely with FSU's Communications Department, utilizing college students to help produce

## Corporate Communications

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each episode. Second, the department has worked very closely with the Town of Hope Mills in a consulting role to help them establish a filming capability in their town hall to film their public meetings. The department is also working with their leadership to develop a plan to air the meetings on FayTV for their residents.

- The City of Fayetteville's Facebook page obtained 24,000 likes in April 2018; it is currently ranked #2 in Facebook likes of the 12 largest North Carolina cities, with a goal of surpassing Winston-Salem by December 2018.
- The City of Fayetteville's Twitter account reached more than 8,100 followers in April 2018; it is currently ranked #9 in Twitter followers of the 12 largest cities in North Carolina.
- The City of Fayetteville's website (FayettevilleNC.gov), after its redesign in October 2015, now averages approximately 201,000 page visits per month, up from 75,000 per month before the 2015 redesign. Last year's page visits averaged 193,000 per month, with a 4% increase in visits from 2017 to 2018. Most notable, however, is that mobile access to our website has jumped from 40% mobile access in 2017 to more than 50% of viewers accessing our information over their phones.

### City Goal:

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

### Objective:

To increase both media engagement (press releases) and resident satisfaction with City communications per City biennial City Resident Satisfaction Survey.

<b>Key Performance Measures:</b>	<b><u>FY 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of Citizens' Academy graduates	43.00	70.00	100.00
# of City Happenings newsletters	23.00	25.00	25.00
# of press releases	204.00	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 with communications within the City (0 = very dissatisfied, 6 = very satisfied)	3.43	3.43	3.50

# Corporate Communications

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**Objective:**

To increase FayTV viewership (based on biennial resident survey) and YouTube views.

<b>Key Performance Measures:</b>	<b><u>FY 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of programs aired on FayTV	275.00	275.00	275.00
# of YouTube subscribers added	229.00	205.00	210.00
# of YouTube views	136,968.00	90,000.00	95,000.00
% of residents indicating they receive information about the City via FayTV per the biennial City Resident Satisfaction Survey	30.00%	29.00%	29.00%

**Objective:**

To increase social media engagement on Corporate Communications-maintained Facebook and Twitter platforms.

<b>Key Performance Measures:</b>	<b><u>FY 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of followers on the City of Fayetteville Instagram account	622.00	900.00	1,500.00
# of followers on the City of Fayetteville Twitter account	7,093.00	9,000.00	11,000.00
# of likes on the City of Fayetteville Facebook page	21,854.00	26,000.00	32,000.00
Total # of views on Facebook videos	1,239,859.00	1,250,000.00	1,500,000.00

**Objective:**

To increase total webpage visits (FayettevilleNC.gov).

<b>Key Performance Measures:</b>	<b><u>FY 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of website visits (FayettevilleNC.gov)	1,167,584.00	1,200,000.00	1,300,000.00



## Corporate Communications

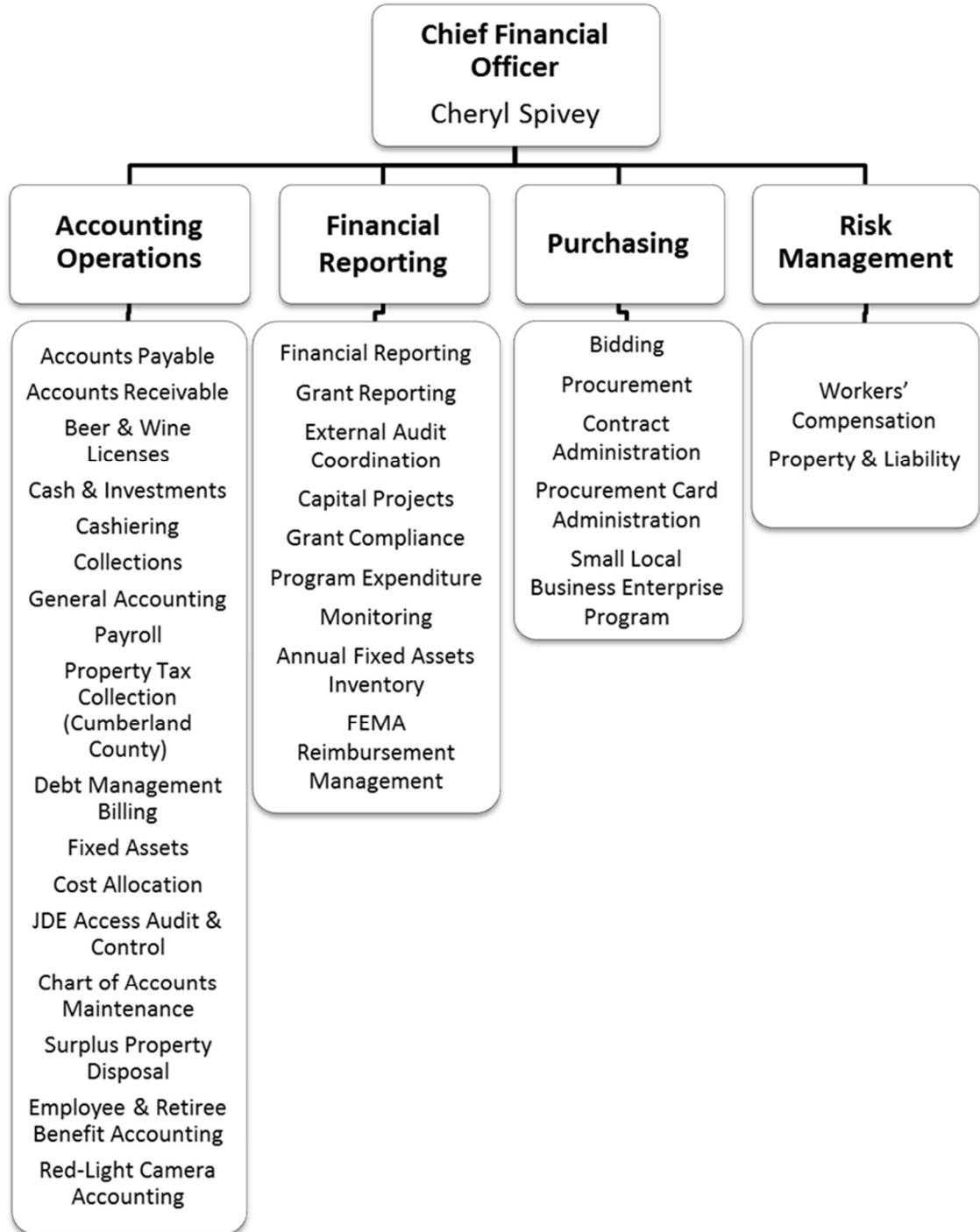
	<b>2016-17 <u>Actual</u></b>	<b>2017-18 <u>Original Budget</u></b>	<b>2018-19 <u>Recommended Budget</u></b>	<b>2018-19 <u>Adopted Budget</u></b>	<b>% Change vs 2017-18 <u>Original Budget</u></b>
<b>Expenditures by Program</b>					
Auxiliary Services	\$174,683	\$183,166	\$153,940	\$153,940	-16.0%
Communications	746,481	745,228	776,662	776,662	4.2%
<b>Total Expenditures</b>	<b>\$921,164</b>	<b>\$928,394</b>	<b>\$930,602</b>	<b>\$930,602</b>	<b>0.2%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$709,774	\$716,737	\$702,068	\$702,068	-2.0%
Operating	192,630	177,521	184,473	184,473	3.9%
Contract Services	11,508	19,476	19,476	19,476	0.0%
Capital Outlay	39,653	45,175	0	0	-100.0%
Transfers to Other Funds	0	0	53,485	53,485	100.0%
Debt Service	0	0	0	0	0.0%
Other Charges	(32,401)	(30,515)	(28,900)	(28,900)	-5.3%
<b>Total Expenditures</b>	<b>\$921,164</b>	<b>\$928,394</b>	<b>\$930,602</b>	<b>\$930,602</b>	<b>0.2%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$85,000	\$85,000	\$99,000	\$99,000	16.5%
Other General Fund Funding	836,164	843,394	831,602	831,602	-1.4%
General Fund Subtotal	921,164	928,394	930,602	930,602	0.2%
<b>Total Funding Sources</b>	<b>\$921,164</b>	<b>\$928,394</b>	<b>\$930,602</b>	<b>\$930,602</b>	<b>0.2%</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>9.5</b>	<b>0.0%</b>

# Corporate Communications

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## BUDGET HIGHLIGHTS

- Personnel reflects the reclassification of the Printing Supervisor to the Graphic Production Supervisor during FY 2018.
- Personnel also includes \$11,978 for employee pay adjustments, \$4,626 for medical insurance rate adjustments and \$1,333 for retirement rate adjustments.
- Operating includes \$51,598 for advertising expenditures; \$39,900 for photocopier expenditures, which are primarily for print shop operations; \$19,992 in other services for print shop and mail room equipment leases; \$11,900 for training; \$15,345 for supplies, including \$3,495 for one-time supplies, \$3,000 for food, and \$8,000 for general supply items; and, \$12,233 for small equipment and computer accessories.
- Contract Services includes \$7,300 for closed captioning services, \$7,176 for social media archiving, and \$5,000 for contracted photography/video production services.
- Transfers to Other Funds consists of a transfer to a capital project fund for \$53,485 for updates to the lighting and cameras in the council chambers.
- Other Charges reflects \$96,900 for postage and printing inventories, offset by \$126,200 in service charges to other departments.



# Finance

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## DEPARTMENT MISSION

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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 \$1,945,591 / 15.1 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 disposal, and administers the interlocal property tax collection contract with Cumberland County.

#### **Highlights:**

- External auditors issued an unmodified opinion on the FY 2017 Comprehensive Annual Financial Report (CAFR).
- Staff, working with the Information Technology department (IT) and a consultant, successfully implemented Phase I of the automated time and attendance system, known as FayPay, with JDE.
- Various sections of Articles I and II of Chapter 15, Licenses, of the Code of Ordinances of the City of Fayetteville, NC were repealed, amended and substituted on June 12, 2017 to reflect the discontinuation of privilege license taxes with the exception of municipal vehicle, taxicab and beer and wine license taxes. The Chain Store Tax Schedule as set by NC General Statute §105-113.77 and Fayetteville, NC Municipal Code Article II, §(2013) was included in the City's beer and wine fiscal year 2017-2018 fee schedule.
- In FY 2017, total City cash receipts amounted to \$37,346,131.54. The composition of receipts was \$35,351,784.44, or 95% of the total in cash and checks. The balance of \$1,994,347.10 was represented by credit cards and department credit cards. Within City cash collection points, the Finance Department accounted for 93% of receipts, Development Services 5% and the Transit Department 2%.
- In FY 2017, the Accounts Receivable division processed over 3400 A/R invoices. For FY 2018, as of March 16, 2018, over 1400 A/R invoices have been processed. A/R invoiced and collected over \$146,688 in lot cleaning, demolition and street assessments and associated interest in FY 2017. For FY 2018, as of March 16, 2018, the City has collected approximately \$93,680 in these assessments.
- For FY 2017, the Accounts Payable division processed over 47,900 vouchers. For FY 2018, as of March 16, 2018, A/P has processed over 32,000 vouchers. A/P has successfully implemented ACH payments for nearly all utility providers. Working with IT, A/P successfully implemented the automatic routing of asset surplus forms.
- In CY 2017, the City received payments for 198 debts in the amount of \$23,461 using the NC Department of Revenue's Debt Setoff Program to collect payments that may otherwise be

uncollectible. The City discontinued receiving setoffs on behalf of the Fayetteville PWC as of July 2017, following the N.C. League of Municipalities' determination that it is now a separate legal entity that has not been authorized by the NC General Statutes to participate in the program.

- Staff completed a \$3.6 million installment financing agreement for Fire Station #12 and a \$3.2 million installment financing agreement for radio communications equipment. Staff is currently preparing for a May 2018 issuance of limited obligation bonds (not to exceed \$52 million) to finance the downtown stadium/entertainment venue and the parking garage. In addition, a \$3.7 million vehicle installment financing is planned for May 2018.
- In FY 2017, the City transferred nearly \$1.5 million of red light citation proceeds to Cumberland County Schools. In FY 2018, through March, the City has transferred \$1.467 million in proceeds.

## 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 in excess of 99.0% in the year of assessment.

Key Performance Measures:	<u>FY 2017</u>	<u>FY 2018 Estimated</u>	<u>FY 2019 Target</u>
% of property tax collection in the year of assessment	99.34%	99.00%	99.00%

## **Program: Financial Reporting**

*General Fund \$592,143 / 5.1 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.

## Highlights:

- Received the Certificate of Achievement for Excellence in Financial Reporting for the FY 2016 Comprehensive Annual Financial Report (CAFR).
- Prepared the FY 2017 CAFR and submitted it for consideration for the Certificate of Achievement for Excellence in Financial Reporting.
- Successfully administering 105 federal, state and local grants, with over \$27.8 million in grant revenue in FY 2017, with no single audit findings.

# Finance

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## 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><u>FY 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of project ordinances closed	16.00	20.00	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 \$396,761 / 4.2 FTEs*

## Purpose Statement:

This program provides procurement services for supplies, materials, and equipment, performs contract administration, and facilitates the Small Disadvantaged Business Enterprise program for the City.

## Highlights:

- The Local, Small and Disadvantaged Enterprise Program (LSDBE) is in its second year within the department, and continues to work on refining its policies and procedures.
- The Purchasing division facilitated LSDBE outreach efforts in conjunction with the Center for Economic Empowerment and Development (CEED), including “How to do Business with the City of Fayetteville”, a natural disaster outreach session, and informational sessions promoting local participation opportunities with the construction of the downtown baseball stadium and upcoming parks and recreation bond projects.
- The Purchasing division administered new vendor registrations, assisted vendors seeking technical assistance, and provided assistance to local, small and disadvantaged businesses in their efforts to become certified DBE or HUB vendors. Since the transition of the LSDBE Program function to Purchasing, they have registered 56 vendors, of which, 88% are from the local area.
- Purchasing actively supported the “Small Local Business Enterprise Program” and tracked and reported on local spending. Over \$5 million in prime construction contracts were awarded to local vendors, not including the Downtown Baseball Project, which has awarded another \$4 million to local vendors. 32% of purchase orders and 64% of procurement card spending occurred in the local Metropolitan Statistical Area (Cumberland and Hoke Counties), putting over \$15.6 million back into the local economy. An additional 22%, or \$10.5 million, remained within North Carolina.

- Purchasing has taken over City-wide contract management. Contracts this year include: \$35 million in stadium related projects, \$15 million for airport terminal renovations, \$5 million for a senior center, \$3.5 million for splash pads, \$3.2 million for Fire Station #12, and \$2 million for the Ann Street Bridge.

**City Goal:**

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

**Objective:**

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

Key Performance Measures:	<u>FY 2017</u>	<u>FY 2018 Estimated</u>	<u>FY 2019 Target</u>
Average number of days to process a purchase order (City)	2.00	2.00	2.00

***Program: Risk Management***

*Risk Management Fund \$4,087,883 / 1.6 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:**

- Risk Management enforced the City's light duty program for workers' compensation claimants in order to reduce the number of loss time claims. These claims are six times more expensive to manage than medical only claims. To date in FY 2018, 90% of loss time claims have been processed through the light duty program.
- Lowered the Incurred But Not Reported and Reported But Not Paid (IBNR/RBNP) claims by 57%, by working with claimants to close \$1.1 million in outstanding prior year claims during FY 2017.
- Implementation of the web-based liability claim form has resulted in same day or next day reporting of damage claims, thereby reducing the reporting process by two to three days.
- Staff utilization of the DOT database to monitor all essential drivers employed by the City, has reduced the time previously required to run and review driver history reports. Staff have been able to detect various licensing issues and assist or advise employees of a way and means to correct such issues, reducing liability for the City and ensuring essential drivers are able to continue to perform their duties.
- The City is seeing a downward trend in workers' compensation and general liability claims as a result of increased training, increased departmental accountability, and continuing vigilance in mitigating open claims in a timely manner to minimize cost.

## Finance

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### 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 2017</u></b>	<b><u>FY 2018</u> <u>Estimated</u></b>	<b><u>FY 2019</u> <u>Target</u></b>
Average cost to administer a Liability Claim	\$325.17	\$330.00	\$330.00
Property and liability closing ratio (# claims closed / # new claims)	78.67%	76.00%	76.00%

### 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 2017</u></b>	<b><u>FY 2018</u> <u>Estimated</u></b>	<b><u>FY 2019</u> <u>Target</u></b>
Average cost to administer a Medical Only Claim	\$221.29	\$225.00	\$225.00
Workers' compensation closing ratio (# claims closed / # new claims)	79.60%	78.00%	78.00%



## Finance

	<b>2016-17 Actual</b>	<b>2017-18 Original Budget</b>	<b>2018-19 Recommended Budget</b>	<b>2018-19 Adopted Budget</b>	<b>% Change vs 2017-18 Original Budget</b>
<b>Expenditures by Program</b>					
Accounting Operations	\$1,482,465	\$1,577,520	\$1,945,591	\$1,945,591	23.3%
Financial Reporting	817,595	454,832	592,143	592,143	30.2%
Non-Program Expenditures	68	72	0	0	-100.0%
Purchasing	349,623	386,607	396,761	396,761	2.6%
Risk Management	3,273,381	3,944,357	4,135,883	4,087,883	3.6%
<b>Total Expenditures</b>	<b>\$5,923,132</b>	<b>\$6,363,388</b>	<b>\$7,070,378</b>	<b>\$7,022,378</b>	<b>10.4%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$1,622,785	\$1,717,081	\$1,937,439	\$1,937,439	12.8%
Operating	3,066,290	3,870,745	4,066,939	4,018,939	3.8%
Contract Services	1,051,350	774,775	818,580	818,580	5.7%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	181,809	0	246,625	246,625	100.0%
Debt Service	0	0	0	0	0.0%
Other Charges	898	787	795	795	1.0%
<b>Total Expenditures</b>	<b>\$5,923,132</b>	<b>\$6,363,388</b>	<b>\$7,070,378</b>	<b>\$7,022,378</b>	<b>10.4%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	2,649,683	2,418,959	2,934,495	2,934,495	21.3%
General Fund Subtotal	2,649,683	2,418,959	2,934,495	2,934,495	21.3%
Risk Management Fund	3,273,449	3,944,429	4,135,883	4,087,883	3.6%
<b>Total Funding Sources</b>	<b>\$5,923,132</b>	<b>\$6,363,388</b>	<b>\$7,070,378</b>	<b>\$7,022,378</b>	<b>10.4%</b>
<b>Full-Time Equivalent Positions by Department</b>					
<b>Total Authorized FTEs</b>	<b>25.0</b>	<b>25.0</b>	<b>26.0</b>	<b>26.0</b>	<b>4.0%</b>

# Finance

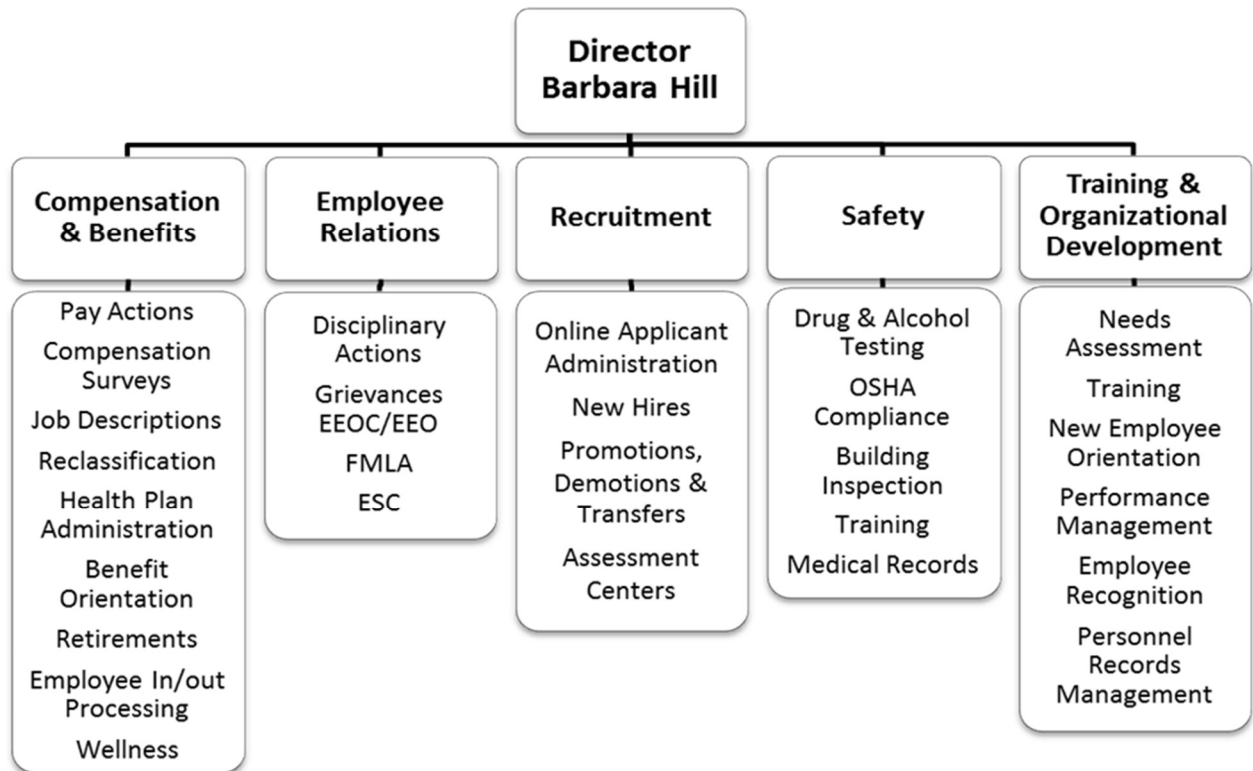
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## BUDGET HIGHLIGHTS

- Personnel FTE counts reflect the addition of a Special Assistant to the City Manager for Finance; the transfer of an Alarm Ordinance Coordinator from the the Police Department; and, the freezing of an Accounting Technician.
- Personnel includes \$32,868 for employee pay adjustments, \$13,364 for medical benefit rate adjustments and \$3,713 for retirement rate adjustments.
- Operating includes \$1,972,000 for claims administration, payments, and reinsurance costs for workers' compensation, \$1,703,688 for property and liability insurance, claims administration and settlements, \$185,000 for repairs to city vehicles and property to be subrogated against responsible parties, \$30,907 for employee training and local mileage reimbursements, and \$23,832 for equipment and software maintenance agreements.
- Contract Services includes \$427,400 for property tax collection services, \$25,000 for asset disposal services, \$54,150 for broker services for property and liability coverage, \$92,600 for the annual financial audit, \$27,350 for contracted administration of community development loans, \$23,000 for medical service bill reviews, \$7,500 for environmental monitoring at Festival Park, \$7,000 for armored car services, \$20,000 for a financial advisor, \$95,000 for contracted staff training on JD Edwards software, \$15,900 for bank fees and \$9,000 for development of the cost allocation plan.
- Non-program expenditures reflect costs for benefits for retirees from the Risk Management fund.
- Transfers to Other Funds consists of \$246,625 for a transfer to a capital project fund for revenue management software.

# Human Resource Development

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# Human Resource Development

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## DEPARTMENT MISSION

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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 \$348,415 / 4.0 FTEs*

*Risk Management Fund \$18,179,476 / 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 a wage survey of benchmark jurisdictions to provide guidance towards more competitive pay and benefits. This is an integral component for recruiting and retaining quality employees.
- Reviewed benefit plans for maximum value for our employees while controlling costs to the City. Renewed benefits with only a single digit increase to the health plan and no increase to the dental or vision plan.
- Provided guidance to staff on benefit plans and on compensation matters 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 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
% change in annual health plan renewal cost	9.50%	3.40%	7.00%
Mean response of employees that are satisfied with employee benefits provided (0 = very dissatisfied, 6 = very satisfied)	4.20	4.20	4.50

#### **Objective:**

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

## Human Resource Development

<b>Key Performance Measures:</b>	<b><u>FY 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
% of positions reviewed for marketplace competitive	31.00%	75.00%	25.00%
Mean response of employees that are satisfied with their pay (0 = very dissatisfied, 6 = very satisfied)	3.33	3.33	3.00
Mean response of employees that feel they are paid fairly for the work they do (0 = very dissatisfied, 6 = very satisfied)	3.42	3.42	3.50

### **Objective:**

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

<b>Key Performance Measures:</b>	<b><u>FY 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of 401(k) and 457 information sessions offered	31.00	25.00	30.00
Mean response of employees that understand what employee benefits provide (0 = very dissatisfied, 6 = very satisfied)	4.71	4.71	4.50

### ***Program: Employee Relations***

*General Fund \$172,044 / 2.2 FTEs*

### **Purpose Statement:**

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

### **Highlights:**

- A high volume of inquiries from supervisors and managers related to policies, procedures and best practices continues to be managed. This critical function within HRD provides guidance for efficient and consistent resolution of issues. Items managed in this area include disciplinary actions, Considerations of Dismissal (CODs), Performance Improvement Plans (PIPs), dismissals, and coordination of grievance and appeal hearings. In addition to successfully advising on disciplinary matters, this function is responsible for a high volume of intake for continuous and intermittent leave under the Family and Medical Leave Act (FMLA) and for educating departments and employees about the requirements for such leave and return to work. This function also ensures documentation for the Division of Employment Security is completed by required deadlines and ensures compliance with matters and reporting that fall under the Equal Employment Opportunity Commission (EEOC), Americans with Disabilities Act (ADA), and FMLA.

# Human Resource Development

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**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 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of CODs processed per FTE	11.00	13.00	13.00
% of hires who successfully complete probationary period	88.00%	90.00%	90.00%
Retention rate	87.00%	90.00%	90.00%

***Program: Recruitment***

*General Fund \$330,637 / 4.4 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 staff processes a high volume of applications annually (average 13,000). To ensure vacancies are announced at various locations, partnerships continue with Fort Bragg, local high schools, colleges/universities and other local agencies as well as attendance at job fairs. Comprehensive assessment centers are conducted for promotional processes and executive level positions. This function also ensures that all hiring practices are consistent citywide and comply with EEO requirements.

**City Goal:**

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

**Objective:**

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

## Human Resource Development

Key Performance Measures:	<u>FY 2017</u>	<u>FY 2018 Estimated</u>	<u>FY 2019 Target</u>
# of employment applications received per year	14,195.00	13,000.00	14,000.00
# of hires per month	31.00	27.00	30.00
# of job postings per year	174.00	175.00	150.00
# of positions filled per year	368.00	330.00	340.00
% of positions filled at or before 60 days (from initial posting date to start date)	23.00%	35.00%	35.00%
Average city-wide fill time in days (from posting date to new hire start date)	86.00	85.00	90.00

### ***Program: Safety***

*Risk Management Fund \$262,404 / 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:**

- Workplace safety is promoted by offering annual classroom and online training to all employees. Workplace hazards were reduced through annual comprehensive safety audits of work spaces. Of special note is the reduction of the DART (days away, restricted or transferred) score in Environmental Services from a double digit score to a score below the industry target.
- Researched, identified and mitigated hazardous exposures in the workplace to prevent illness or disease through annual audits of work locations.
- Organized and attended City and department safety committee meetings to provide safety regulation guidance.
- Ensured a drug free workplace through random drug and alcohol testing programs.
- Maintained compliance with the Federal Occupational Safety and Health Act (OSHA) parts 1910 and 1926, North Carolina Department of Transportation Regulation, North Carolina Controlled Substances Act, and American Health Insurance Portability and Accountability Act (HIPAA).

#### **City Goal:**

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

#### **Objective:**

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

# Human Resource Development

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Key Performance Measures:	<u>FY 2017</u>	<u>FY 2018 Estimated</u>	<u>FY 2019 Target</u>
# of employees attending safety training classes	218.00	702.00	750.00
% reduction of workplace injuries	0.16%	9.00%	10.00%
DART Score (Days Away, Restriction or Transfer)	4.23%	4.25%	3.56%

## ***Program: Training & Organizational Development***

*General Fund \$397,023 / 3.4 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:**

- Reorganized the training department to provide a team of coaches and develop customized training that is responsive to the needs of departments and employees.
- Promoted employee appreciation and recognition through semi-annual Service Awards and Core Value Awards ceremonies.
- Ensured employees receive training for career growth and performance improvement by offering more than 100 classes annually to over 1,500 employees at various career development levels. Offered compliance training to employees to confirm they are compliant with City policies and procedures as well as federal and state laws.
- Conducted supervisory development training to provide the knowledge, skills and abilities (KSAs) required to effectively lead others.
- Provided classes in Six Sigma to expand knowledge of performance based data analytics to drive improvement in providing city services.

### **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 Resource Development

<b>Key Performance Measures:</b>	<b><u>FY 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of Core Value Award recipients	65.00	41.00	24.00
% of positive responses from employees attending annual picnic	81.00%	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 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of employee job results received from departments	1,300.00	1,200.00	1,230.00
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)	3.18	3.18	3.25
Mean response of employees that feel performance is fairly evaluated and delivered in a timely manner (0 = strongly disagree, 6 =strongly agree)	4.39	4.39	4.50
Mean response of employees that understand how the City's performance evaluation system works (0 = strongly disagree, 6 = strongly agree)	4.39	4.39	4.50

**Objective:**

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

<b>Key Performance Measures:</b>	<b><u>FY 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of course hours per month <i>(New/Revised Measure)</i>	46.00	64.00	75.00
# of employees completing compliance training programs	806.00	1,550.00	1,550.00
# of training programs offered	188.00	40.00	50.00

# Human Resource Development

	<b>2016-17 Actual</b>	<b>2017-18 Original Budget</b>	<b>2018-19 Recommended Budget</b>	<b>2018-19 Adopted Budget</b>	<b>% Change vs 2017-18 Original Budget</b>
<b>Expenditures by Program</b>					
Compensation/Benefits	\$16,363,141	\$17,416,417	\$18,527,891	\$18,527,891	6.4%
Employee Relations	160,648	170,099	172,044	172,044	1.1%
Non-Program Expenditures	1,034,901	1,333,700	608,020	608,020	-54.4%
Recruitment	282,282	273,819	330,637	330,637	20.8%
Safety	227,420	256,098	262,404	262,404	2.5%
Training and Organizational Development	278,885	381,232	397,023	397,023	4.1%
<b>Total Expenditures</b>	<b>\$18,347,277</b>	<b>\$19,831,365</b>	<b>\$20,298,019</b>	<b>\$20,298,019</b>	<b>2.4%</b>

<b>Expenditures by Type</b>					
Personnel Services	\$1,165,692	\$1,313,403	\$1,304,068	\$1,304,068	-0.7%
Operating	15,797,124	16,828,956	18,071,184	18,071,184	7.4%
Contract Services	236,816	315,567	266,911	266,911	-15.4%
Capital Outlay	4,931	0	0	0	0.0%
Transfers to Other Funds	1,025,000	0	290,000	330,000	100.0%
Debt Service	0	0	0	0	0.0%
Other Charges	117,714	1,373,439	365,856	325,856	-76.3%
<b>Total Expenditures</b>	<b>\$18,347,277</b>	<b>\$19,831,365</b>	<b>\$20,298,019</b>	<b>\$20,298,019</b>	<b>2.4%</b>

## Funding Sources

General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	1,040,695	1,217,588	1,248,119	1,248,119	2.5%
General Fund Subtotal	1,040,695	1,217,588	1,248,119	1,248,119	2.5%
Risk Management Fund	17,306,582	18,613,777	19,049,900	19,049,900	2.3%
<b>Total Funding Sources</b>	<b>\$18,347,277</b>	<b>\$19,831,365</b>	<b>\$20,298,019</b>	<b>\$20,298,019</b>	<b>2.4%</b>

## Full-Time Equivalent Positions by Department

<b>Total Authorized FTEs</b>	<b>19.0</b>	<b>18.0</b>	<b>18.0</b>	<b>18.0</b>	<b>0.0%</b>
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# Human Resource Development

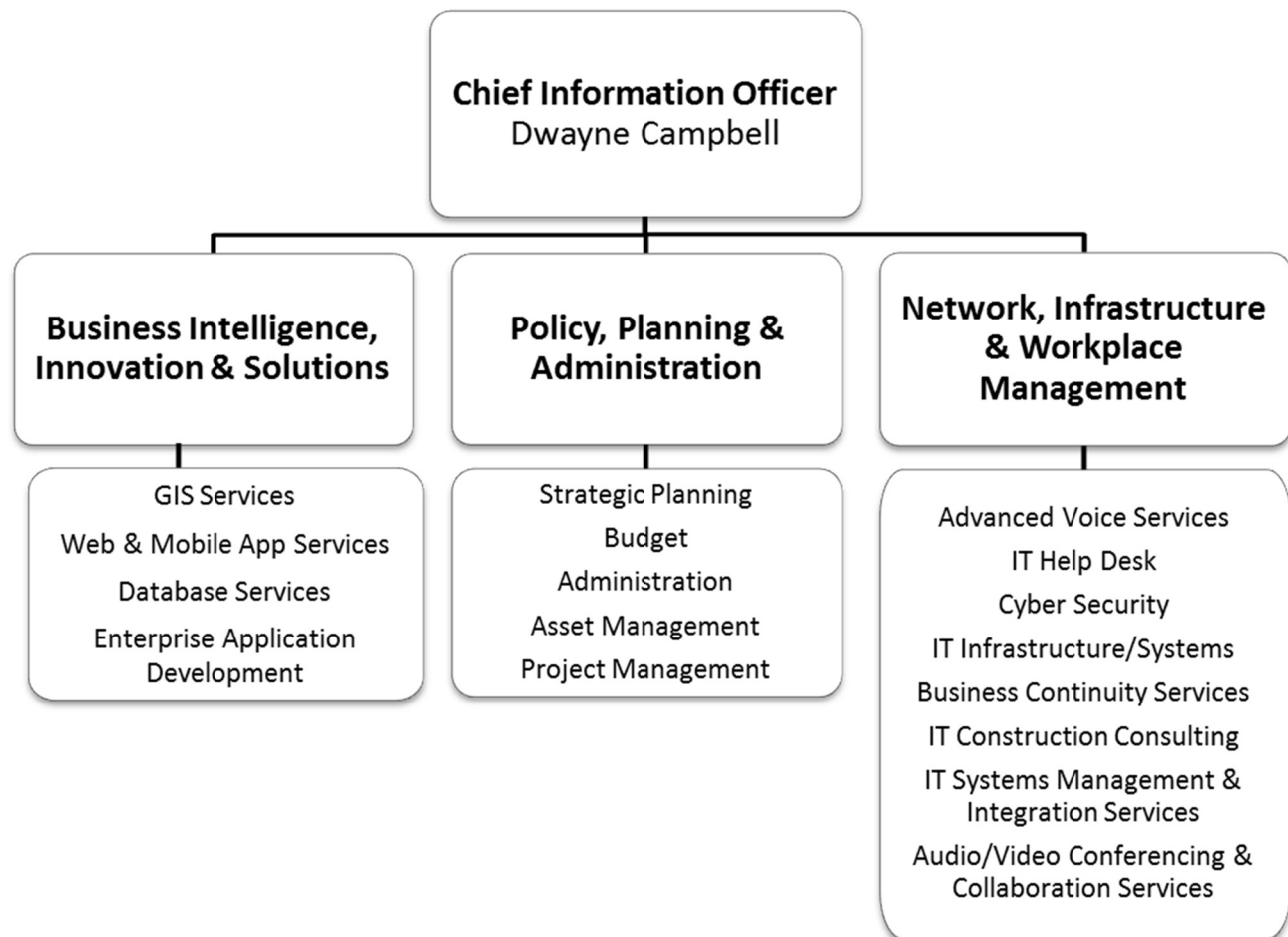
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## BUDGET HIGHLIGHTS

- Personnel includes \$24,615 for employee pay adjustments, \$9,252 for medical benefit rate adjustments and \$2,462 for retirement rate adjustments.
- Operating includes \$17,838,270 for claims administration, payments and reinsurance costs for employee and retiree health, life and dental benefits, \$58,380 for supply items, \$22,700 for safety shoe and boot replacements, \$104,977 for travel and development including \$85,813 for city-wide internal development and training, and \$8,900 for small computer equipment.
- Contract Services includes \$20,741 for the Employee Assistance Program, \$35,495 for flexible spending account administration, \$47,900 for medical services related to employee health and safety, \$97,300 for healthcare plan consulting, \$6,400 for wellness initiatives and \$58,600 for benefit enrollment administration and Affordable Care Act reporting services.
- Other Charges includes \$8,000 for Affordable Care Act fees, \$49,625 for employee relations activities, including the employee picnic and the service award program, \$875 for community relations expenditures and \$307,356 to balance projected expenditures to revenues for the Risk Management Healthcare Fund.
- Transfers to other funds consists of \$330,000 for an interfund loan from the Risk Management Fund to the General Fund for the stadium funding plan.

# Information Technology

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## DEPARTMENT MISSION

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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 & Solutions***

*General Fund \$1,160,767 / 9.4 FTEs*

#### **Purpose Statement:**

The Business Intelligence, Innovation and Solutions program (BIIS) encompasses GIS, website, 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:**

- Updated and enhanced the Transparent Reporting & Analytics (TracStat) external portal for citizens
- Launched the Ceasefire and Airport Flight Planner websites.
- Completed Fire Department inspection, calibration and National Fire Incident Reporting System (NFIRS) risk reports.
- Completed live Computer Aided Dispatch, Records Management System and ProQA dispatch protocol upgrades.
- Completed Dispatch Daily Summary application for 911 center.
- Completed upgrade of the Fayetteville Beautiful web app and launched Fastapp for the Transit department.
- Completed Fuel Master software upgrade and data migration for Transit department.
- Completed upgrade of the Automatic Number Identification and Automatic Location Identification system for the 911 Communications division.
- Completed Pontem Cemetery upgrade for Parks & Recreation.
- Created a GIS application using Survey123 for the field data collection for the Neighborhood Revitalization project.
- Continued compilation of data points for loose leaf collection, with 4,962 records collected, saving an estimated \$25,000 by not contracting an outside vendor.
- Created online opioid incident maps, datasets and apps.

# Information Technology

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## 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 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of technology solutions developed, implemented and supported	49.00	64.00	65.00
# of unique visitors to the City's website fayettevillenc.gov	533,538.00	598,000.00	600,000.00
% of time IT Service Level Agreement was met	90.00%	90.00%	90.00%
% positive customer survey responses in customer survey for IT Business Intelligence, Innovation and Solutions	96.00%	90.00%	90.00%

## ***Program: Information Technology Policy, Planning & Administration***

*General Fund \$2,421,215 / 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:

- Enhanced JD Edwards software role-based security, and developed a department profile template for each customer.
- Conducted City asset inventories, citywide PC replacement deployments, and coordinated surplus property pickups.
- Planned and coordinated successful 5th annual IT Tech Day.
- Reviewed and developed new computer replacement plan to move to a five to six year replacement cycle.
- Lead the development of an on-boarding process for the Finance departments.
- Completed Fire Training Form conversion from PDF to Laserfiche Forms with an approval workflow
- Completed Felony Folder 2.0 redesign.
- Deployed body-worn cameras for the Police department.

## Information Technology

- Implemented the Sexual Assault Management System (SAMS) for the Police department.
- Completed automation of the Technology Request Form and Surplus Property Form.
- Facilitated the selection, implementation and integration of the electronic plan review software.
- Integrated the Fleetmind and FayWorx systems.
- Launched FayWorx service requests, work orders and inspections for Transit bus stops.

### City Goal:

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

### Objective:

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

Key Performance Measures:	<u>FY 2017</u>	<u>FY 2018 Estimated</u>	<u>FY 2019 Target</u>
# of process improvement initiatives completed through IT	20.00	12.00	12.00
% positive customer survey responses in customer survey for IT Policy, Planning, and Administration	90.60%	90.00%	90.00%

### ***Program: Network, Infrastructure & Workplace Management***

*General Fund \$2,574,918 / 11.2 FTEs*

### Purpose Statement:

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

### Highlights:

- Completed an upgrade of Wi-Fi services at Old Wilmington Rd., Lamon Street Recreation Center, Transit, and Environmental Services to increase the reliability and speed of the wireless networks.
- Completed Phishing Campaign as a part of the City's Cybersecurity plan.
- Increased Transit Department call center agent IDs available to allow phone operators to respond to customer call faster and more efficiently.
- Installed direct dial 911 phones for multiple fire stations to allow fire stations to contact 911 directly.
- Installed a Transit Department call monitoring active panel to view live call handling statistics for the Transit call center.

## Information Technology

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- Assisted the vendor in the installation of multiple Fayetteville Airport security cameras to video monitoring for the parking lot.
- Assisted with repairs of the Alexander Street facility following damage during Hurricane Mathew.
- Completed the external vulnerability scans as a part of the City's network security plan.
- Completed an upgrade of Wi-Fi services at City Hall, the Police department and multiple sites across the city to increase the reliability and speed of the wireless networks.
- Completed the annual penetration test as part of the City's Cybersecurity Plan.
- Upgraded eCitation for Police department traffic staff to new state required version.

### 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 2017</u></b>	<b><u>FY 2018</u></b> <b><u>Estimated</u></b>	<b><u>FY 2019</u></b> <b><u>Target</u></b>
# of network devices supported	1,695.00	1,600.00	1,600.00
% of compliance with quarterly security level audit	92.00%	91.00%	91.00%
% of Information Technology supported systems availability that affects user access	99.90%	99.00%	99.00%
% positive customer survey response in customer survey for IT Network, Infrastructure, and Workplace Management	99.00%	90.00%	90.00%



## Information Technology

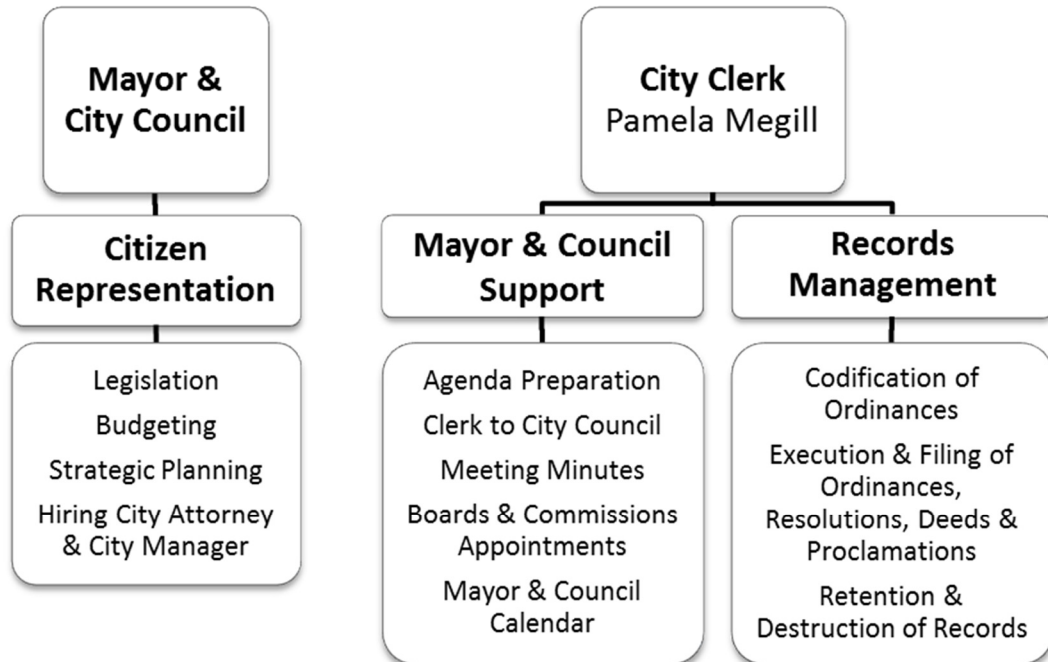
	<b>2016-17 Actual</b>	<b>2017-18 Original Budget</b>	<b>2018-19 Recommended Budget</b>	<b>2018-19 Adopted Budget</b>	<b>% Change vs 2017-18 Original Budget</b>
<b>Expenditures by Program</b>					
Business Intelligence, Innovation & Solutions	\$1,002,966	\$974,381	\$1,160,767	\$1,160,767	19.1%
Information Technology Policy, Planning & Administration	1,969,714	2,410,441	2,421,215	2,421,215	0.4%
Network, Infrastructure, & Workplace Management	2,205,379	2,111,283	2,574,918	2,574,918	22.0%
<b>Total Expenditures</b>	<b>\$5,178,059</b>	<b>\$5,496,105</b>	<b>\$6,156,900</b>	<b>\$6,156,900</b>	<b>12.0%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$2,031,282	\$2,159,044	\$2,268,536	\$2,268,536	5.1%
Operating	1,938,716	2,090,682	2,388,917	2,408,917	15.2%
Contract Services	448,415	673,400	632,723	632,723	-6.0%
Capital Outlay	6,899	125,000	0	0	-100.0%
Transfers to Other Funds	819,941	510,149	931,440	911,440	78.7%
Debt Service	0	0	0	0	0.0%
Other Charges	(67,194)	(62,170)	(64,716)	(64,716)	4.1%
<b>Total Expenditures</b>	<b>\$5,178,059</b>	<b>\$5,496,105</b>	<b>\$6,156,900</b>	<b>\$6,156,900</b>	<b>12.0%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$2,200	\$2,000	\$2,000	\$2,000	0.0%
Other General Fund Funding	5,175,859	5,494,105	6,154,900	6,154,900	12.0%
General Fund Subtotal	5,178,059	5,496,105	6,156,900	6,156,900	12.0%
<b>Total Funding Sources</b>	<b>\$5,178,059</b>	<b>\$5,496,105</b>	<b>\$6,156,900</b>	<b>\$6,156,900</b>	<b>12.0%</b>
<b>Full-Time Equivalent Positions by Department</b>					
<b>Total Authorized FTEs</b>	<b>27.0</b>	<b>27.0</b>	<b>28.0</b>	<b>28.0</b>	<b>3.7%</b>

# Information Technology

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## BUDGET HIGHLIGHTS

- Personnel reflects the addition of one Network Security Administrator position.
- Personnel also includes \$36,311 for employee pay adjustments, \$13,879 for medical benefit rate adjustments and \$4,233 for retirement rate adjustments.
- Operating includes \$1,903,130 for hardware and software maintenance and licensing, \$84,961 for a variety of small computer equipment, \$185,400 for telephone services and repairs, \$66,600 for departmental travel and training, and \$51,300 for technology training for user departments.
- Contract Services includes technical consulting and programming, telephone maintenance and wiring, and other support services. Significant contracts include \$183,000 for continued development of FayWorx system, \$21,500 for electronic plan review contracted services, \$87,000 for contracted help-desk support services, \$145,123 for network security analysis and remediation, \$30,000 for exchange email maintenance, \$30,000 for iSeries server maintenance, \$40,000 for electronic forms workflow development, and \$45,000 for contracted support for the JD Edwards system.
- Transfers to Other Funds consists of transfers to capital project funds totaling \$911,440 for various TIP projects including \$397,978 for the computer replacement plan, \$210,000 for city domain migration, \$114,112 for direct fiber connections, \$75,000 for e-mail system upgrades, \$42,000 for server replacements, \$30,000 for internet phone upgrades, \$21,350 for desktop virtualization, and \$21,000 for strategic performance analysis.



# Mayor, Council & City Clerk

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## DEPARTMENT MISSION

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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 \$605,432 / 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:**

- Broke ground on a baseball stadium for class "A" advanced affiliate team of the Houston Astros in accordance with a 30 year operating agreement entered into the prior year.
- City Council broke ground on a major airport renovation project.
- Adopted the FY 2018 Strategic Plan and FY 2018 Annual Operating Budget.
- Prioritized six top policy strategic initiatives which moved forward:
  - Develop a unified street lighting plan
  - Develop an internship program
  - Review options for outsourcing waste management
  - Develop options for a young adult engagement program
  - Develop Municipal Service District (MSD) options for concentrated retail areas
  - Continue work on the 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

Key Performance Measures:	<u>FY 2017</u>	<u>FY 2018 Estimated</u>	<u>FY 2019 Target</u>
% 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%	55.00%
% of residents that feel the City is moving in the right direction per the biennial City Resident Satisfaction Survey	48.60%	48.60%	55.00%

### **Program: Mayor & Council Support**

*General Fund \$153,966 / 1.5 FTEs*

#### **Purpose Statement:**

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

#### **Highlights:**

- Provided minutes, agendas, and scheduling organization for work-sessions, 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.

Key Performance Measures:	<u>FY 2017</u>	<u>FY 2018 Estimated</u>	<u>FY 2019 Target</u>
# of Boards and Commissions applicants	111.00	100.00	100.00
# of vacant boards and commissions seats filled annually	65.00	65.00	65.00

#### **Objective:**

To ensure information is distributed in a timely manner.

## Mayor, Council & City Clerk

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Key Performance Measures:	<u>FY 2017</u>	<u>FY 2018 Estimated</u>	<u>FY 2019 Target</u>
% of agenda packets provided to City Council and available to the public at least five days in advance of the Council meeting	96.88%	98.00%	98.00%

**Objective:**

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

Key Performance Measures:	<u>FY 2017</u>	<u>FY 2018 Estimated</u>	<u>FY 2019 Target</u>
% of minutes prepared and presented for Council approval within scheduled time frame	83.92%	85.00%	85.00%

**Objective:**

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

Key Performance Measures:	<u>FY 2017</u>	<u>FY 2018 Estimated</u>	<u>FY 2019 Target</u>
# of meeting notices prepared	168.00	150.00	150.00

<b><i>Program: Records Management</i></b>
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<i>General Fund \$45,433 / 0.5 FTEs</i>
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**Purpose Statement:**

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

**Highlights:**

- 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

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<b>Key Performance Measures:</b>	<b><u>FY 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of ordinances and resolutions prepared	120.00	120.00	120.00

**Objective:**

To reduce the City's liability by shredding records legally authorized to be destroyed.

<b>Key Performance Measures:</b>	<b><u>FY 2017</u></b>	<b><u>FY 2018 Estimated</u></b>	<b><u>FY 2019 Target</u></b>
# of boxes of out-of-date records destroyed	816.00	500.00	500.00

## Mayor, Council & City Clerk

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	<b>2016-17 Actual</b>	<b>2017-18 Original Budget</b>	<b>2018-19 Recommended Budget</b>	<b>2018-19 Adopted Budget</b>	<b>% Change vs 2017-18 Original Budget</b>
<b>Expenditures by Program</b>					
Citizen Representation	\$475,141	\$861,508	\$605,432	\$605,432	-29.7%
Mayor & Council Support	141,574	146,588	153,966	153,966	5.0%
Records Management	48,092	44,364	45,433	45,433	2.4%
<b>Total Expenditures</b>	<b>\$664,807</b>	<b>\$1,052,460</b>	<b>\$804,831</b>	<b>\$804,831</b>	<b>-23.5%</b>

<b>Expenditures by Type</b>					
Personnel Services	\$446,927	\$511,002	\$526,406	\$526,406	3.0%
Operating	169,867	207,515	216,682	216,682	4.4%
Contract Services	43,630	327,800	55,600	55,600	-83.0%
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	4,383	6,143	6,143	6,143	0.0%
<b>Total Expenditures</b>	<b>\$664,807</b>	<b>\$1,052,460</b>	<b>\$804,831</b>	<b>\$804,831</b>	<b>-23.5%</b>

### Funding Sources

#### General Fund

General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	664,807	1,052,460	804,831	804,831	-23.5%
General Fund Subtotal	664,807	1,052,460	804,831	804,831	-23.5%
<b>Total Funding Sources</b>	<b>\$664,807</b>	<b>\$1,052,460</b>	<b>\$804,831</b>	<b>\$804,831</b>	<b>-23.5%</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>3.0</b>	<b>0.0%</b>
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### BUDGET HIGHLIGHTS

- Personnel includes \$8,345 for employee pay adjustments, \$6,682 for medical insurance rate adjustments and \$411 for retirement rate adjustments.
- Operating includes \$17,100 for supplies, including \$12,100 for food and refreshments; \$11,620 for software maintenance agreements; \$51,060 for travel, training and local mileage reimbursements; and \$120,572 for organizational memberships and dues.
- Contract Services includes \$50,000 for federal advocacy services.
- Other Charges consists of \$6,143 for funding of employee appreciation and community relations activities.

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# Other Appropriations

## Other Appropriations

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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 2019 are listed below by expenditure category.

### Personnel Services

- \$1,428,919 to fund projected costs of health and death benefits for employees who retired from General Fund departments.
- \$1,075,486 to fund separation allowance payments for retired law enforcement officers.
- \$65,000 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.
- \$14,190 to fund 25% of the Warehouse Coordinator position for duties associated with operating the City's fuel site.

### Operating Expenditures

- \$1,472,553 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 April, 2018.
- \$25,190 for miscellaneous utility expenditures and stormwater utility fees for General Fund facilities.
- \$11,710 for operating expenditures for the City's fuel site.

### Contract Services

- \$504,500 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.

### Transfers to Other Funds

- \$811,679 from the General Fund to the Environmental Services Fund for \$761,679 for debt service for previous vehicle financings and \$50,000 for contracted services for a review of outsourcing alternatives for solid waste services.
- \$4,732,105 from the General Fund to the Transit Fund to support operations.
- \$55,532 from the Lake Valley Drive MSD Fund to the General Fund for an infrastructure improvement loan repayment.
- \$361,102 from the General Fund to the Risk Management fund for interfund loan repayments.

## Other Appropriations

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### Debt Service

- \$11,235,366 for Capital Funding Plan debt service in the General Fund. Details of the debt service payments are included in Section J.

### Other Charges

- \$7,771,244 for payments to the County and other municipalities for the sales tax agreement.
- \$147,298 for payments to Spring Lake for the Fort Bragg annexation agreement for sharing of state revenues (\$82,222 for Powell Bill proceeds, \$18,035 for Beer & Wine taxes, and \$47,041 for Video Programming utility taxes).
- \$1,074,000 for fuel inventory purchase for the City's fuel site, offset by \$1,131,000 in cost redistributions to City departments for fuel usage.
- \$3,036,000 for intergovernmental payments to the City's Public Works Commission for water and sewer assessments and associated interest payments assessed by the City on its behalf.
- \$96,200 banking service charges for credit and debit card payments to the city.
- \$15,000 for property tax refunds.
- \$518,768 for the LEOSSA Fund for expected increases to fund balance.

## Other Appropriations

	<u>2016-17 Actual</u>	<u>2017-18 Original Budget</u>	<u>2018-19 Recommended Budget</u>	<u>2018-19 Adopted Budget</u>	<u>% Change vs 2017-18 Original Budget</u>
<b>Expenditures by Department</b>					
Other Appropriations	\$33,507,550	\$30,007,660	\$33,580,559	\$33,720,550	12.4%
<b>Total Expenditures</b>	<b>\$33,507,550</b>	<b>\$30,007,660</b>	<b>\$33,580,559</b>	<b>\$33,720,550</b>	<b>12.4%</b>

### Expenditures by Type

Personnel Services	\$ 2,042,603	\$ 2,420,045	\$ 2,733,595	\$ 2,733,595	13.0%
Operating	1,450,481	1,623,415	1,742,781	1,742,781	7.4%
Contract Services	60,420	326,880	520,880	520,880	59.4%
Capital Outlay	2,500,000	0	0	0	0.0%
Transfers to Other Funds	13,442,638	10,317,590	5,878,104	5,960,418	-42.2%
Debt Service	5,003,482	6,713,864	11,177,689	11,235,366	67.3%
Other Charges	9,007,926	8,605,866	11,527,510	11,527,510	34.0%
<b>Total Expenditures</b>	<b>\$33,507,550</b>	<b>\$30,007,660</b>	<b>\$33,580,559</b>	<b>\$33,720,550</b>	<b>12.4%</b>

### Funding Sources

<b>General Fund</b>					
General Fund Functional Revenues	\$ 1,643,154	\$ 303,978	\$ 524,065	\$ 564,065	85.6%
Other General Fund Funding	29,597,135	28,006,647	28,370,708	28,470,699	1.7%
General Fund Subtotal	31,240,289	28,310,625	28,894,773	29,034,764	2.6%
Lake Valley Drive MSD Fund	55,532	56,582	55,532	55,532	-1.9%
PWC Assessment Fund	1,464,110	0	3,036,000	3,036,000	100.0%
LEOSSA Fund	747,619	1,640,453	1,594,254	1,594,254	-2.8%
<b>Total Funding Sources</b>	<b>\$33,507,550</b>	<b>\$30,007,660</b>	<b>\$33,580,559</b>	<b>\$33,720,550</b>	<b>12.4%</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>0.3</b>	<b>0.0%</b>
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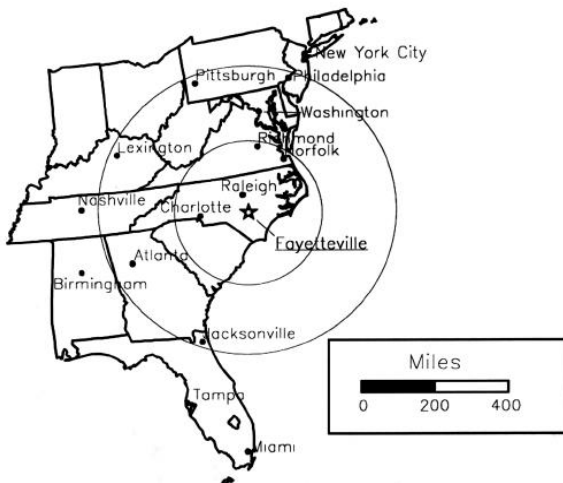
# Fayetteville at a Glance



## Fayetteville at a Glance

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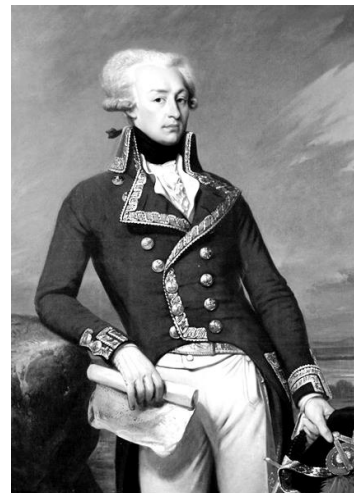
The City of Fayetteville is a thriving community located in the Sandhills region of southeastern North Carolina and is the seat of Cumberland County. The City is approximately 65 miles south of Raleigh, the State capital. The City of Charlotte, a major commercial center, is about 200 miles to the west. 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. Fort Bragg has traditionally been known as the home of the Army's XVIII Airborne Corps and the 82nd Airborne Division, as well as the U.S. Army Special Operations Command and the 3rd Special Forces Group. In 2011, Fort Bragg also became the headquarters for the Army's combat-ready conventional forces and army reserve following the move of U.S. Army

Forces Command and U.S. Army Reserve Command to the base.

Fayetteville has been recognized three times as an "All-America City" by the National Civic League and is known as a community of "History, Heroes and a Hometown Feeling". In 2012, the City celebrated the 250th anniversary of its founding. In 1762, the town of Campbellton, located on the Cape Fear River, was chartered by the colonial assembly. In 1778, Campbellton united with the neighboring town of Cross Creek to become Upper and Lower Campbellton. In 1783, the North Carolina General Assembly approved the town's official renaming to Fayetteville in honor of the Marquis de Lafayette, the French nobleman who served as a Major General in the Continental Army during the Revolutionary War.



There are three colleges and universities in the City. Fayetteville State University (FSU) is a historically black university (HBCU) and a part of the University of North Carolina System. FSU offers over 60 programs of study at the baccalaureate, masters and doctoral levels. Methodist University (MU) is a private university that was established by the North Carolina Conference of the United Methodist Church. MU offers bachelor's degrees in over 80 fields of study and six graduate degree

## Fayetteville at a Glance

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programs. Fayetteville Technical Community College (FTCC) is a member of the North Carolina Community College System. FTCC offers over 250 programs of study leading to the award of associate degree, certificate or diploma.

The City is the home of several attractions, including:

- The Airborne & Special Operations Museum (ASOM) is part of the United States Army Museum System and is located in historic downtown Fayetteville. It opened on August 16th, 2000, the 60th anniversary of the original United States Army's Test Platoon's first parachute jump, and its main gallery offers a self-guided tour, in chronological order, through the history of the airborne and special operations soldiers, from 1940 to the present.
- The Cape Fear Botanical Garden is a non-profit botanical garden founded in 1989. It is situated on 80 acres beside the Cape Fear River and just two miles from downtown Fayetteville.
- The North Carolina Veterans Park (NCVP) is located adjacent to the ASOM and is the first state park dedicated to military veterans from all branches of the Armed Services. Features of the NCVP include a fused glass service ribbon wall, an interactive globe, a chandelier made from 33,500 "dog tags", a community lawn area and a story garden where you can listen to touching personal accounts of veteran's military experiences and their lives today.
- The Crown Complex is a county-owned, state-of-the-art, five-venue complex comprised of a 4,500-seat arena, a 9,200-square foot ballroom, a 10,880-seat coliseum, an exposition center with 60,000 square feet of unobstructed space and a 2,440-seat theatre. The Complex is home to the Fayetteville Marksmen hockey team (SPHL) and Cape Fear Heroes indoor football team (AAL) and hosts a variety of other sporting events, family shows, concerts and special productions year-round.

# Fayetteville at a Glance

## Demographic Characteristics

Estimated Population	208,729
Median Age*	31
Median Education*	25.5% with 4 or more yrs of college
Median Household Income*	\$43,882
Median Value of Owner Occupied Housing Unit*	\$127,500

\*Source – U.S. Census Bureau, Bureau of Labor Statistics  
2012-2016 American Community Survey Data for Fayetteville

## Climate

Average Annual Sunny Days – 219
Average Annual Precipitation – 46.78 inches
Average Relative Humidity
Sunrise - 83%
Afternoon - 53%
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 2018)
Fayetteville – 5.8 %
North Carolina – 4.5 %
United States – 4.1 %

## Building Construction

<u>Year</u>	<u># of Permits</u>	<u>\$ Value</u>
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
2017	1,695	198.9M

## Major Civilian Employers\*\*

U.S. Dept. of Defense (Civilian)	8,757
Cape Fear Valley Health System	6,317
Cumberland County Board of Ed	6,022
Wal-Mart Associates Inc.	2,850
Cumberland County Government	2,337
Goodyear Tire & Rubber Company	2,114
Fayetteville Tech. Community College	1,431
City of Fayetteville	1,785
Veterans Administration	1,000
Food Lion	900
Fayetteville State University	900

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

\*\*Source: City of Fayetteville Comprehensive Annual Financial Report 2017

## Fayetteville's Ten Largest Taxpayers\*\*

<u>Name</u>	<u>Type of Enterprise</u>	<u>Assessed Valuation 01/01/16</u>	<u>% of Total Valuation</u>
Cross Creek Mall LLC	Investment Company	\$140,848,300	0.98%
Fayetteville VA Co LLC	Property Rental	91,131,584	0.65%
Piedmont Natural Gas	Utility	48,102,064	0.34%
Wal-Mart	Retail	45,931,940	0.33%
Carolina Telephone	Utility	30,948,342	0.23%
Westlake at Morganton LLC	Property Rental	27,641,499	0.21%
Independence Place West Fay	Property Rental	26,254,501	0.20%
DDRM Fayetteville Pavilion, LLC	Real Estate	25,790,300	0.20%
West Park Apartments	Property Rental	24,541,700	0.24%
Hidden Creek Village	Property Rental	23,663,800	0.23%

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# 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 208,729 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

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developed using current receipts and actual expenditures in comparison to the adopted budget. From this basis, available revenues and beginning fund balances are projected for the upcoming fiscal year.

Departments review program priorities with the City Manager, propose new initiatives, and develop work plans and budget requests consistent with City Council's goals. Budget requests are developed based on numerous considerations including compliance with federal, state and local regulations, known cost factors for operating expenditures, proposed changes in the employee compensation plan, cost increases in various employee benefits, and a conservative projection of general economic fluctuations.

Prior to the development of the annual budget, capital improvement and technology improvement project needs are proposed by departments and prioritized by management. The resulting Capital Improvement and Technology Improvement Plans are proposed to the City Council and provide the basis for major capital expenditures to be included in the annual operating budget.

Once all anticipated expenditures have been taken into consideration, the challenge becomes adjusting expenditures to available revenues. This process typically involves cutting some requested new initiatives while expanding others to meet the community's priorities. The City Manager then formulates a recommended budget designed to maintain services and meet Council policy goals during the next fiscal year.

## **Budget Approval**

The North Carolina Local Government Budget and Fiscal Control Act governs the annual budget calendar, preparation, submission and review of the budget. The fiscal year begins on July 1st. The City's budget calendar, which is on the following page, is somewhat more restrictive than the Act requires.

Under the Act, the City Manager, who also serves as budget officer, is required to submit the budget with a budget message to the City Council not later than June 1st. Following budget submission, the City Council receives public testimony and reviews the service and expenditure proposals contained in the proposed budget. During this period, copies of the budget are filed with the City Clerk, public library and news media. The City Council holds an advertised public hearing and may make further changes to the budget.

City Council may adopt the budget and establish appropriations not earlier than 10 days after having received the budget from the City Manager and after it has held the required public hearing. The budget must be adopted before July 1st each year because the appropriations are the legal authority to spend money in the new fiscal year.

December	January	February	March & April
<ul style="list-style-type: none"> <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> <li>Revision of departmental budget requests, as needed, to address new or expanded Council priorities</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

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## **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**

- Development Services
- Economic and Community Development
- 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**

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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. For fiscal year 2019, there are no revenues or expenditures budgeted for this fund.
- **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

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- **Public Works Commission (PWC) Assessment Fund** - The Public Works Commission Assessment Fund is used to account for water and sewer fees assessed by the City for its Public Works Commission (PWC), since the PWC does not have the power to assess residents. The revenue is committed to PWC.
- **Parking Fund** - The Parking Fund is used to account for revenues and expenditures associated with operating the City's parking lots and parking decks, 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.

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### 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

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## 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.

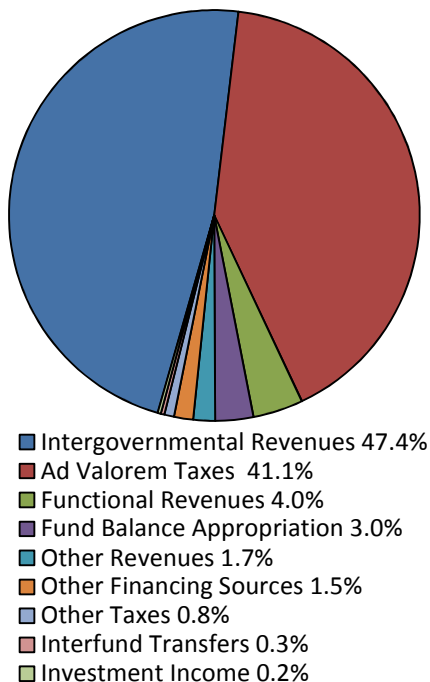
## Overview

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 2019 fiscal year.

## GENERAL FUND REVENUES

The two largest components of General Fund revenues and other financing sources are intergovernmental revenues estimated at 47.4 percent, and ad valorem taxes estimated at 41.1 percent of total revenues for fiscal year 2019. Functional revenues are estimated to provide 4.0 percent and fund balance appropriations are projected to account for 3.0 percent of total funding sources. The remaining 4.5 percent of funding sources are projected to be provided by a combination of 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 2019 General Fund Funding Sources**



## Ad Valorem Taxes

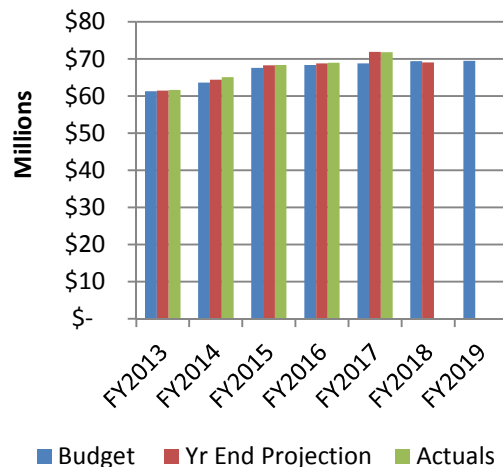
The adopted tax rate for fiscal year 2019 remains 49.95 cents per 100 dollars of property valuation, with total taxable values estimated to be \$13,879,059,512 and collection rates estimated at 99.27 percent for real and personal property and 99.92 percent for motor vehicles.

Fiscal year 2019 current year property tax collections are projected to be \$68,864,043, which represents a 0.62 percent increase from the fiscal year 2018 year-end estimate. Prior year taxes and penalties are projected to total \$619,200.

Real and personal property taxable values are projected to be \$12,517,107,444, which represents an increase of \$84,924,197 or 0.68 percent as compared to estimated fiscal year 2018 values. The projected taxable property value is based upon tax valuation data provided by the Cumberland County Tax Office on March 5, 2018.

Motor vehicle taxable property values for fiscal year 2018 are projected to be \$1,361,952,068, which represents an increase of \$13,484,674 or 1.0 percent over projected fiscal year 2018 values.

**General Fund Property Tax Revenues**



# Revenue Assumptions

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## **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 \$628,790 for fiscal year 2019 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 2019 total \$18,030.

Vehicle gross receipts tax revenues are collected on rental vehicles and heavy equipment and collections are projected to total \$657,480 for fiscal year 2019.

## **Intergovernmental Revenues**

This revenue source represents funds received from other governmental units. Depending upon the source and nature of the resource, restrictions may be placed on the use of these proceeds.

## **Federal Revenues**

Federal intergovernmental revenue projections for fiscal year 2019 total \$289,456, including \$85,126 in COPS hiring grant funding for 19 police officer positions. Fiscal year 2019 is the final year of funding for this hiring grant. Federal funding for fiscal year 2019 also includes \$142,686 from federal law enforcement agencies for other agreements for interagency police services and \$61,644 in interest subsidies from the IRS.

Total estimated revenues for fiscal year 2018 equal \$1,188,041, and include an estimated \$407,860 in reimbursements from the Federal Emergency Management Administration for

Hurricane Matthew recovery and restoration expenditures in the General Fund.

## **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 2018, the City is also projected to receive \$135,953 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.

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 2018, it is estimated that state-wide sales tax

## Revenue Assumptions

growth has approached 5 percent. Per capita based distributions of Article 40 sales tax collections, however, have only increased by 4.27 percent for Cumberland County. This slower pace of revenue growth results from a decline in the ratio of Cumberland County total population against state-wide population totals. For point-of-delivery sales taxes based upon sales occurring within Cumberland County, it is estimated that those taxes have grown by approximately 1.75 percent through the first six months of fiscal year 2018. During this period, however, sales tax refunds were unusually high compared to prior years.

For fiscal year 2018, the NCLM is projecting that overall statewide sales tax collections will end the year 5.0 percent over fiscal year 2017. Taking into account the decline in the per capita ratio for Cumberland County, the City's sales tax revenue projections assume that sales taxes collections for the last six months of the fiscal year will be 4.25 percent above the last six months of fiscal year 2017. Sales tax collections based on local sales are projected to be 2.5 percent above the last six months of fiscal year 2017 based upon a comparison of refund adjusted collections for calendar year 2017 over calendar year 2016 which reflect an estimated natural growth rate of 2.8 percent.

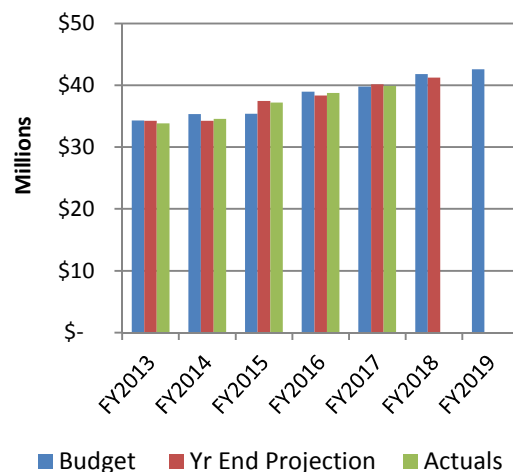
Total City sales tax revenues and hold harmless payments projected for fiscal year 2018 are \$41,237,922, 1.4 percent below the original budget of \$41,806,724. From these sales tax revenues, reimbursements to Cumberland County and other municipalities for their revenue losses due to past City annexations are projected to total \$7,548,403.

For fiscal year 2019, the NCLM is projecting statewide sales tax collections to be up 4.50 percent. For revenues based upon per capita distributions of statewide collections, it is assumed that the decline in the per capita

distribution ratio will continue and a growth rate of 4.25 percent has been assumed in projecting local revenues. The growth projection applied for local point-of-delivery sales tax revenues is 2.5 percent, assuming that local growth will continue to lag state-wide growth. On these bases, projections of total sales tax distributions to the county as a whole are projected to be up 2.95 percent for fiscal year 2019.

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 are no population change impacts assumed for fiscal year 2019. For fiscal year 2019, the City is projected to receive \$42,618,815 in total revenues from sales taxes and hold harmless payments, up 3.3 percent over projected fiscal year 2018 revenues. From those sales tax revenues, reimbursements to Cumberland County and other municipalities for their revenue losses due to past annexations are projected to total \$7,771,244.

**General Fund Sales Tax Distributions**





# Revenue Assumptions

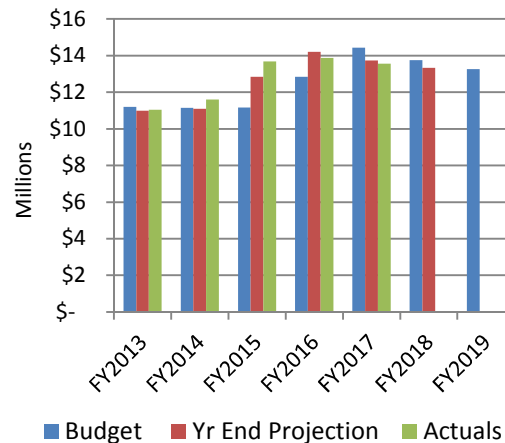
## Utility Tax Distributions

Total utility tax distributions from the State are projected to be \$13,337,600 in fiscal year 2018, down 2.99 percent from the fiscal year 2018 original budget projection of \$13,748,600. The projected budget variance primarily reflects a 4.5 percent negative variance in electric sales taxes. The decline in electric sales tax revenues reflects the impact of four straight quarters of declines in calendar year 2017, as compared to the same quarters in the prior year.

For fiscal year 2019, \$13,257,500 is projected to be received from utility taxes. This projection is influenced by forecast information provided by the NCLM for electric, natural gas, telecommunications and video programming sales. Decreases are projected for taxes on telecommunications (8.0 percent), and video programming sales (3.0 percent) reflecting declining use of home telephones and home cable television services. Growth of 1.0 percent is projected for statewide sales taxes on electricity sales, however, local revenue growth is projected to be 0.8 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. For natural gas sales taxes, modest growth of 1 percent is projected.

Based upon projections of video programming tax revenues to be generated from the population added through the Fort Bragg annexation, for fiscal year 2018 \$48,497 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 \$47,041 for fiscal year 2019.

## General Fund Utility Tax Distributions



## Other State Shared Revenues

The State levies an excise tax on the production of beer and wine in North Carolina. This revenue is shared with the cities on a per capita basis. The NCLM projects declining statewide beer and wine tax collections in the current fiscal year, possibly reflecting the impact of the closure of the Miller Coors plant in Eden, NC. For fiscal year 2019, the NCLM anticipates no change in beer and wine taxes from fiscal year 2018. On this basis, it is projected that the City will receive \$897,400 in beer and wine tax proceeds for fiscal year 2018 and fiscal year 2019, down from the original budget amount of \$924,800.

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 2019, the per capita rate is projected to be \$19.60 with a population estimate of 208,729; and, the per mile rate is projected to be \$1,609.84 with a municipal street mileage estimate of 741.41. Powell Bill revenues are expected to total \$5,284,640 in fiscal year 2019, a 1.1 percent decline from fiscal year 2018. 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 2019, projected payments related to Powell Bill and beer and wine taxes total \$100,257.

### **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 2018, that payment totals \$10,428,117. For fiscal year 2019, that payment will be \$10,938,255, based upon 2.45% of electric fund net assets for the fiscal year ending June 30, 2017.

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, fire protection for specific parcels in the Lafayette Village, Lake Rim, Bonnie Doone and West Area Fire Districts, and for the funding agreement for the Franklin Street Parking deck. These revenues are projected to total \$4,137,508 in fiscal year 2019, as compared to \$1,008,611 in fiscal year 2018. The increase primarily

reflects the retention of \$3.1 million in recreation tax proceeds for improvement projects administered by the County in fiscal year 2018.

Other local intergovernmental revenues projected for fiscal year 2019 include: revenues from an agreement with the housing authority to provide on-site police services (\$316,130), and school system reimbursements for the operating costs of the red light camera system (\$1,042,200), and reimbursements from Spring Lake under the sales tax interlocal agreement (\$17,645).

### **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 2019 include additional projected revenues from fee adjustments for the General Fund. The fee schedule in the appendix includes a comprehensive list of fees for fiscal year 2019 which reflects changes to be implemented effective July 1, 2018.

Permit and fee revenues for fiscal year 2018 are projected to be \$2,598,620, which is 0.2 percent above the current budget and 18.1 percent above actual fiscal year 2017 revenues. The revenue increase over the prior year primarily reflects current levels of building and inspection activity along with significant non-recurring revenues associated with the construction of the Campbell Soup plant. Fiscal year 2019 revenue projections total \$1,947,600, reflecting continuation of the current levels of building and trade permit activity. There are minor adjustments for permit fees for currency converter permits and pawnbroker permits, and increases in fees for burial plot purchases.

Property lease revenues for fiscal year 2018 are projected to total \$587,907, up from the

## Revenue Assumptions

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original budget projection of \$224,978. The increase relates to continuing tenant lease payments for Festival Park Plaza due to the delay in the sale of the building from June, 2017 to May, 2018. Property lease revenues for fiscal year 2019 are projected to total \$564,669, including \$250,000 for the first payment for the operating use agreement for the downtown stadium, \$167,793 in payments for shared use of the City's 800 megahertz radio system, and \$146,876 for lease payments for other City facilities.

Public Services revenues for fiscal year 2018 are projected to be \$412,725, 2.5 percent above the current year budget. Projected revenues for fiscal year 2019 total \$461,700, 11.9 percent above the fiscal year 2018 year end projection, primarily reflecting additional revenues for contracted maintenance of signal systems for the North Carolina Department of Transportation and no change in fees.

Development Services fees for planning and zoning services for fiscal year 2018 and 2019 are projected to be \$49,6625 and \$48,750 respectively, as compared to the fiscal year 2018 original budget of \$62,750, reflecting lower than expected revenues from fees for subdivision and site plan reviews.

Public safety revenues for fiscal year 2018 and fiscal year 2019 are projected to be \$1,123,208 and \$1,112,708 respectively, relatively unchanged from the original fiscal year 2018 budget of \$1,110,484.

Parks and Recreation revenues for fiscal year 2018 are projected to be \$1,787,109, or 5.2 percent above budget, primarily reflecting increases in revenues from athletic program fees, recreation center program fees and park facility rentals. Fiscal year 2019 revenues are projected to increase to \$2,159,858, reflecting a projected increase of \$211,588 from fee adjustments for facility rentals, after-school and summer camp fees, and athletic program fees as outlined in the

proposed fee schedule. Additionally, \$137,585 in additional revenues are projected from after-school and summer camp program expansions, and \$22,000 in revenues are projected to be generated from use of two pools in the off-season following the installation of dome pool covers.

Other fees and services are primarily estimated based upon known service agreements. For fiscal year 2018 and 2019, revenue projections include: \$165,368 in each year for custodial and maintenance services to be provided under contract for the Airborne and Special Operations Museum; \$43,000 in fiscal year 2018 and \$45,880 in fiscal year 2019 for maintenance services provided by Parks, Recreation and Maintenance personnel for Transit and Airport facilities; \$85,000 in each year for PWC access for the FayTV7 government access channel; and, \$14,000 in fiscal year 2019 for payments from the Town of Hope Mills for services to broadcast town council meetings. The fiscal year 2018 budget included payments from PWC for shared operating and debt service costs for the 800 Megahertz radio system which are now recorded as property lease revenues.

### 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 2019 revenues also include \$59,562 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 for fiscal year 2019 and are projected based upon current cost allocation plans.

For fiscal year 2018, revenues from the sale of assets and materials include significant non-

## Revenue Assumptions

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recurring revenues for the sale of Festival Park Plaza at \$4,200,000, and for the sale of a redevelopment lot on Hay Street at \$1,250,000.

### **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 2019 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.

Interfund transfers projected to be received by the General Fund in fiscal year 2019 include: \$55,532 from the Lake Valley Municipal Service District Fund to repay an interfund loan; and, \$33,104 from the Central Business Tax District Fund to assist in funding debt service for the Franklin Street Parking Deck; \$57,261 from the Parking Fund from excess revenues as a contribution for debt service on parking decks; and \$330,000 from the Risk Management fund as an interfund loan for the stadium funding plan.

The City anticipates financing \$2,527,258 for the purchase of General Fund vehicles and equipment in fiscal year 2019.

### **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 2019 fund balance appropriation for the General Fund totals \$5,033,560 and includes appropriations of \$356,322 for the regular capital funding plan and \$652,634 for the stadium funding plan for expenditures in excess of current year dedicated revenues. The remaining balance of \$4,024,604 is associated with specific planned non-recurring expenditures.

The funded expenditures include: a total of \$1,020,370 for capital and technology improvement plan projects comprised of \$208,000 for continuing implementation of the FayWorx system, \$125,000 for dome covers for two pools, \$110,000 for furnishings for the renovated areas on the first floor of City Hall, \$250,000 for a City contribution to the North Carolina Civil War and Reconstruction History Center, \$246,625 for replacement of the revenue collection software system, \$53,485 for cameras and video equipment for the City Council Chambers, and \$27,260 for an upgrade of the interface software between the public safety answering point (PSAP) and alarm monitoring companies; \$981,000 to transfer to the Capital Funding Plan for future debt service for the Lake Rim Pool; \$939,720 for small equipment and software licensing purchases, including \$645,000 to purchase a second set of turnout gear for all fire personnel; \$325,000 for consulting services including \$175,000 for a public safety facility needs analysis and \$95,000 for financial system software training and procedure analysis; \$153,236 for capital expenditures including park upgrades, and a variety of equipment and a mobile hut for the Police Department; \$100,000 for the stadium grand opening; \$100,000 for a development incentive payment; \$70,000 for pavement of a leased parking lot in accordance with lease terms; \$50,000 to transfer to the Environmental Services Fund for a study of options for

## Revenue Assumptions

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outsourcing solid waste services; \$129,887 for transitional management staffing in the Finance Department; \$47,353 for final year contributions for two non-profit agencies; \$20,000 for cemetery entrance beautification improvements; \$15,000 for the Pathways for Prosperity initiative; \$41,321 for a grant match for fire vehicle exhaust filters; \$18,313 for certification training for internal development staff; \$9,602 for non-recurring General Fund Support for two months of the current bus route 11; and a miscellaneous appropriation of \$3,802 to balance the General Fund budget.

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

The tax rate for the Central Business Tax District for fiscal year 2019 is to remain at 10.0 cents per 100 dollars of property valuation, with total taxable values estimated to be \$138,653,714 and collection rates estimated at 99.71 percent for real and personal property and 100.0 percent for motor vehicles. On this basis, fiscal year 2019 current year property tax collections are projected to be \$138,260, an increase of 1.58 percent from fiscal year 2018 projections.

Interfund transfer revenues of \$139,274 are projected to be received from the General Fund in fiscal years 2018 and 2019.

### **EMERGENCY TELEPHONE SYSTEM FUND**

Enhanced 911 operations are funded by service charges collected by the State on voice communications services. In fiscal year 2018, the E911 Fund is projected to receive \$819,348 in these dedicated revenues from the State. In fiscal year 2019, the E911 Fund is projected to receive \$891,636. With this level of funding support, the fund is projected to use \$220,655 from accumulated fund balance. The North Carolina 911 Board requires funded Public Safety Answering

Points (PSAPs) to expend accumulated dedicated fund balance and limits the amount of fund balance to be carried forward. 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 2019 is to remain at 39.4 cents per 100 dollars of property valuation, with total taxable values estimated to be \$13,901,698. With a projected collection rate of 100 percent, property tax collections are estimated to be \$54,773 for fiscal year 2019.

### **PARKING FUND**

Revenues supporting parking operations are primarily generated from leased and short-term parking in lots and in the Franklin Street Parking Deck, and from parking citations. For fiscal year 2019, revenues are also projected for three months of operations for the Hay Street parking deck that is currently under construction.

There are minor fee parking changes included in the proposed fee schedule in the appendix including clarification of City employee parking fees, and the discontinuation of the resident parking permit program.

Revenue projections for leased parking spaces and hourly fees for parking are projected to increase to \$110,143 for fiscal year 2018 and \$198,633 for fiscal year 2019 as compared to the original fiscal year 2018 budget of \$93,251. These increases reflect leased parking space revenues in the Library Lot associated with the sale of Festival Park Plaza beginning in May, 2018, and projected lease revenues in the Hay Street Parking Deck beginning in April, 2019.

Council approved \$10 special event parking fees for downtown with the adoption of the

fiscal year 2018 budget. In fiscal year 2018, \$24,570 is projected to be generated from special events in the spring of 2018. For fiscal year 2019, revenue projections for special event fees are projected to increase to \$146,400, reflecting charges for a full year of downtown events plus revenues from events at the new downtown stadium beginning in April 2019.

Revenues from parking citations are projected to be \$111,145 for fiscal years 2018 and 2019, as compared to the original fiscal year 2018 budget amount of \$93,555.

The Public Works Commission is projected to pay \$54,702 in fiscal year 2019 to fund its proportionate share of parking deck operating costs and capital reserves.

Traditionally, total revenues generated for the Parking Fund have not been sufficient to fully support operating costs for downtown parking, requiring transfers from the General Fund to balance expenditures. For fiscal year 2018, a General Fund transfer of \$71,298 is projected to be required at the fiscal year end. In fiscal year 2019, Parking Fund revenues are projected to exceed parking fund operating expenditures by \$57,261. This excess is projected to be transferred from the Parking Fund to the General Fund to support debt service requirements for the parking decks.

### **PWC ASSESSMENT FUND**

The PWC assessment fund is used to account for fees assessed to customers for water and wastewater improvements. The fees are assessed and collected by the City, and remitted to PWC. For fiscal year 2018, it is projected that total revenues for assessments and associated interest will be \$3,516,000. For fiscal year 2019, those revenues are projected to decline to \$3,036,000. These projections are estimated based upon information received from staff of the PWC.

### **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 \$4,179,528 in fiscal year 2019 based upon known leases and agreements and historical trends. These revenues are expected to comprise 80.4 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 \$319,515 for fiscal year 2019 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 \$346,336 in fiscal year 2019.

### **ENVIRONMENTAL SERVICES FUND**

The residential solid waste fee is the primary fee supporting environmental services operations. For fiscal year 2019, the annual fee is to increase by \$82, from \$108 to \$190 per single-family residential unit. The purpose of the fee increase is to eliminate the need for a General Fund subsidy for solid waste operations. Based upon the increased fee, current year fee revenues for fiscal year 2019 are projected to total \$11,513,818, an increase of \$4,979,888 from fiscal year 2018 projections.

Intergovernmental revenue projections for fiscal year 2019 include \$306,625 from Cumberland County based upon agreed payments of \$5 per household and \$148,133 in proceeds from the solid waste disposal tax collected by the State.

## Revenue Assumptions

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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 \$3,359,924 as compared to the fiscal year 2018 original budget of \$3,291,798. For fiscal year 2019, the General Fund transfer is projected to be reduced to \$811,679 to fund only debt service costs for prior vehicle financings and a study of options for outsourcing of solid waste services. This reduction reflects the fee increase to transition the Environmental Services Fund to full self-sufficiency.

### STORMWATER FUND

The monthly stormwater fee for fiscal year 2019 is \$6.00 per equivalent residential unit, an increase of \$1.75 per month as compared to fiscal year 2018. The increase will allow for the acceleration of watershed studies.

Stormwater fee revenue projections for fiscal year 2018 for first-year collections are projected to total \$7,789,240. For fiscal year 2019, stormwater fee revenues for first-year collections are projected to total \$11,010,760, a 41.4 percent increase over projected revenues for fiscal year 2018.

The State currently contracts with the City to sweep state-maintained roads within the city. Projected contract payments of \$123,522 are included in the Stormwater Fund for fiscal year 2019, an increase of 2.5 percent from fiscal year 2018 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 \$2,670,639 in fiscal year 2019. The grant proceeds fund ADA services, vehicle and general

maintenance, limited operating costs and specific service enhancements.

The Transit Fund also receives funding under the State Maintenance Assistance Program. Fiscal year 2019 proceeds from this revenue are projected to be \$771,628, in-line with projected fiscal year 2018 receipts.

In fiscal year 2009, the City implemented a \$5 vehicle license tax dedicated to support transit operations. In fiscal year 2019, \$628,290 is projected to be generated from this tax.

The Transit system is projected to generate a total of \$1,022,563 in fare revenue in fiscal year 2019 based upon ridership data supplied by the Transit Department and current bus fares. Fare increases which had been proposed, but not adopted by City Council, were projected to generate \$133,632 of additional fare revenues for fiscal year 2019.

For fiscal years 2018 and 2019, \$92,582 is projected to be received from PWC for the operation of the shuttle route. In fiscal year 2018, \$97,000 is projected to be received from Fayetteville State University (FSU) for the route enhancement agreement. FSU has notified the City that it does not intend to continue to provide that funding in fiscal year 2019.

Property use revenues projected for fiscal year 2018 total \$66,554, and include \$1,972 from the Downtown Alliance, plus payments from Greyhound and American Coach Lines (formerly Megabus) for use of space in the new downtown transit center. Greyhound lease payments total \$53,782 and include \$9,900 for use of a temporary location in the center for five months plus \$43,882 for shared operating costs. American Coach Lines lease payments are projected at \$10,800. For fiscal year 2019, property use revenues are projected to increase to \$150,262, reflecting increases in the Greyhound payments and a

new anticipated lease for \$30,000 from a food vendor for the center. Total Greyhound lease payments are projected at \$107,490, including \$16,095 for three months of rent for the permanent location in the center (reflecting a nine month rent waiver), plus an estimated operating cost share of \$91,395.

Other fees and service revenues primarily reflect advertising revenues, which are projected to total \$84,510 and \$88,740 respectively for fiscal years 2018 and 2019. Advertising revenues are projected to be up significantly from the original budget for fiscal year 2018 of \$59,083 and fiscal year 2017 revenues of \$73,363.

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 2018, the transfer is projected to total \$4,077,962 as compared to the currently budgeted transfer of \$4,133,114. For fiscal year 2019, the General Fund transfer to the Transit Fund is projected to total \$4,732,105.

### **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, which is currently set at 6.51 percent of earnings.

### **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 2018, the General Fund is projected to transfer \$1,396,370 to the Risk Management fund for repayment of interfund loans. In fiscal year 2019, that transfer is projected to be \$361,102.



## Development Services

Description	FY 2017 Actual	FY 2018 Original Budget	FY 2018 Estimate	FY 2019 Recommend	FY 2019 Adopted
Salaries & Wages	2,521,419	2,843,218	2,633,900	2,800,702	2,800,702
Social Security & Pension	393,924	459,496	415,636	460,486	460,486
Insurance & Benefits	363,657	469,364	395,589	484,784	484,784
Temporary Services	32,401	0	0	0	0
<b>Personnel Services</b>	<b>3,311,401</b>	<b>3,772,078</b>	<b>3,445,125</b>	<b>3,745,972</b>	<b>3,745,972</b>
Utilities	0	0	0	0	0
Supplies	43,478	39,830	26,047	34,193	34,193
Small Equipment/ Computers	34	600	8,990	110,000	110,000
General Maintenance	9,436	9,024	9,586	11,073	11,073
Vehicle Maintenance	31,754	30,680	48,300	50,900	50,900
Vehicle Fuel	24,896	28,380	27,980	28,260	28,260
Communications	97,543	105,878	102,250	108,370	108,370
Travel and Development	25,481	51,146	43,379	50,350	50,350
Memberships and Dues	7,681	17,176	17,176	17,800	17,800
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
<b>Operating</b>	<b>240,303</b>	<b>282,714</b>	<b>283,708</b>	<b>410,946</b>	<b>410,946</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	47	0	0
Other Contract Services	305,978	525,977	380,742	363,450	363,450
<b>Contract Services</b>	<b>305,978</b>	<b>525,977</b>	<b>380,789</b>	<b>363,450</b>	<b>363,450</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	23,965	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>23,965</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>58,500</b>	<b>0</b>	<b>10,000</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	228	1,540	46,872	1,850	1,850
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	1,623	1,500	1,500	1,500	1,500
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
<b>Other Charges</b>	<b>1,851</b>	<b>3,040</b>	<b>48,372</b>	<b>3,350</b>	<b>3,350</b>
<b>Total Expenditures</b>	<b>3,941,998</b>	<b>4,583,809</b>	<b>4,167,994</b>	<b>4,523,718</b>	<b>4,523,718</b>

## Economic & Community Development

Description	FY 2017 Actual	FY 2018 Original Budget	FY 2018 Estimate	FY 2019 Recommend	FY 2019 Adopted
Salaries & Wages	391,660	228,522	260,540	223,511	223,511
Social Security & Pension	60,252	36,915	42,856	36,782	36,782
Insurance & Benefits	41,278	33,059	32,226	34,605	34,605
Temporary Services	0	0	0	0	0
<b>Personnel Services</b>	<b>493,190</b>	<b>298,496</b>	<b>335,622</b>	<b>294,898</b>	<b>294,898</b>
Utilities	22,643	25,520	25,860	25,920	25,920
Supplies	9,170	4,500	2,450	5,500	20,500
Small Equipment/ Computers	4,622	0	0	20,000	20,000
General Maintenance	0	0	1,260	0	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	27,401	6,634	12,872	9,230	9,230
Travel and Development	9,174	12,850	11,664	11,985	11,985
Memberships and Dues	1,980	1,220	1,245	1,640	1,640
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
<b>Operating</b>	<b>74,990</b>	<b>50,724</b>	<b>55,351</b>	<b>74,275</b>	<b>89,275</b>
Accounting, Auditing & Legal	5,829	12,000	7,040	12,000	12,000
Medical Services	0	0	0	0	0
Other Contract Services	590,770	451,587	3,626,587	539,480	539,480
<b>Contract Services</b>	<b>596,599</b>	<b>463,587</b>	<b>3,633,627</b>	<b>551,480</b>	<b>551,480</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	5,000	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>5,000</b>	<b>0</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>452,194</b>	<b>270,423</b>	<b>284,978</b>	<b>172,378</b>	<b>172,378</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	589	750	1,055	1,030	1,030
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	147,794	135,353	485,353	135,353	135,353
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
<b>Other Charges</b>	<b>148,383</b>	<b>136,103</b>	<b>486,408</b>	<b>136,383</b>	<b>136,383</b>
<b>Total Expenditures</b>	<b>1,765,356</b>	<b>1,219,333</b>	<b>4,800,986</b>	<b>1,229,414</b>	<b>1,244,414</b>

# Human Relations

Description	FY 2017 Actual	FY 2018 Original Budget	FY 2018 Estimate	FY 2019 Recommend	FY 2019 Adopted
Salaries & Wages	225,958	213,962	215,970	219,248	219,248
Social Security & Pension	35,467	34,687	34,302	36,057	36,057
Insurance & Benefits	28,682	27,594	31,057	29,082	29,082
Temporary Services	0	0	2,738	0	0
<b>Personnel Services</b>	<b>290,107</b>	<b>276,243</b>	<b>284,067</b>	<b>284,387</b>	<b>284,387</b>
Utilities	0	0	0	0	0
Supplies	10,051	10,400	12,495	12,060	12,060
Small Equipment/ Computers	1,680	0	0	0	0
General Maintenance	0	0	0	0	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	7,314	8,330	10,330	10,960	10,960
Travel and Development	5,265	10,220	7,836	11,450	11,450
Memberships and Dues	308	3,429	3,229	3,265	3,265
Insurance/Claims	0	0	0	0	0
Other Services	5,131	2,500	2,200	2,500	2,500
<b>Operating</b>	<b>29,749</b>	<b>34,879</b>	<b>36,090</b>	<b>40,235</b>	<b>40,235</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	10,829	1,974	3,508	3,000	3,000
<b>Contract Services</b>	<b>10,829</b>	<b>1,974</b>	<b>3,508</b>	<b>3,000</b>	<b>3,000</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	2,846	3,700	3,380	3,625	3,625
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	27,866	14,658	14,658	14,658	14,658
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
<b>Other Charges</b>	<b>30,712</b>	<b>18,358</b>	<b>18,038</b>	<b>18,283</b>	<b>18,283</b>
<b>Total Expenditures</b>	<b>361,397</b>	<b>331,454</b>	<b>341,703</b>	<b>345,905</b>	<b>345,905</b>

## Airport

Description	FY 2017 Actual	FY 2018 Original Budget	FY 2018 Estimate	FY 2019 Recommend	FY 2019 Adopted
Salaries & Wages	1,160,205	1,194,684	1,175,407	1,234,469	1,234,469
Social Security & Pension	179,147	192,531	183,480	201,679	201,679
Insurance & Benefits	219,207	236,368	233,407	249,823	249,823
Temporary Services	45,344	48,925	69,700	99,386	99,386
<b>Personnel Services</b>	<b>1,603,903</b>	<b>1,672,508</b>	<b>1,661,994</b>	<b>1,785,357</b>	<b>1,785,357</b>
Utilities	467,575	488,280	477,330	427,480	427,480
Supplies	140,044	143,600	126,300	142,900	142,900
Small Equipment/ Computers	11,005	8,800	25,106	41,239	41,239
General Maintenance	221,211	362,290	371,740	371,015	371,015
Vehicle Maintenance	105,195	114,560	137,100	144,200	144,200
Vehicle Fuel	31,498	37,740	32,500	32,820	32,820
Communications	81,271	210,870	209,400	209,440	209,440
Travel and Development	28,815	43,800	43,800	34,800	34,800
Memberships and Dues	6,987	6,842	9,242	4,842	4,842
Insurance/Claims	56,373	57,456	58,832	72,562	72,562
Other Services	0	0	0	0	0
<b>Operating</b>	<b>1,149,974</b>	<b>1,474,238</b>	<b>1,491,350</b>	<b>1,481,298</b>	<b>1,481,298</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	350	240	80	80
Other Contract Services	96,850	172,887	522,683	117,387	117,387
<b>Contract Services</b>	<b>96,850</b>	<b>173,237</b>	<b>522,923</b>	<b>117,467</b>	<b>117,467</b>
Land	0	0	0	0	0
Buildings	0	40,000	120,000	0	0
Improvements	0	0	11,200	78,000	78,000
Equipment - Office	0	0	0	0	0
Equipment - Other	40,106	5,000	5,000	22,000	22,000
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>40,106</b>	<b>45,000</b>	<b>136,200</b>	<b>100,000</b>	<b>100,000</b>
<b>Transfers to Other Funds</b>	<b>550,606</b>	<b>279,808</b>	<b>279,808</b>	<b>1,010,000</b>	<b>1,010,000</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	435,677	974,238	443,700	448,100	448,100
Indirect Cost Allocation	227,165	212,500	234,000	241,000	241,000
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	7,303	15,000	15,000	15,000	15,000
Cost Redistribution	0	0	0	0	0
<b>Other Charges</b>	<b>670,145</b>	<b>1,201,738</b>	<b>692,700</b>	<b>704,100</b>	<b>704,100</b>
<b>Total Expenditures</b>	<b>4,111,584</b>	<b>4,846,529</b>	<b>4,784,975</b>	<b>5,198,222</b>	<b>5,198,222</b>

# Fire & Emergency Management

Description	FY 2017 Actual	FY 2018 Original Budget	FY 2018 Estimate	FY 2019 Recommend	FY 2019 Adopted
Salaries & Wages	16,638,289	16,812,400	16,679,700	17,077,583	17,077,583
Social Security & Pension	2,571,977	2,714,561	2,608,973	2,798,375	2,798,375
Insurance & Benefits	2,836,291	2,928,476	3,005,153	3,102,764	3,102,764
Temporary Services	0	0	0	0	0
<b>Personnel Services</b>	<b>22,046,557</b>	<b>22,455,437</b>	<b>22,293,826</b>	<b>22,978,722</b>	<b>22,978,722</b>
Utilities	203,794	221,550	218,840	227,600	227,600
Supplies	612,086	667,675	584,842	741,114	741,114
Small Equipment/ Computers	207,098	251,981	245,662	833,504	833,504
General Maintenance	203,396	162,389	146,950	165,664	165,664
Vehicle Maintenance	1,143,077	867,180	1,209,327	1,165,200	1,165,200
Vehicle Fuel	223,142	263,030	262,790	265,410	265,410
Communications	87,872	95,690	100,827	98,685	98,685
Travel and Development	56,253	113,497	98,647	124,480	124,480
Memberships and Dues	16,325	27,103	27,103	28,912	28,912
Insurance/Claims	34,377	45,000	45,000	45,000	45,000
Other Services	1,284	500	2,350	6,550	6,550
<b>Operating</b>	<b>2,788,704</b>	<b>2,715,595</b>	<b>2,942,338</b>	<b>3,702,119</b>	<b>3,702,119</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	114,298	138,157	138,157	142,377	142,377
Other Contract Services	631,226	670,400	667,465	744,389	744,389
<b>Contract Services</b>	<b>745,524</b>	<b>808,557</b>	<b>805,622</b>	<b>886,766</b>	<b>886,766</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	13,750	0	0	0
Equipment - Other	38,563	43,063	127,339	19,329	19,329
Equipment - Motor Vehicles	735,544	1,256,000	2,332,662	1,648,500	1,648,500
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>774,107</b>	<b>1,312,813</b>	<b>2,460,001</b>	<b>1,667,829</b>	<b>1,667,829</b>
<b>Transfers to Other Funds</b>	<b>0</b>	<b>374,000</b>	<b>374,000</b>	<b>41,321</b>	<b>41,321</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	5,116	17,925	17,925	18,065	18,065
Indirect Cost Allocation	80,846	83,200	83,300	85,800	85,800
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	-75,000	-75,000	-75,000	-75,000	-75,000
<b>Other Charges</b>	<b>10,962</b>	<b>26,125</b>	<b>26,225</b>	<b>28,865</b>	<b>28,865</b>
<b>Total Expenditures</b>	<b>26,365,854</b>	<b>27,692,527</b>	<b>28,902,012</b>	<b>29,305,622</b>	<b>29,305,622</b>

## Parks, Recreation & Maintenance

Description	FY 2017 Actual	FY 2018 Original Budget	FY 2018 Estimate	FY 2019 Recommend	FY 2019 Adopted
Salaries & Wages	7,122,683	7,204,761	7,184,972	7,397,234	7,397,234
Social Security & Pension	1,069,456	1,127,322	1,095,645	1,160,400	1,160,400
Insurance & Benefits	1,302,016	1,404,135	1,375,311	1,473,106	1,473,106
Temporary Services	689,357	708,965	846,569	708,965	708,965
<b>Personnel Services</b>	<b>10,183,512</b>	<b>10,445,183</b>	<b>10,502,497</b>	<b>10,739,705</b>	<b>10,739,705</b>
Utilities	1,392,473	1,442,192	1,456,790	1,517,270	1,524,270
Supplies	1,115,570	1,044,836	994,379	1,005,505	1,032,505
Small Equipment/ Computers	35,490	0	60,037	2,022	2,022
General Maintenance	819,851	670,710	774,207	725,658	725,658
Vehicle Maintenance	992,124	1,047,860	1,048,300	1,101,250	1,101,250
Vehicle Fuel	206,479	247,230	238,570	240,960	240,960
Communications	208,386	231,130	212,190	223,515	223,515
Travel and Development	84,530	59,510	59,223	59,863	59,863
Memberships and Dues	7,025	7,832	8,072	8,397	8,397
Insurance/Claims	34,606	41,829	31,360	33,278	33,278
Other Services	103,032	89,266	99,806	97,961	97,961
<b>Operating</b>	<b>4,999,566</b>	<b>4,882,395</b>	<b>4,982,934</b>	<b>5,015,679</b>	<b>5,049,679</b>
Accounting, Auditing & Legal	9,612	0	0	0	0
Medical Services	84	749	846	749	749
Other Contract Services	1,055,371	1,330,083	1,395,988	1,312,440	1,320,440
<b>Contract Services</b>	<b>1,065,067</b>	<b>1,330,832</b>	<b>1,396,834</b>	<b>1,313,189</b>	<b>1,321,189</b>
Land	1,378	0	0	0	0
Buildings	0	0	220,000	0	0
Improvements	158,251	77,100	353,677	100,900	225,900
Equipment - Office	4,933	0	0	0	0
Equipment - Other	145,792	320,000	401,015	40,000	40,000
Equipment - Motor Vehicles	283,268	294,500	356,515	425,500	425,500
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>593,622</b>	<b>691,600</b>	<b>1,331,207</b>	<b>566,400</b>	<b>691,400</b>
<b>Transfers to Other Funds</b>	<b>368,600</b>	<b>2,108,108</b>	<b>2,393,928</b>	<b>2,166,847</b>	<b>2,166,847</b>
<b>Debt Service</b>	<b>0</b>	<b>225,900</b>	<b>0</b>	<b>255,956</b>	<b>255,956</b>
Other Charges	2,436	52,410	34,525	395,532	395,532
Indirect Cost Allocation	60,000	60,000	60,000	60,000	60,000
Non-Profit/Gov't Agencies	179,250	179,250	179,250	179,250	179,250
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
<b>Other Charges</b>	<b>241,686</b>	<b>291,660</b>	<b>273,775</b>	<b>634,782</b>	<b>634,782</b>
<b>Total Expenditures</b>	<b>17,452,053</b>	<b>19,975,678</b>	<b>20,881,175</b>	<b>20,692,558</b>	<b>20,859,558</b>

# Police

Description	FY 2017 Actual	FY 2018 Original Budget	FY 2018 Estimate	FY 2019 Recommend	FY 2019 Adopted
Salaries & Wages	30,204,855	30,367,389	30,113,194	30,640,269	30,640,269
Social Security & Pension	7,435,893	7,634,616	7,475,022	7,707,505	7,707,505
Insurance & Benefits	4,878,802	5,362,702	5,099,147	5,640,667	5,640,667
Temporary Services	75,185	86,826	82,000	95,197	95,197
<b>Personnel Services</b>	<b>42,594,735</b>	<b>43,451,533</b>	<b>42,769,363</b>	<b>44,083,638</b>	<b>44,083,638</b>
Utilities	233,955	273,380	242,780	252,510	252,510
Supplies	1,117,540	993,187	945,850	1,024,390	1,024,390
Small Equipment/ Computers	199,615	69,875	177,082	54,185	54,185
General Maintenance	1,312,310	1,333,278	1,459,677	1,547,719	1,547,719
Vehicle Maintenance	2,287,506	1,704,400	1,865,349	1,856,800	1,856,800
Vehicle Fuel	1,016,075	1,089,060	1,182,280	1,194,100	1,194,100
Communications	733,674	784,703	768,443	789,727	789,727
Travel and Development	268,841	182,712	193,262	226,473	226,473
Memberships and Dues	6,608	8,495	8,495	7,700	7,700
Insurance/Claims	590	2,500	2,500	2,500	2,500
Other Services	695,820	708,438	696,487	740,877	740,877
<b>Operating</b>	<b>7,872,534</b>	<b>7,150,028</b>	<b>7,542,205</b>	<b>7,696,981</b>	<b>7,696,981</b>
Accounting, Auditing & Legal	323	148	275	275	275
Medical Services	41,626	36,480	24,877	28,029	28,029
Other Contract Services	972,385	733,582	793,602	895,643	895,643
<b>Contract Services</b>	<b>1,014,334</b>	<b>770,210</b>	<b>818,754</b>	<b>923,947</b>	<b>923,947</b>
Land	0	0	0	0	0
Buildings	297,572	218,777	249,083	0	0
Improvements	0	0	0	6,610	6,610
Equipment - Office	128,340	0	134,985	0	0
Equipment - Other	128,722	0	5,846	58,626	58,626
Equipment - Motor Vehicles	1,090,549	1,612,000	1,867,025	1,621,000	1,621,000
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>1,645,183</b>	<b>1,830,777</b>	<b>2,256,939</b>	<b>1,686,236</b>	<b>1,686,236</b>
<b>Transfers to Other Funds</b>	<b>15,041</b>	<b>484,417</b>	<b>465,009</b>	<b>71,799</b>	<b>71,799</b>
<b>Debt Service</b>	<b>97,371</b>	<b>97,371</b>	<b>97,371</b>	<b>97,371</b>	<b>97,371</b>
Other Charges	126,166	135,085	135,189	136,725	136,725
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	3,000	3,000	3,000	3,000	3,000
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
<b>Other Charges</b>	<b>129,166</b>	<b>138,085</b>	<b>138,189</b>	<b>139,725</b>	<b>139,725</b>
<b>Total Expenditures</b>	<b>53,368,364</b>	<b>53,922,421</b>	<b>54,087,830</b>	<b>54,699,697</b>	<b>54,699,697</b>

## Public Services

Description	FY 2017 Actual	FY2018 Original Budget	FY 2018 Estimate	FY 2019 Recommend	FY 2019 Adopted
Salaries & Wages	7,560,023	7,988,383	7,504,102	7,910,967	7,910,967
Social Security & Pension	1,175,360	1,290,911	1,185,326	1,297,326	1,297,326
Insurance & Benefits	1,414,742	1,628,272	1,513,718	1,714,035	1,714,035
Temporary Services	223,915	211,009	435,450	222,810	222,810
<b>Personnel Services</b>	<b>10,374,040</b>	<b>11,118,575</b>	<b>10,638,596</b>	<b>11,145,138</b>	<b>11,145,138</b>
Utilities	319,426	368,030	322,820	349,910	349,910
Supplies	906,687	1,008,191	972,949	1,112,592	1,112,592
Small Equipment/ Computers	24,845	0	6,220	5,297	5,297
General Maintenance	131,963	163,871	296,044	345,097	345,097
Vehicle Maintenance	2,634,316	2,846,780	2,858,173	2,984,910	2,984,910
Vehicle Fuel	563,866	680,460	700,350	707,340	707,340
Communications	171,925	202,926	193,272	164,289	164,289
Travel and Development	36,385	81,638	81,066	91,508	91,508
Memberships and Dues	9,574	14,827	15,956	15,456	15,456
Insurance/Claims	58,051	124,483	95,160	114,636	114,636
Other Services	130,153	45,500	56,097	45,500	45,500
<b>Operating</b>	<b>4,987,191</b>	<b>5,536,706</b>	<b>5,598,107</b>	<b>5,936,535</b>	<b>5,936,535</b>
Accounting, Auditing & Legal	0	3,500	3,500	3,500	3,500
Medical Services	2,581	3,166	3,068	3,486	3,486
Other Contract Services	5,636,468	4,588,359	5,171,096	4,978,939	5,028,939
<b>Contract Services</b>	<b>5,639,049</b>	<b>4,595,025</b>	<b>5,177,664</b>	<b>4,985,925</b>	<b>5,035,925</b>
Land	0	0	0	0	0
Buildings	0	0	0	98,000	98,000
Improvements	0	0	0	0	0
Equipment - Office	28,589	0	43,076	0	0
Equipment - Other	0	70,000	72,159	157,160	157,160
Equipment - Motor Vehicles	1,762,034	1,513,000	1,914,063	1,622,000	1,622,000
Infrastructure	198	1,000	1,000	1,000	1,000
<b>Capital Outlay</b>	<b>1,790,821</b>	<b>1,584,000</b>	<b>2,030,298</b>	<b>1,878,160</b>	<b>1,878,160</b>
<b>Transfers to Other Funds</b>	<b>9,656,614</b>	<b>12,086,302</b>	<b>13,696,524</b>	<b>8,710,527</b>	<b>10,297,777</b>
<b>Debt Service</b>	<b>1,061,040</b>	<b>1,325,987</b>	<b>1,320,612</b>	<b>1,678,760</b>	<b>1,678,760</b>
Other Charges	16,959	19,573	19,423	736,098	1,901,538
Indirect Cost Allocation	914,035	899,900	941,500	969,800	969,800
Non-Profit/Gov't Agencies	0	2,934	2,934	5,912	5,912
Inventory	0	0	0	0	0
Cost Redistribution	75,000	75,000	75,000	75,000	75,000
<b>Other Charges</b>	<b>1,005,994</b>	<b>997,407</b>	<b>1,038,857</b>	<b>1,786,810</b>	<b>2,952,250</b>
<b>Total Expenditures</b>	<b>34,514,749</b>	<b>37,244,002</b>	<b>39,500,658</b>	<b>36,121,855</b>	<b>38,924,545</b>



# Transit

Description	FY 2017 Actual	FY 2018 Original Budget	FY 2018 Estimate	FY 2019 Recommend	FY 2019 Adopted
Salaries & Wages	4,209,876	4,600,996	4,529,399	4,820,087	4,797,197
Social Security & Pension	647,098	736,437	696,235	782,422	778,862
Insurance & Benefits	889,133	1,111,053	941,969	1,141,700	1,133,958
Temporary Services	14,103	0	31,154	0	0
<b>Personnel Services</b>	<b>5,760,210</b>	<b>6,448,486</b>	<b>6,198,757</b>	<b>6,744,209</b>	<b>6,710,017</b>
Utilities	42,601	243,379	132,780	176,910	176,910
Supplies	165,772	165,291	211,492	171,439	171,230
Small Equipment/ Computers	34,442	15,187	18,264	9,615	9,615
General Maintenance	96,195	157,636	166,423	183,189	183,189
Vehicle Maintenance	584,673	625,524	632,136	646,480	636,199
Vehicle Fuel	616,290	747,238	770,890	791,060	777,576
Communications	77,199	96,800	114,377	88,946	88,946
Travel and Development	17,030	21,580	21,580	19,290	19,290
Memberships and Dues	4,515	5,274	5,274	5,474	5,474
Insurance/Claims	65,245	137,421	70,400	192,498	144,498
Other Services	0	0	0	0	0
<b>Operating</b>	<b>1,703,962</b>	<b>2,215,330</b>	<b>2,143,616</b>	<b>2,284,901</b>	<b>2,212,927</b>
Accounting, Auditing & Legal	4,933	10,000	10,000	7,200	7,200
Medical Services	5,209	5,962	6,387	6,316	6,316
Other Contract Services	155,536	316,451	264,980	330,456	330,456
<b>Contract Services</b>	<b>165,678</b>	<b>332,413</b>	<b>281,367</b>	<b>343,972</b>	<b>343,972</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	74,360	13,000	13,000	0	0
Equipment - Motor Vehicles	20,031	18,518	18,518	17,680	17,680
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>94,391</b>	<b>31,518</b>	<b>31,518</b>	<b>17,680</b>	<b>17,680</b>
<b>Transfers to Other Funds</b>	<b>449,260</b>	<b>154,108</b>	<b>154,108</b>	<b>186,460</b>	<b>186,460</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	156,508	54,060	14,060	54,060	54,060
Indirect Cost Allocation	820,178	772,900	844,800	870,100	870,100
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	8,133	0	0	0	0
Cost Redistribution	-196,114	-241,000	-218,764	-229,785	-229,785
<b>Other Charges</b>	<b>788,705</b>	<b>585,960</b>	<b>640,096</b>	<b>694,375</b>	<b>694,375</b>
<b>Total Expenditures</b>	<b>8,962,206</b>	<b>9,767,815</b>	<b>9,449,462</b>	<b>10,271,597</b>	<b>10,165,431</b>

## Budget & Evaluation

Description	FY 2017 Actual	FY 2018 Original Budget	FY 2018 Estimate	FY 2019 Recommend	FY 2019 Adopted
Salaries & Wages	342,315	358,740	370,430	365,386	365,386
Social Security & Pension	53,692	58,199	58,651	60,058	60,058
Insurance & Benefits	26,858	46,771	37,254	49,242	49,242
Temporary Services	0	0	0	0	0
<b>Personnel Services</b>	<b>422,865</b>	<b>463,710</b>	<b>466,335</b>	<b>474,686</b>	<b>474,686</b>
Utilities	0	0	0	0	0
Supplies	1,126	1,800	1,000	1,400	1,400
Small Equipment/ Computers	1,311	0	0	0	0
General Maintenance	3,466	3,640	3,633	3,820	3,820
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	4,735	4,200	5,155	4,940	4,940
Travel and Development	7,279	7,590	4,000	5,735	5,735
Memberships and Dues	100	250	250	250	250
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
<b>Operating</b>	<b>18,017</b>	<b>17,480</b>	<b>14,038</b>	<b>16,145</b>	<b>16,145</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	703	650	550	650	650
<b>Contract Services</b>	<b>703</b>	<b>650</b>	<b>550</b>	<b>650</b>	<b>650</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	105	155	155	140	140
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>105</b>	<b>155</b>	<b>155</b>	<b>140</b>	<b>140</b>
<b>Total Expenditures</b>	<b>441,690</b>	<b>481,995</b>	<b>481,078</b>	<b>491,621</b>	<b>491,621</b>

## City Attorney's Office

Description	FY 2017 Actual	FY 2018 Original Budget	FY 2018 Estimate	FY 2019 Recommend	FY 2019 Adopted
Salaries & Wages	748,043	736,568	772,108	747,251	747,251
Social Security & Pension	122,916	126,006	128,801	130,125	130,125
Insurance & Benefits	90,971	85,326	98,324	89,668	89,668
Temporary Services	0	0	0	0	0
<b>Personnel Services</b>	<b>961,930</b>	<b>947,900</b>	<b>999,233</b>	<b>967,044</b>	<b>967,044</b>
Utilities	0	0	0	0	0
Supplies	40,536	38,106	45,563	39,749	39,749
Small Equipment/ Computers	308	0	0	0	0
General Maintenance	0	0	0	0	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	3,225	4,700	4,650	4,190	4,190
Travel and Development	5,006	13,209	13,209	15,509	15,509
Memberships and Dues	5,258	4,675	4,675	4,700	4,700
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
<b>Operating</b>	<b>54,333</b>	<b>60,690</b>	<b>68,097</b>	<b>64,148</b>	<b>64,148</b>
Accounting, Auditing & Legal	323,277	400,000	400,000	400,000	400,000
Medical Services	0	0	0	0	0
Other Contract Services	61	100	100	100	100
<b>Contract Services</b>	<b>323,338</b>	<b>400,100</b>	<b>400,100</b>	<b>400,100</b>	<b>400,100</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	502	578	578	599	599
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>502</b>	<b>578</b>	<b>578</b>	<b>599</b>	<b>599</b>
<b>Total Expenditures</b>	<b>1,340,103</b>	<b>1,409,268</b>	<b>1,468,008</b>	<b>1,431,891</b>	<b>1,431,891</b>

## City Manager's Office

Description	FY 2017 Actual	FY 2018 Original Budget	FY 2018 Estimate	FY 2019 Recommend	FY 2019 Adopted
Salaries & Wages	1,407,208	1,416,788	1,452,523	1,410,836	1,410,836
Social Security & Pension	212,293	224,385	227,986	232,832	232,832
Insurance & Benefits	149,234	175,661	157,543	176,304	176,304
Temporary Services	71,846	61,152	31,250	0	0
<b>Personnel Services</b>	<b>1,840,581</b>	<b>1,877,986</b>	<b>1,869,302</b>	<b>1,819,972</b>	<b>1,819,972</b>
Utilities	0	0	0	0	0
Supplies	22,645	27,725	22,555	18,550	18,550
Small Equipment/ Computers	6,268	500	4,183	370	370
General Maintenance	10,257	2,201	2,780	2,289	2,289
Vehicle Maintenance	1,344	700	525	625	625
Vehicle Fuel	161	200	290	290	290
Communications	22,958	26,634	30,062	49,837	49,837
Travel and Development	19,835	43,241	44,265	43,305	43,305
Memberships and Dues	10,839	11,188	10,008	13,529	13,529
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
<b>Operating</b>	<b>94,307</b>	<b>112,389</b>	<b>114,668</b>	<b>128,795</b>	<b>128,795</b>
Accounting, Auditing & Legal	0	0	15,000	0	0
Medical Services	0	0	0	0	0
Other Contract Services	97,585	106,740	200,284	181,332	181,332
<b>Contract Services</b>	<b>97,585</b>	<b>106,740</b>	<b>215,284</b>	<b>181,332</b>	<b>181,332</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	27,044	0	0	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>27,044</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	3,398	2,600	2,800	3,150	3,150
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	250,000	250,000
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
<b>Other Charges</b>	<b>3,398</b>	<b>2,600</b>	<b>2,800</b>	<b>253,150</b>	<b>253,150</b>
<b>Total Expenditures</b>	<b>2,062,915</b>	<b>2,099,715</b>	<b>2,202,054</b>	<b>2,383,249</b>	<b>2,383,249</b>

## Corporate Communications

Description	FY 2017 Actual	FY 2018 Original Budget	FY 2018 Estimate	FY 2019 Recommend	FY 2019 Adopted
Salaries & Wages	560,009	548,784	558,397	531,962	531,962
Social Security & Pension	86,755	87,704	87,821	86,152	86,152
Insurance & Benefits	63,010	80,249	69,850	83,954	83,954
Temporary Services	0	0	0	0	0
<b>Personnel Services</b>	<b>709,774</b>	<b>716,737</b>	<b>716,068</b>	<b>702,068</b>	<b>702,068</b>
Utilities	0	0	0	0	0
Supplies	33,653	14,442	18,638	15,345	15,345
Small Equipment/ Computers	16,920	4,570	8,199	12,233	12,233
General Maintenance	4,369	21,600	22,585	20,450	20,450
Vehicle Maintenance	1,927	1,550	1,750	1,900	1,900
Vehicle Fuel	19	110	80	80	80
Communications	93,248	98,555	105,950	97,663	97,663
Travel and Development	17,207	13,250	11,270	12,250	12,250
Memberships and Dues	3,790	4,216	5,966	4,560	4,560
Insurance/Claims	0	0	0	0	0
Other Services	21,497	19,228	19,592	19,992	19,992
<b>Operating</b>	<b>192,630</b>	<b>177,521</b>	<b>194,030</b>	<b>184,473</b>	<b>184,473</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	11,508	19,476	19,224	19,476	19,476
<b>Contract Services</b>	<b>11,508</b>	<b>19,476</b>	<b>19,224</b>	<b>19,476</b>	<b>19,476</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	39,653	45,175	39,368	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>39,653</b>	<b>45,175</b>	<b>39,368</b>	<b>0</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>53,485</b>	<b>53,485</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	85	385	390	400	400
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	91,023	97,900	96,100	96,900	96,900
Cost Redistribution	-123,509	-128,800	-124,500	-126,200	-126,200
<b>Other Charges</b>	<b>-32,401</b>	<b>-30,515</b>	<b>-28,010</b>	<b>-28,900</b>	<b>-28,900</b>
<b>Total Expenditures</b>	<b>921,164</b>	<b>928,394</b>	<b>940,680</b>	<b>930,602</b>	<b>930,602</b>

## Finance

Description	FY 2017 Actual	FY 2018 Original Budget	FY 2018 Estimate	FY 2019 Recommend	FY 2019 Adopted
Salaries & Wages	1,235,157	1,291,152	1,317,994	1,457,339	1,457,339
Social Security & Pension	191,945	208,992	208,806	239,338	239,338
Insurance & Benefits	161,933	216,937	209,961	240,762	240,762
Temporary Services	33,750	0	31,355	0	0
<b>Personnel Services</b>	<b>1,622,785</b>	<b>1,717,081</b>	<b>1,768,116</b>	<b>1,937,439</b>	<b>1,937,439</b>
Utilities	0	0	0	0	0
Supplies	18,771	25,455	17,863	26,162	26,162
Small Equipment/ Computers	4,225	10,785	12,104	34,080	34,080
General Maintenance	18,549	47,525	21,835	23,832	23,832
Vehicle Maintenance	87,805	164,000	94,000	135,000	135,000
Vehicle Fuel	0	0	0	0	0
Communications	31,801	36,305	39,043	39,245	39,245
Travel and Development	28,338	28,443	27,828	30,907	30,907
Memberships and Dues	1,280	3,644	3,644	4,025	4,025
Insurance/Claims	2,875,521	3,554,588	3,058,705	3,773,688	3,725,688
Other Services	0	0	0	0	0
<b>Operating</b>	<b>3,066,290</b>	<b>3,870,745</b>	<b>3,275,022</b>	<b>4,066,939</b>	<b>4,018,939</b>
Accounting, Auditing & Legal	122,958	128,740	189,840	94,340	94,340
Medical Services	16,670	23,000	23,000	23,000	23,000
Other Contract Services	911,722	623,035	625,443	701,240	701,240
<b>Contract Services</b>	<b>1,051,350</b>	<b>774,775</b>	<b>838,283</b>	<b>818,580</b>	<b>818,580</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>181,809</b>	<b>0</b>	<b>0</b>	<b>246,625</b>	<b>246,625</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	898	787	1,283	795	795
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>898</b>	<b>787</b>	<b>1,283</b>	<b>795</b>	<b>795</b>
<b>Total Expenditures</b>	<b>5,923,132</b>	<b>6,363,388</b>	<b>5,882,704</b>	<b>7,070,378</b>	<b>7,022,378</b>

# Human Resource Development

Description	FY 2017 Actual	FY 2018 Original Budget	FY 2018 Estimate	FY 2019 Recommend	FY 2019 Adopted
Salaries & Wages	880,064	984,628	939,006	967,769	967,769
Social Security & Pension	137,431	159,579	148,582	159,189	159,189
Insurance & Benefits	135,191	169,196	159,099	177,110	177,110
Temporary Services	13,006	0	7,467	0	0
<b>Personnel Services</b>	<b>1,165,692</b>	<b>1,313,403</b>	<b>1,254,154</b>	<b>1,304,068</b>	<b>1,304,068</b>
Utilities	58	0	0	0	0
Supplies	33,979	36,691	44,280	58,388	58,388
Small Equipment/ Computers	2,682	0	11,042	8,900	8,900
General Maintenance	14,436	20,281	34,281	20,836	20,836
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	22,196	28,689	26,810	28,745	28,745
Travel and Development	29,997	77,065	56,008	104,977	104,977
Memberships and Dues	7,205	8,856	8,856	10,728	10,728
Insurance/Claims	15,686,207	16,657,034	15,787,750	17,838,270	17,838,270
Other Services	364	340	340	340	340
<b>Operating</b>	<b>15,797,124</b>	<b>16,828,956</b>	<b>15,969,367</b>	<b>18,071,184</b>	<b>18,071,184</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	34,451	73,800	42,714	47,900	47,900
Other Contract Services	202,365	241,767	205,982	219,011	219,011
<b>Contract Services</b>	<b>236,816</b>	<b>315,567</b>	<b>248,696</b>	<b>266,911</b>	<b>266,911</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	4,931	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>4,931</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>1,025,000</b>	<b>0</b>	<b>0</b>	<b>290,000</b>	<b>330,000</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	117,714	1,373,439	48,306	365,856	325,856
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>117,714</b>	<b>1,373,439</b>	<b>48,306</b>	<b>365,856</b>	<b>325,856</b>
<b>Total Expenditures</b>	<b>18,347,277</b>	<b>19,831,365</b>	<b>17,520,523</b>	<b>20,298,019</b>	<b>20,298,019</b>

## Information Technology

Description	FY 2017 Actual	FY 2018 Original Budget	FY 2018 Estimate	FY 2019 Recommend	FY 2019 Adopted
Salaries & Wages	1,575,070	1,653,340	1,652,518	1,725,148	1,725,148
Social Security & Pension	245,202	264,774	260,868	280,247	280,247
Insurance & Benefits	204,426	240,930	245,120	263,141	263,141
Temporary Services	6,584	0	0	0	0
<b>Personnel Services</b>	<b>2,031,282</b>	<b>2,159,044</b>	<b>2,158,506</b>	<b>2,268,536</b>	<b>2,268,536</b>
Utilities	0	0	0	0	0
Supplies	15,160	24,410	30,097	27,298	27,298
Small Equipment/ Computers	136,982	86,141	126,025	84,961	84,961
General Maintenance	1,486,226	1,596,611	1,752,216	1,903,130	1,903,130
Vehicle Maintenance	2,130	3,240	2,525	2,725	2,725
Vehicle Fuel	603	910	450	450	450
Communications	171,479	190,016	192,680	193,830	193,830
Travel and Development	101,097	132,400	136,395	117,900	137,900
Memberships and Dues	25,039	33,954	33,954	35,623	35,623
Insurance/Claims	0	0	0	0	0
Other Services	0	23,000	0	23,000	23,000
<b>Operating</b>	<b>1,938,716</b>	<b>2,090,682</b>	<b>2,274,342</b>	<b>2,388,917</b>	<b>2,408,917</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	448,415	673,400	803,116	632,723	632,723
<b>Contract Services</b>	<b>448,415</b>	<b>673,400</b>	<b>803,116</b>	<b>632,723</b>	<b>632,723</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	6,899	125,000	181,500	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>6,899</b>	<b>125,000</b>	<b>181,500</b>	<b>0</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>819,941</b>	<b>510,149</b>	<b>510,149</b>	<b>931,440</b>	<b>911,440</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	5,366	7,830	7,830	7,845	7,845
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	-72,561	-72,561	-72,561
<b>Other Charges</b>	<b>-67,194</b>	<b>-62,170</b>	<b>-64,731</b>	<b>-64,716</b>	<b>-64,716</b>
<b>Total Expenditures</b>	<b>5,178,059</b>	<b>5,496,105</b>	<b>5,862,882</b>	<b>6,156,900</b>	<b>6,156,900</b>



## Mayor, Council & City Clerk

Description	FY 2017 Actual	FY 2018 Original Budget	FY 2018 Estimate	FY 2019 Recommend	FY 2019 Adopted
Salaries & Wages	353,207	360,751	360,416	368,039	368,039
Social Security & Pension	39,979	41,657	41,180	42,894	42,894
Insurance & Benefits	53,741	108,594	66,174	115,473	115,473
Temporary Services	0	0	2,934	0	0
<b>Personnel Services</b>	<b>446,927</b>	<b>511,002</b>	<b>470,704</b>	<b>526,406</b>	<b>526,406</b>
Utilities	0	0	0	0	0
Supplies	21,971	24,250	24,895	17,100	17,100
Small Equipment/ Computers	4,563	600	2,735	0	0
General Maintenance	11,326	11,835	11,339	11,620	11,620
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	8,265	10,600	13,763	16,330	16,330
Travel and Development	18,022	49,120	70,174	51,060	51,060
Memberships and Dues	105,720	111,110	119,949	120,572	120,572
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
<b>Operating</b>	<b>169,867</b>	<b>207,515</b>	<b>242,855</b>	<b>216,682</b>	<b>216,682</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	43,630	327,800	219,315	55,600	55,600
<b>Contract Services</b>	<b>43,630</b>	<b>327,800</b>	<b>219,315</b>	<b>55,600</b>	<b>55,600</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	4,383	6,143	6,271	6,143	6,143
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>4,383</b>	<b>6,143</b>	<b>6,271</b>	<b>6,143</b>	<b>6,143</b>
<b>Total Expenditures</b>	<b>664,807</b>	<b>1,052,460</b>	<b>939,145</b>	<b>804,831</b>	<b>804,831</b>

## Other Appropriations

Description	FY 2017 Actual	FY 2018 Original Budget	FY 2018 Estimate	FY 2019 Recommend	FY 2019 Adopted
Salaries & Wages	707,326	857,517	819,591	1,009,259	1,009,259
Social Security & Pension	85,771	216,457	118,950	228,108	228,108
Insurance & Benefits	1,215,200	1,346,071	1,435,353	1,496,228	1,496,228
Temporary Services	34,306	0	27,410	0	0
<b>Personnel Services</b>	<b>2,042,603</b>	<b>2,420,045</b>	<b>2,401,304</b>	<b>2,733,595</b>	<b>2,733,595</b>
Utilities	100,619	25,990	102,030	27,850	27,850
Supplies	6,812	1,200	3,700	1,200	1,200
Small Equipment/ Computers	0	0	0	0	0
General Maintenance	43,052	4,500	24,800	7,800	7,800
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	5,321	30	3,540	50	50
Travel and Development	0	0	0	0	0
Memberships and Dues	0	0	0	0	0
Insurance/Claims	1,294,677	1,358,367	1,077,335	1,472,553	1,472,553
Other Services	0	233,328	58,332	233,328	233,328
<b>Operating</b>	<b>1,450,481</b>	<b>1,623,415</b>	<b>1,269,737</b>	<b>1,742,781</b>	<b>1,742,781</b>
Accounting, Auditing & Legal	15,050	219,500	112,500	332,500	332,500
Medical Services	0	0	0	0	0
Other Contract Services	45,370	107,380	50,380	188,380	188,380
<b>Contract Services</b>	<b>60,420</b>	<b>326,880</b>	<b>162,880</b>	<b>520,880</b>	<b>520,880</b>
Land	2,500,000	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	142,801	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>2,500,000</b>	<b>0</b>	<b>142,801</b>	<b>0</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>13,442,638</b>	<b>10,317,590</b>	<b>12,555,101</b>	<b>5,878,104</b>	<b>5,960,418</b>
<b>Debt Service</b>	<b>5,003,482</b>	<b>6,713,864</b>	<b>9,022,177</b>	<b>11,177,689</b>	<b>11,235,366</b>
Other Charges	94,177	854,519	104,400	629,968	629,968
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	8,960,197	7,808,347	11,214,236	10,954,542	10,954,542
Inventory	877,191	942,618	1,063,000	1,074,000	1,074,000
Cost Redistribution	-923,639	-999,618	-1,120,000	-1,131,000	-1,131,000
<b>Other Charges</b>	<b>9,007,926</b>	<b>8,605,866</b>	<b>11,261,636</b>	<b>11,527,510</b>	<b>11,527,510</b>
<b>Total Expenditures</b>	<b>33,507,550</b>	<b>30,007,660</b>	<b>36,815,636</b>	<b>33,580,559</b>	<b>33,720,550</b>

# Capital Outlay By Fund

Fund	Type of Capital	Department	Description	Price	Qty	Recommended Total	Adopted Qty	Adopted Total	Replacement
General Fund									
Improvements									
	PRM		Pool Dome Covering with Lighting	\$ 62,500	2	\$0		\$125,000	No
	PRM		Rowan Street Park Upgrades	\$ 48,000	1	\$48,000		\$48,000	No
	PRM		Sod Replacement	\$ 40,000	1	\$40,000		\$40,000	Yes
	PRM		Arnette Park Lighting Control Links	\$ 12,900	1	\$12,900		\$12,900	No
	POL		Range Shelter Repairs	\$ 6,610	1	\$6,610		\$6,610	Yes
Total Improvements						\$107,510		\$232,510	
Equipment - Other									
Replacements									
	PS		Excavator	\$ 75,000	1	\$75,000		\$75,000	Yes
	PS		Sand/Salt Spreader	\$ 12,000	1	\$12,000		\$12,000	Yes
	FIR		Thermal Imaging Camera	\$ 11,800	1	\$11,800		\$11,800	Yes
	PRM		All Terrain Vehicle (ATV)	\$ 8,500	3	\$25,500		\$25,500	Yes
	PRM		Zero Turn Mower	\$ 14,500	1	\$14,500		\$14,500	Yes
Total Replacements						\$138,800		\$138,800	
Additions									
	FIR		UHF Radio Kit	\$ 7,529	1	\$7,529		\$7,529	No
	POL		Training Facility Hut	\$ 23,723	1	\$23,723		\$23,723	No
	POL		Mission Caster	\$ 20,191	1	\$20,191		\$20,191	No
	POL		Drying Cabinet for Evidence	\$ 8,767	1	\$8,767		\$8,767	No
	POL		Surveillance Camera System	\$ 5,945	1	\$5,945		\$5,945	No
Total Additions						\$66,155		\$66,155	
Total Equipment - Other						\$204,955		\$204,955	
Vehicles									
Replacements									
	FIR		Fire Pumper	\$ 661,000	2	\$1,322,000		\$1,322,000	Yes
	FIR		Combination Squad/Brush Truck, Crew Cab	\$ 202,000	1	\$202,000		\$202,000	Yes
	FIR		Sedan	\$ 26,500	3	\$79,500		\$79,500	Yes
	FIR		Sport Utility Vehicle	\$ 45,000	1	\$45,000		\$45,000	Yes
	PRM		Flatbed, Truck, 1 Ton, Crew Cab	\$ 41,500	2	\$83,000		\$83,000	Yes
	PRM		Flatbed Truck, 1 Ton, Dump	\$ 38,500	2	\$77,000		\$77,000	Yes
	PRM		Flatbed, Truck, Heavy Duty, Crew Cab, Dump	\$ 53,000	1	\$53,000		\$53,000	Yes
	PRM		Zero-Turn Mower	\$ 14,500	2	\$29,000		\$29,000	Yes
	PRM		Pickup Truck, 3/4 Ton, Extended Cab	\$ 29,000	1	\$29,000		\$29,000	Yes
	PRM		Pickup Truck, 3/4 Ton	\$ 26,000	1	\$26,000		\$26,000	Yes
	PRM		Pickup Truck, 1/2 Ton	\$ 24,500	1	\$24,500		\$24,500	Yes
	PRM		4x4 Compact Sport Utility Vehicle	\$ 23,000	1	\$23,000		\$23,000	Yes
	PRM		Batwing Mower	\$ 17,500	1	\$17,500		\$17,500	Yes
	PRM-District		Truck, 1 Ton, Utility Body	\$ 43,000	1	\$43,000		\$43,000	Yes
	PRM-District		Pickup Truck, Compact	\$ 20,500	1	\$20,500		\$20,500	Yes
	POL		Marked Sedan	\$ 36,500	25	\$912,500		\$912,500	Yes
	POL		Unmarked Sedan	\$ 29,500	21	\$619,500		\$619,500	Yes
	POL		Marked Sedan K9	\$ 38,500	1	\$38,500		\$38,500	Yes
	POL		Cargo Van	\$ 26,500	1	\$26,500		\$26,500	Yes
	POL		4x4 Compact Sport Utility Vehicle	\$ 24,000	1	\$24,000		\$24,000	Yes
Total Vehicles						\$3,695,000		\$3,695,000	
Rights-of-Way									
	PS		Rights of Way	\$ 1,000	1	\$1,000		\$1,000	No
Total Rights-of-Way						\$1,000		\$1,000	

## Capital Outlay By Fund

Type of		Description	Price	Recommended		Adopted		Replace- ment
Fund	Capital Department			Qty	Total	Qty	Total	
Transfers								
	CC	Transfer to General Gov't Fund - Council Chambers Lighting-Cameras-Video Converter	\$ 53,485	1	\$53,485		\$53,485	Yes
	FIN	Transfer to General Gov't Fund - Revenue Management System	\$ 246,625	1	\$246,625		\$246,625	Yes
	FIR	Transfer to Public Safety - Vehicle Mounted Exhaust Filters	\$ 41,321	1	\$41,321		\$41,321	No
	IT	Transfer to General Gov't Fund - City Domain Migration	\$ 210,000	1	\$210,000		\$210,000	No
	IT	Transfer to General Gov't Fund - Strategic Performance Analysis Software	\$ 21,000	1	\$21,000		\$21,000	No
	IT	Transfer to General Gov't Fund - Desktop Virtualization	\$ 21,350	1	\$21,350		\$21,350	Yes
	IT	Transfer to General Gov't Fund - Computer Replacements	\$ 397,978	1	\$397,978		\$397,978	Yes
	IT	Transfer to General Gov't Fund - Direct Fiber Connection for Remote Sites	\$ 114,112	1	\$114,112		\$114,112	No
	IT	Transfer to General Gov't Fund - IBM iSeries Server Replacement	\$ 42,000	1	\$42,000		\$42,000	Yes
	IT	Transfer to General Gov't Fund - Internet Phone (City Wide VOIP)	\$ 30,000	1	\$30,000		\$30,000	Yes
	IT	Transfer to General Gov't Fund - MS E-Mail Exchange	\$ 75,000	1	\$75,000		\$75,000	No
	PRM	Transfer to General Gov't Fund - Roof Replacement	\$ 300,000	1	\$300,000		\$300,000	Yes
	PRM	Transfer to General Gov't Fund - ADA Compliance	\$ 75,000	1	\$75,000		\$75,000	No
	PRM	Transfer to General Gov't Fund - HVAC/Boiler Replacement	\$ 329	1	\$329		\$329	Yes
	PRM	Transfer to Recreation and Cultural Fund - Playground Repairs/Refurbishing	\$ 89,777	1	\$89,777		\$89,777	Yes
	POL	Transfer to Public Safety - Automated Secure Alarm Protocol Interface Upgrade	\$ 27,260	1	\$27,260		\$27,260	Yes
	POL	Transfer to Public Safety - Risk Terrain Modeling Software	\$ 16,750	1	\$16,750		\$16,750	No
	PS	Transfer to General Gov't Fund - Parking Lot Maintenance	\$ 36,044	1	\$36,044		\$36,044	No
	PS	Transfer to Transportation Fund - Multi-Use Lane Markings	\$ 50,000	1	\$50,000		\$50,000	No
	PS	Transfer to Transportation Fund - Downtown Streetscape	\$ 75,000	1	\$75,000		\$75,000	No
	PS	Transfer to Transportation Fund - Intersection Improvements	\$ 100,000	1	\$100,000		\$100,000	No
	PS	Transfer to Transportation Fund - Sidewalks	\$ 900,000	1	\$900,000		\$900,000	No
	PS	Transfer to Transportation Fund - Municipal Agreements	\$ 700,000	1	\$700,000		\$700,000	No
	PS	Transfer to Transportation Fund - Street Resurfacing	\$ 4,275,000	1	\$4,275,000		\$4,275,000	No
Total Transfers						<u>\$7,898,031</u>	<u>\$7,898,031</u>	
Total General Fund						<u>\$11,906,496</u>	<u>\$12,031,496</u>	
Airport Fund								
Improvements								
		Airport Public Art	\$ 50,000	1	\$50,000		\$50,000	No
		Rental Vehicle Gravel Lot Expansion	\$ 28,000	1	\$28,000		\$28,000	No
Total Improvements						<u>\$78,000</u>	<u>\$78,000</u>	

# Capital Outlay by Fund

Type of		Description	Price	Recommended		Adopted		Replace- ment
Fund	Capital Department			Qty	Total	Qty	Total	
Equipment - Other								
		Equipment Hoist/Jacking Frame	\$ 17,000	1	\$17,000		\$17,000	Yes
		Parking Management Software Upgrade	\$ 5,000	1	\$5,000		\$5,000	Yes
Total Equipment - Other						\$22,000	\$22,000	
Transfers								
		Transfer to Airport Capital Project Fund - Construct 8 Unit T Hanger	\$ 800,000	1	\$800,000		\$800,000	No
		Transfer to Airport Capital Project Fund - Aircraft Apron Crack Sealing	\$ 100,000	1	\$100,000		\$100,000	No
		Transfer to Airport Capital Project Fund - FAR Part 139 Automation	\$ 70,000	1	\$70,000		\$70,000	No
		Transfer to Airport Capital Project Fund - Terminal Renovation-Data Infrastructure	\$ 40,000	1	\$40,000		\$40,000	Yes
Total Transfers						\$1,010,000	\$1,010,000	
Total Airport Fund						\$1,110,000	\$1,110,000	
Environmental Services Fund								
Buildings								
		Grove Street Employee Restroom, Shower and Breakroom Renovations	\$ 98,000	1	\$98,000		\$98,000	Yes
Total Buildings						\$98,000	\$98,000	
Equipment - Other								
		Mobile Digital Video Recording Units (Fleetmind)	\$ 8,770	8	\$70,160		\$70,160	Yes
Total Equipment - Other						\$70,160	\$70,160	
Vehicles Replacements								
		Solid Waste Truck, Rear Loader	\$ 278,000	4	\$1,112,000		\$1,112,000	Yes
		Solid Waste Truck, Automated	\$ 291,000	1	\$291,000		\$291,000	Yes
		Limb Truck, Tandem Axel	\$ 189,000	1	\$189,000		\$189,000	Yes
		Pickup Truck, 1/2 Ton, Crew Cab	\$ 30,000	1	\$30,000		\$30,000	Yes
Total Replacements						\$1,622,000	\$1,622,000	
Total Environmental Services Fund						\$1,790,160	\$1,622,000	
Stormwater Fund								
Transfers								
		Transfer to Water, Sewer & Stormwater - Drainage Improvements	\$ 2,216,222	1	\$2,216,222		\$3,803,472	No
		Transfer to Water, Sewer & Stormwater - Sweeper Truck	\$ 250,000	1	\$250,000		\$250,000	Yes
		Transfer to Water, Sewer & Stormwater - Flatbed, Truck, Dump	\$ 51,000	1	\$51,000		\$51,000	Yes
Total Transfers						\$2,517,222	\$4,104,472	
Total Stormwater Fund						\$2,517,222	\$4,104,472	
Transit Fund								
Vehicles Replacements								
		Vehicle Taxes & Tags	\$ 2,280	6	\$13,680		\$13,680	Yes
		Vehicle Taxes & Tags	\$ 1,000	4	\$4,000		\$4,000	Yes
Total Replacements						\$17,680	\$17,680	
Transfers								
		Transfer to Transit Capital Project Fund	\$ 166,710		\$166,710		\$166,710	No
Total Transfers						\$166,710	\$166,710	
Total Transit Fund						\$184,390	\$184,390	

## Capital Outlay By Portfolio By Department

Department	Type of Capital	Description	Price	Recommended Qty	Recommended Total	Adopted Qty	Adopted Total	Replacement
<b>Operations</b>								
<b>Airport</b>								
	<b>Improvements</b>							
		Airport Public Art	\$50,000	1	\$50,000		\$50,000	No
		Rental Vehicle Gravel Lot Expansion	\$28,000	1	<u>\$28,000</u>		<u>\$28,000</u>	No
		<b>Total Buildings</b>			<b>\$78,000</b>		<b>\$78,000</b>	
	<b>Equipment - Other</b>							
		Equipment Hoist/Jacking Frame	\$17,000	1	\$17,000		\$17,000	No
		Parking Management Software Upgrade	\$5,000	1	<u>\$5,000</u>		<u>\$5,000</u>	No
		<b>Total Equipment - Other</b>			<b>\$22,000</b>		<b>\$22,000</b>	
	<b>Transfers</b>							
		Transfer to Airport Capital Project Fund - Construct 8 Unit T Hanger	\$800,000	1	\$800,000		\$800,000	No
		Transfer to Airport Capital Project Fund - Aircraft Apron Crack Sealing	\$100,000	1	\$100,000		\$100,000	No
		Transfer to Airport Capital Project Fund - Terminal Renovation-Data Infrastructure	\$40,000	1	\$40,000		\$40,000	Yes
		Transfer to Airport Capital Project Fund - FAR Part 139 Automation	\$70,000	1	\$70,000		\$70,000	No
		<b>Total Transfers</b>			<b>\$1,010,000</b>		<b>\$1,010,000</b>	
		<b>Total Airport</b>			<b>\$1,110,000</b>		<b>\$1,110,000</b>	
<b>Fire</b>								
	<b>Equipment - Other</b>							
		Thermal Imaging Camera	\$11,800	1	\$11,800		\$11,800	Yes
		UHF Radio Kit	\$7,529	1	<u>\$7,529</u>		<u>\$7,529</u>	No
		<b>Total Equipment - Other</b>			<b>\$19,329</b>		<b>\$19,329</b>	
	<b>Vehicles</b>							
		Fire Pumper	\$661,000	2	\$1,322,000		\$1,322,000	Yes
		Combination Squad/Brush Truck, Crew Cab	\$202,000	1	\$202,000		\$202,000	Yes
		Sedan	\$26,500	3	\$79,500		\$79,500	Yes
		Sport Utility Vehicle	\$45,000	1	<u>\$45,000</u>		<u>\$45,000</u>	Yes
		<b>Total Vehicles</b>			<b>\$1,648,500</b>		<b>\$1,648,500</b>	
	<b>Transfers</b>							
		Transfer to Public Safety - Vehicle Mounted Exhaust	\$41,321	1	\$41,321		\$41,321	No
		<b>Total Transfers</b>			<b>\$41,321</b>		<b>\$41,321</b>	
		<b>Total Fire</b>			<b>\$1,709,150</b>		<b>\$1,709,150</b>	
<b>Parks, Recreation &amp; Maintenance</b>								
	<b>Improvement - Other</b>							
		Pool Dome Covering with Lighting	\$62,500	2	\$0		\$125,000	No
		Rowan Street Park Upgrades	\$48,000	1	\$48,000		\$48,000	No
		Sod Replacement	\$40,000	1	<u>\$40,000</u>		<u>\$40,000</u>	Yes
		<b>Total Improvement - Other</b>			<b>\$88,000</b>		<b>\$213,000</b>	

# Capital Outlay By Portfolio By Department

Department	Type of Capital	Description	Price	Qty	Recommended Total	Adopted Qty	Adopted Total	Replacement
<b>Vehicles</b>								
		Flatbed, Truck, 1 Ton, Crew Cab	\$41,500	2	\$83,000		\$83,000	Yes
		Flatbed Truck, 1 Ton, Dump	\$38,500	2	\$77,000		\$77,000	Yes
		Flatbed, Truck, Heavy Duty, Crew Cab, Dump	\$53,000	1	\$53,000		\$53,000	Yes
		Zero-Turn Mower	\$14,500	2	\$29,000		\$29,000	Yes
		Pickup Truck, 3/4 Ton, Extended Cab	\$29,000	1	\$29,000		\$29,000	Yes
		Pickup Truck, 3/4 Ton	\$26,000	1	\$26,000		\$26,000	Yes
		Pickup Truck, 1/2 Ton	\$24,500	1	\$24,500		\$24,500	Yes
		4x4 Compact Sport Utility Vehicle	\$23,000	1	\$23,000		\$23,000	Yes
		Batwing Mower	\$17,500	1	\$17,500		\$17,500	Yes
	<b>Total Vehicles</b>				<b>\$362,000</b>		<b>\$362,000</b>	
<b>Transfers</b>								
		Transfer to General Gov't Fund - Roof Replacement	\$300,000	1	\$300,000		\$300,000	Yes
		Transfer to Recreational and Cultural Fund - Playground Repairs/Refurbishing	\$89,777	1	\$89,777		\$89,777	Yes
		Transfer to Recreation and Cultural Fund - ADA Compliance	\$75,000	1	\$75,000		\$75,000	No
		Transfer to General Govt Fund - HVAC/Boiler Replacements	\$329	1	\$329		\$329	Yes
	<b>Total Transfers</b>				<b>\$465,106</b>		<b>\$465,106</b>	
<b>Total Parks, Recreation &amp; Maintenance</b>					<b>\$955,106</b>		<b>\$1,080,106</b>	
<b>Parks, Recreation &amp; Maintenance - District</b>								
<b>Improvement - Other</b>								
		Arnette Park Lighting Control Links	\$12,900	1	\$12,900		\$12,900	No
	<b>Total Improvement - Other</b>				<b>\$12,900</b>		<b>\$12,900</b>	
<b>Equipment - Other</b>								
		All Terrain Vehicle (ATV)	\$8,500	3	\$25,500		\$25,500	Yes
		Zero Turn Mower	\$14,500	1	\$14,500		\$14,500	Yes
	<b>Total Equipment - Other</b>				<b>\$40,000</b>		<b>\$40,000</b>	
<b>Vehicles</b>								
		Truck, 1 Ton, Utility Body	\$43,000	1	\$43,000		\$43,000	Yes
		Pickup Truck, Compact	\$20,500	1	\$20,500		\$20,500	Yes
	<b>Total Vehicles</b>				<b>\$63,500</b>		<b>\$63,500</b>	
<b>Total Parks, Recreation &amp; Maintenance - District</b>					<b>\$116,400</b>		<b>\$116,400</b>	
<b>Police</b>								
<b>Improvements</b>								
		Range Shelter Repairs	\$6,610	1	\$6,610		\$6,610	Yes
	<b>Total Improvements</b>				<b>\$6,610</b>		<b>\$6,610</b>	
<b>Equipment - Other</b>								
		Training Facility Hut	\$23,723	1	\$23,723		\$23,723	No
		Mission Caster	\$20,191	1	\$20,191		\$20,191	No
		Drying Cabinet for Evidence	\$8,767	1	\$8,767		\$8,767	No
		Surveillance Camera System	\$5,945	1	\$5,945		\$5,945	No
	<b>Total Equipment - Other</b>				<b>\$58,626</b>		<b>\$58,626</b>	
<b>Vehicles</b>								
		Marked Sedan	\$36,500	25	\$912,500		\$912,500	Yes
		Unmarked Sedan	\$29,500	21	\$619,500		\$619,500	Yes
		Marked Sedan K9	\$38,500	1	\$38,500		\$38,500	Yes
		Cargo Van	\$26,500	1	\$26,500		\$26,500	Yes
		4x4 Compact Sport Utility Vehicle	\$24,000	1	\$24,000		\$24,000	Yes
	<b>Total Vehicles</b>				<b>\$1,621,000</b>		<b>\$1,621,000</b>	

## Capital Outlay By Portfolio By Department

Department	Type of Capital	Description	Price	Recommended Qty	Recommended Total	Adopted Qty	Adopted Total	Replacement
	<b>Transfers</b>							
		Transfer to Public Safety - Automated Secure Alarm Protocol Interface Upgrade	\$27,260	1	\$27,260		\$27,260	No
		Transfer to Public Safety - Risk Terrain Modeling Software	\$16,750	1	\$16,750		\$16,750	No
		<b>Total Transfers</b>			<b>\$44,010</b>		<b>\$44,010</b>	
<b>Total Police</b>					<b>\$1,730,246</b>		<b>\$1,730,246</b>	
	<b>Public Services</b>							
	<b>Buildings</b>							
		Grove Street Employee Restroom, Shower and Breakroom Renovations	\$98,000	1	\$98,000		\$98,000	Yes
		<b>Total Buildings</b>			<b>\$98,000</b>		<b>\$98,000</b>	
	<b>Equipment - Other</b>							
		Excavator	\$75,000	1	\$75,000		\$75,000	Yes
		Mobile Digital Video Recording Units (Fleetmind)	\$8,770	8	\$70,160		\$70,160	Yes
		Sand/Salt Spreader	\$12,000	1	\$12,000		\$12,000	Yes
		<b>Total Equipment - Other</b>			<b>\$157,160</b>		<b>\$157,160</b>	
	<b>Vehicles</b>							
		Solid Waste Truck, Rear Loader	\$278,000	4	\$1,112,000		\$1,112,000	Yes
		Solid Waste Truck, Automated	\$291,000	1	\$291,000		\$291,000	Yes
		Limb Truck, Tandem Axel	\$189,000	1	\$189,000		\$189,000	Yes
		Pickup Truck, 1/2 Ton, Crew Cab	\$30,000	1	\$30,000		\$30,000	Yes
		<b>Total Vehicles</b>			<b>\$1,622,000</b>		<b>\$1,622,000</b>	
	<b>Rights-of-Way</b>							
		Rights of Way	\$1,000	1	\$1,000		\$1,000	No
		<b>Total Rights-of-Way</b>			<b>\$1,000</b>		<b>\$1,000</b>	
	<b>Transfers</b>							
		Transfer to Transportation Fund - Parking Lot Maintenance	\$36,044	1	\$36,044		\$36,044	No
		Transfer to General Gov't Fund - Multi-Use Lane Markings	\$50,000	1	\$50,000		\$50,000	No
		Transfer to Transportation Fund - Downtown Streetscape	\$75,000	1	\$75,000		\$75,000	No
		Transfer to Transportation Fund - Intersection Improvements	\$100,000	1	\$100,000		\$100,000	No
		Transfer to Transportation Fund - Sidewalks	\$900,000	1	\$900,000		\$900,000	No
		Transfer to Transportation Fund - Municipal Agreements	\$700,000	1	\$700,000		\$700,000	No
		Transfer to Transportation Fund - Street Resurfacing	\$4,275,000	1	\$4,275,000		\$4,275,000	No
		Transfer to Water, Sewer & Stormwater - Drainage Improvements	\$2,216,222	1	\$2,216,222		\$3,803,472	No
		Transfer to Water, Sewer & Stormwater - Sweeper Truck	\$250,000	1	\$250,000		\$250,000	Yes
		Transfer to Water, Sewer & Stormwater - Flatbed, Truck, Dump	\$51,000	1	\$51,000		\$51,000	Yes
		<b>Total Transfers</b>			<b>\$8,653,266</b>		<b>\$10,240,516</b>	
<b>Total Public Services</b>					<b>\$10,531,426</b>		<b>\$12,118,676</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>Vehicles</b>							
		Vehicle Taxes & Tags	\$2,280	6	\$13,680		\$13,680	Yes
		Vehicle Taxes & Tags	\$1,000	4	\$4,000		\$4,000	Yes
		<b>Total Vehicles</b>			<b>\$17,680</b>		<b>\$17,680</b>	
	<b>Transfers</b>							
		Transfer to Transit Capital Project Fund	\$166,710	1	\$166,710		\$166,710	No
		<b>Total Transfers</b>			<b>\$166,710</b>		<b>\$166,710</b>	
		<b>Total Transit</b>			<b>\$184,390</b>		<b>\$184,390</b>	
<b>Total Operations</b>					<b>\$16,336,718</b>		<b>\$18,048,968</b>	
<b>Support Services and Administration</b>								
	<b>Corporate Communications</b>							
	<b>Transfers</b>							
		Transfer to General Gov't Fund - Council Chambers Lighting-Cameras-Video Converter	\$53,485	1	\$53,485		\$53,485	Yes
		<b>Total Transfers</b>			<b>\$53,485</b>		<b>\$53,485</b>	
		<b>Total Corporate Communications</b>			<b>\$53,485</b>		<b>\$53,485</b>	
	<b>Finance</b>							
	<b>Transfers</b>							
		Transfer to General Gov't Fund - Revenue Management System	\$246,625	1	\$246,625		\$246,625	Yes
		<b>Total Transfers</b>			<b>\$246,625</b>		<b>\$246,625</b>	
		<b>Total Finance</b>			<b>\$246,625</b>		<b>\$246,625</b>	
	<b>Information Technology</b>							
	<b>Transfers</b>							
		Transfer to General Gov't Fund - Computer Replacements	\$397,978	1	\$397,978		\$397,978	Yes
		Transfer to General Gov't Fund - City Domain Migration	\$210,000	1	\$210,000		\$210,000	No
		Transfer to General Gov't Fund - Direct Fiber Connections	\$114,112	1	\$114,112		\$114,112	No
		Transfer to General Gov't Fund - MS E-Mail Exchange	\$75,000	1	\$75,000		\$75,000	No
		Transfer to General Gov't Fund - IBM iSeries Server Replacement	\$42,000	1	\$42,000		\$42,000	Yes
		Transfer to General Gov't Fund - Internet Phone (City Wide VOIP)	\$30,000	1	\$30,000		\$30,000	Yes
		Transfer to General Gov't Fund - Desktop Virtualization	\$21,350	1	\$21,350		\$21,350	Yes
		Transfer to General Gov't Fund - Strategic Performance Analysis Software	\$21,000	1	\$21,000		\$21,000	No
		<b>Total Transfers</b>			<b>\$911,440</b>		<b>\$911,440</b>	
		<b>Total Information Technology</b>			<b>\$911,440</b>		<b>\$911,440</b>	
<b>Total Support Services and Administration</b>					<b>\$1,211,550</b>		<b>\$1,211,550</b>	

## 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 some debt service for: a loan from the Housing and Urban Development Department as an expenditure of the multi-year Federal and State Assistance Fund; two loans and revenue bonds as expenditures of the Stormwater Fund; and, a share of capital leases for the acquisition of operating equipment as expenditures in the Emergency Telephone System Fund and the Environmental Services Fund.

In 2011, the City entered a capital lease to purchase the Festival Plaza Building. As this building is scheduled to be sold in April, 2018, debt service for this capital lease is not reflected for fiscal year 2019 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

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- This budget dedicates an amount equivalent to 5.43 cents of the recommended 49.95 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.
- 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 \$35.7 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 2019 rebate is projected at \$61,644.
  - Monthly Greyhound loan payments of \$4,963 for up-fitting of tenant space in the multimodal center through June, 2023.

# Capital Funding Plan

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## Outstanding Debt Instruments

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- 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 \$2,967,659 of GO bonds outstanding over two series of bonds as of June 30, 2018. They bear interest at rates between 4.0% 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 ten capital leases through the capital funding plan for a recreation center, three fire stations, a parking deck, renovations of City Hall, and various vehicles and equipment. By June 30, 2018, the City plans to finance \$35,685,000 to construct a downtown stadium, \$14,860,000 to construct a parking deck and redevelopment site on Hay Street, and \$3,673,812 for vehicle and equipment purchases as a part of a strategy to fund capital improvement projects. Outstanding obligations on June 30, 2018 are projected to total \$73,033,535, at fixed rates of 1.21% to 3.0% (planned) for shorter term equipment and vehicle financings, 2.5% to 5.10% for facility financings, and at a variable rate of 70% of the LIBOR rate plus .55% with a margin rate factor of 1.2154.
- Three interfund loans from the Risk Management Fund to the General Fund are projected to be outstanding at June 30, 2018 for the 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, 2018, outstanding interfund loans are projected to total \$1,446,859 at 2.75% interest rates.
- Planned general obligation bond issuances for fiscal year 2019 include \$11,375,802 for the first issuance of bonds authorized on the March, 2016 \$35 million parks and recreation bond referendum.
- Planned capital lease financings during fiscal year 2019 include \$2,100,000 for the second and third phases of the City Hall renovation, \$3,107,500 for a pool at Lake Rim Park, and \$2,527,258 to finance vehicles and equipment as part of a strategy to fund capital improvement projects. An additional interfund loan of \$330,000 from the Risk Management Fund to the General Fund is also planned to supplement other funding sources for the downtown stadium debt service.

## Other Expenditures

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- During fiscal year 2019, other expenditures planned to be funded from the general capital funding plan include: \$226,000 of debt issuance costs.

# Capital Funding Plan

## SUMMARY OF OUTSTANDING DEBT ISSUES

Description	Purpose	Amount Outstanding @ 06/30/18 *	FY2019 Principal & Interest
<i>General Obligation Bonds</i>			
2005 Public Improvement Bonds	Street, Sidewalk and Drainage Improvements, Fire Station and Park Land Acquisition	2,925,000	546,338
2009 Refunding Bonds	City's Share of Refunded Series 2000 Public Improvement Bonds	42,659	16,180
		<u>\$ 2,967,659</u>	<u>\$ 562,518</u>
<i>Other Financings</i>			
Capital Lease - Construction	E. E. Miller Recreation Center and Buhmann Drive Fire Station	1,361,100	356,134
Capital Lease - Construction	Franklin Street Parking Deck	2,973,157	543,334
Capital Lease - Construction	Fire Station 19 **	1,427,703	211,656
Capital Lease - Construction	Fire Station 12	3,600,000	267,750
Capital Lease - Construction	City Hall Renovations	1,790,000	149,595
Capital Lease - Equipment	800 MHz System	719,765	732,516
Capital Lease - Equipment	June 2015 Vehicle & Equipment Financing	1,083,860	1,090,991
Capital Lease - Equipment	May 2016 Vehicle & Equipment Financing	951,717	483,749
Capital Lease - Equipment	June 2017 Vehicle & Equipment Financing	1,780,727	609,990
Capital Lease - Equipment	January 2018 Radio Equipment Financing	3,126,694	825,357
Interfund Loan	Murchison Road Redevelopment	849,550	201,973
Interfund Loan	Westover Pool	147,309	35,027
Interfund Loan	Cape Fear River Trail	450,000	124,102
<i>Planned for May and June 2018 Issuance:</i>			
Capital Lease - Construction	Downtown Stadium	35,685,000	3,119,667
Capital Lease - Construction	Hay St. Parking Deck and Redevelopment	14,860,000	1,300,584
Capital Lease - Equipment	Vehicles financed as a part of the City's strategy to fund Capital and Technology Improvement Items	3,673,812	981,525
		<u>\$ 74,480,394</u>	<u>\$ 11,033,950</u>
		<u>\$ 77,448,053</u>	<u>\$ 11,596,468</u>

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

\*\* Estimated at 2.4% variable rate for fiscal year 2019

## SUMMARY OF PLANNED FISCAL YEAR 2019 DEBT ISSUANCE

Description	Purpose	Debt Issuance Amount	FY2019 Principal & Interest
<i>General Obligation Bonds</i>			
2018 Parks & Recreation Bonds	Various Park and Recreation Improvements, including Splash Pads, Senior Center, Skateboard Park	11,375,802	255,956
<i>Other Financings</i>			
Capital Lease - Construction	City Hall Renovations - Phases 2 and 3	2,100,000	0
Capital Lease - Construction	Pool at Lake Rim Park	3,107,500	0
Capital Lease - Equipment	Vehicles financed as a part of the City's strategy to fund Capital and Technology Improvement Items	2,527,258	0
		<u>\$ 19,110,560</u>	<u>\$ 255,956</u>

## Five-Year Capital and Technology Improvement Plans

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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

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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.

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# Five-Year Capital and Technology Improvement Plans

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## 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 make data driven decisions.
Security/Infrastructure	Projects that secure data on networks and upgrade technology infrastructure to better accommodate growing needs of departments.
Citizen Engagement/Mobility	Projects that promote interaction with residents and make it easier for residents to conduct business with the City.

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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.

The tables that follow provide summaries of the City's Proposed FY 2019 to 2023 Capital and Technology Improvement Plans, both by planned fiscal year of expenditure and by proposed funding sources.

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# Five-Year Capital Improvement Plan Summary

PROJECT EXPENDITURES BY FISCAL YEAR									
PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	TOTAL PROJECT EXPENDITURES
<b>AIRPORT</b>									
Avigation Easement Runway 4 Protection Zone	Airport	0	0	0	0	0	0	1,250,000	1,250,000
Aircraft Aprons Crack Sealing	Airport	0	0	100,000	0	0	0	0	100,000
Airline Terminal Improvement Part I & II	Airport	3,346,359	18,084,738	0	20,000,000	0	0	0	41,431,097
Airport Public Art	Airport	0	0	50,000	0	50,000	0	0	100,000
Aviation Fuel Farm Access Paving	Airport	0	162,400	0	0	0	0	0	162,400
Construct 8 Unit T-Hangar	Airport	0	0	800,000	0	0	0	0	800,000
Fence Replacement from FBO to Fire Station 10	Airport	0	175,000	0	0	0	0	0	175,000
Perimeter Road Paving and Fencing Replacement	Airport	0	0	0	4,500,000	0	0	0	4,500,000
Runway 10/28 Pavement Rehabilitation	Airport	3,735,550	107,490	0	0	0	0	0	3,843,040
Taxiway F Pavement and Lighting Rehabilitation	Airport	0	0	0	0	0	0	1,250,000	1,250,000
<b>TOTAL - AIRPORT</b>		<b>7,081,909</b>	<b>18,529,628</b>	<b>950,000</b>	<b>24,500,000</b>	<b>50,000</b>	<b>0</b>	<b>2,500,000</b>	<b>53,611,537</b>
<b>ECONOMIC DEVELOPMENT</b>									
Affordable Housing Project Fund	Economic & Community Development	59,073	100,927	0	0	0	0	0	160,000
CEED Culinary Incubator Project	Economic & Community Development	100,000	350,000	0	0	0	0	0	450,000
Downtown Stadium	City Managers Office	464,374	17,243,334	19,802,394	0	0	0	0	37,510,102
Dr. E.E. Smith House Restoration	Economic & Community Development	3,986	271,614	0	0	0	0	0	275,600
Hay Street Parking Garage and Mixed Use Development	City Managers Office	0	1,000,000	13,702,519	0	0	0	0	14,702,519
Hope VI City Contributions	Economic & Community Development	5,983,435	542,565	0	0	0	0	0	6,526,000
Murchison Road Redevelopment - Catalyst Site 1&1A	Economic & Community Development	945,475	679,525	0	0	0	0	0	1,625,000
North Carolina Civil War History Center	City Managers Office	100,000	0	250,000	0	0	0	0	350,000
Replacement Parking for City Employees	City Managers Office	0	525,000	0	0	0	0	0	525,000
Support Infrastructure for Downtown Stadium Site	City Managers Office	0	590,000	905,000	0	0	0	0	1,495,000
Texfi	Public Services	797,631	98,093	0	0	0	0	0	895,724
<b>TOTAL - ECONOMIC DEVELOPMENT</b>		<b>8,453,974</b>	<b>21,401,058</b>	<b>34,659,913</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>64,514,945</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	NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	ANNUAL OPERATING BUDGET IMPACT
AIRPORT								
Avigation Easement Runway 4 Protection Zone	0	0	0	0	1,250,000	1,250,000	Federal Grant and Airport Funds	0
Aircraft Aprons Crack Sealing	0	0	0	0	100,000	100,000	Airport Funds	0
Airline Terminal Improvement Part I & II	21,431,097	0	0	0	20,000,000	41,431,097	Federal Grant and Airport Funds	0
Airport Public Art	0	0	0	0	100,000	100,000	Airport Funds	0
Aviation Fuel Farm Access Paving	162,400	0	0	0	0	162,400		0
Construct 8 Unit T-Hangar	0	0	0	0	800,000	800,000	Airport Funds	0
Fence Replacement from FBO to Fire Station 10	175,000	0	0	0	0	175,000		0
Perimeter Road Paving and Fencing Replacement	0	0	0	0	4,500,000	4,500,000	Federal Grant and Airport Funds	0
Runway 10/28 Pavement Rehabilitation	3,843,040	0	0	0	0	3,843,040		0
Taxiway F Pavement and Lighting Rehabilitation	0	0	0	0	1,250,000	1,250,000	Federal Grant and Airport Funds	0
TOTAL - AIRPORT	25,611,537	0	0	0	28,000,000	53,611,537		0
ECONOMIC DEVELOPMENT								
Affordable Housing Project Fund	160,000	0	0	0	0	160,000		0
CEED Culinary Incubator Project	450,000	0	0	0	0	450,000		0
Downtown Stadium	2,000,000	200,000	35,310,102	0	0	37,510,102		0
Dr. E.E. Smith House Restoration	275,600	0	0	0	0	275,600		0
Hay Street Parking Garage and Mixed Use Development	0	0	14,702,519	0	0	14,702,519		0
Hope VI City Contributions	6,526,000	0	0	0	0	6,526,000		0
Murchison Road Redevelopment - Catalyst Site 1&1A	1,625,000	0	0	0	0	1,625,000		0
North Carolina Civil War History Center	100,000	250,000	0	0	0	350,000		0
Replacement Parking for City Employees	400,000	125,000	0	0	0	525,000		0
Support Infrastructure for Downtown Stadium Site	1,495,000	0	0	0	0	1,495,000		0
Texfi	895,724	0	0	0	0	895,724		0
TOTAL - ECONOMIC DEVELOPMENT	13,927,324	575,000	50,012,621	0	0	64,514,945		0

# Five-Year Capital Improvement Plan Summary

PROJECT EXPENDITURES BY FISCAL YEAR									
PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	TOTAL PROJECT EXPENDITURES
GENERAL GOVERNMENT									
280 Lamon Admin Building Repairs and Storage Building Relocations	Parks & Recreation	0	275,822	0	0	0	0	0	275,822
Alexander Street Building Renovations	Parks & Recreation	251,935	63,065	0	0	0	0	0	315,000
Alexander Street Complex - Facility Mitigation	Parks & Recreation	0	320,125	0	0	0	0	0	320,125
Americans with Disabilities Act (ADA) Compliance	Parks & Recreation	0	175,000	75,000	75,000	75,000	75,000	75,000	550,000
Building Exterior Generator Connections	Parks & Recreation	0	137,300	0	0	0	0	0	137,300
Building Maintenance-HVAC/Boiler Replacement	Parks & Recreation	366,329	273,000	30,000	80,000	25,000	30,000	35,000	839,329
Building Maintenance-Other Projects	Parks & Recreation	315,488	187,203	0	0	100,000	100,000	96,849	799,540
Building Maintenance-Roof Replacement	Parks & Recreation	571,738	502,288	300,000	60,000	0	0	0	1,434,026
Building Maintenance-City Hall Other Facility Renos	Parks & Recreation	2,925,007	75,000	1,250,500	590,400	261,650	0	0	5,102,557
Bulk Fuel Tank Replacement	Public Services	0	0	0	0	0	275,000	0	275,000
City Hall First Floor Furniture & Fixtures	Development Services	0	0	110,000	0	0	0	0	110,000
Cross Creek Cemetery	Parks & Recreation	0	84,000	0	0	0	0	0	84,000
Fuel Depot Oil/Water Separator and Other Repairs	Public Services	0	140,251	0	0	0	0	0	140,251
Parking Lot Resurfacing	Public Services	0	60,500	71,800	47,250	94,000	50,500	35,500	359,550
<b>TOTAL - GENERAL GOVERNMENT</b>		<b>4,430,497</b>	<b>2,293,554</b>	<b>1,837,300</b>	<b>852,650</b>	<b>555,650</b>	<b>530,500</b>	<b>242,349</b>	<b>10,742,500</b>
PARKS, RECREATION AND CULTURE									
Big Cross Creek Multiuse Trail	Parks & Recreation	407,326	444,674	0	0	0	0	0	852,000
Cape Fear River Park	Parks & Recreation	0	0	0	675,000	0	4,525,000	0	5,200,000
Cape Fear River Trail - Linear Park Connector	Parks & Recreation	976	205,416	80,000	0	0	0	0	286,392
Cape Fear River Trail Phase 2	Public Services	3,907,696	217,787	2,391,732	0	0	0	0	6,517,215

# 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	NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	ANNUAL OPERATING BUDGET IMPACT
GENERAL GOVERNMENT								
280 Lamon Admin Building Repairs and Storage Building Relocations	275,822	0	0	0	0	275,822		0
Alexander Street Building Renovations	315,000	0	0	0	0	315,000		0
Alexander Street Complex - Facility Mitigation	320,125	0	0	0	0	320,125		0
Americans with Disabilities Act (ADA) Compliance	175,000	375,000	0	0	0	550,000		0
Building Exterior Generator Connections	137,300	0	0	0	0	137,300		0
Building Maintenance- HVAC/Boiler Replacement	669,000	170,329	0	0	0	839,329		0
Building Maintenance- Other Projects	502,691	296,849	0	0	0	799,540		0
Building Maintenance- Roof Replacement	1,074,026	360,000	0	0	0	1,434,026		0
Building Maintenance-City Hall Other Facility Renos	3,102,557	0	2,000,000	0	0	5,102,557		0
Bulk Fuel Tank Replacement	0	275,000	0	0	0	275,000		0
City Hall First Floor Furniture & Fixtures	0	110,000	0	0	0	110,000		0
Cross Creek Cemetery	84,000	0	0	0	0	84,000		0
Fuel Depot Oil/Water Separator and Other Repairs	140,251	0	0	0	0	140,251		0
Parking Lot Resurfacing	96,256	263,294	0	0	0	359,550		0
TOTAL - GENERAL GOVERNMENT	6,892,028	1,850,472	2,000,000	0	0	10,742,500		0
PARKS, RECREATION AND CULTURE								
Big Cross Creek Multiuse Trail	852,000	0	0	0	0	852,000		0
Cape Fear River Park	0	0	0	5,200,000	0	5,200,000		0
Cape Fear River Trail - Linear Park Connector	286,392	0	0	0	0	286,392		0
Cape Fear River Trail Phase 2	5,517,215	0	0	0	1,000,000	6,517,215		0

# Five-Year Capital Improvement Plan Summary

PROJECT EXPENDITURES BY FISCAL YEAR										
PROJECT	DEPARTMENT	PRIORITY SCORE	PRIOR FISCAL YRS	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	TOTAL PROJECT EXPENDITURES
Cross Creek Linear Park - Union Street Bridge	Parks & Recreation		0	64,377	0	0	0	0	0	64,377
Existing Parks and Building Renovations	Parks & Recreation		50,184	1,039,816	0	0	0	0	0	1,090,000
Gateway/Roadway Enhancement	Parks & Recreation		115,517	180,073	0	0	0	0	0	295,590
Lafayette Park Bridge & Bank Restoration	Parks & Recreation		0	216,907	0	0	0	0	0	216,907
Lake Rim Pool	Parks & Recreation		0	0	3,032,500	0	0	0	0	3,032,500
Linear Park Path, Steps & Overlook Restoration	Parks & Recreation		0	41,365	0	0	0	0	0	41,365
Martin Luther King Jr. Park	Parks & Recreation		0	0	0	500,000	0	0	0	500,000
Mazarick Park Play Area Steps and Rail	Parks & Recreation		5,638	49,362	0	0	0	0	0	55,000
NC State Veterans Park - Phase 2	Public Services		16,114,343	78,000	75,000	945,380	0	0	0	17,212,723
NC Veteran Park Hurricane Matthew Repair	Parks & Recreation	35	47,910	259,257	0	0	0	0	0	307,167
Playground Repairs/Refurbishing	Parks & Recreation	40	610,491	113,293	100,000	100,000	100,000	150,000	0	1,173,784
Pool Dome Covers - Westover and Bates Pools	Parks & Recreation		0	0	125,000	0	0	0	0	125,000
Senior Center - East	Parks & Recreation		0	0	0	860,000	4,140,000	0	0	5,000,000
Senior Center- West	Parks & Recreation		0	5,000,000	0	0	0	0	0	5,000,000
Skateboard Park	Parks & Recreation		0	1,000,000	0	0	0	0	0	1,000,000
Splash Pads	Parks & Recreation		2,576	1,722,424	1,275,000	0	0	0	0	3,000,000
Sport Field Complex	Parks & Recreation		0	0	0	9,000,000	0	0	0	9,000,000
Tennis Center	Parks & Recreation		0	0	400,000	730,000	4,870,000	0	0	6,000,000
TOTAL - PARKS, REC, AND CULTURE			21,262,657	10,632,751	7,479,232	12,810,380	9,110,000	4,675,000	0	65,970,020
PUBLIC SAFETY										
Fire Station #12 Relocation	Fire/Emergency Management		290,299	3,712,912	0	0	0	0	0	4,003,211

# Five-Year Capital Improvement Plan Summary

PROJECT	PROJECT FUNDING BY SOURCE OF FUNDS							ANNUAL OPERATING BUDGET IMPACT
	PROJECT FUNDING TO DATE	GENERAL FUND TAXES/ REVENUES	DEBT FINANCING PROCEEDS	PARKS & RECREATION BONDS	NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	
Cross Creek Linear Park - Union Street Bridge	64,377	0	0	0	0	64,377		0
Existing Parks and Building Renovations	990,000	0	0	100,000	0	1,090,000		0
Gateway/Roadway Enhancement	295,590	0	0	0	0	295,590		0
Lafayette Park Bridge & Bank Restoration	216,907	0	0	0	0	216,907		0
Lake Rim Pool	0	0	3,032,500	0	0	3,032,500		65,000
Linear Park Path, Steps & Overlook Restoration	41,365	0	0	0	0	41,365		0
Martin Luther King Jr. Park	0	0	0	0	500,000	500,000	MLK Committee Private Fundraising	0
Mazarick Park Play Area Steps and Rail	55,000	0	0	0	0	55,000		0
NC State Veterans Park - Phase 2	17,142,641	0	0	0	70,082	17,212,723	Miscellaneous Project Income to Date	0
NC Veteran Park Hurricane Matthew Repair	307,167	0	0	0	0	307,167		0
Playground Repairs/Refurbishing	734,007	439,777	0	0	0	1,173,784		0
Pool Dome Covers - Westover and Bates Pools	0	125,000	0	0	0	125,000		0
Senior Center - East	0	0	0	5,000,000	0	5,000,000		0
Senior Center- West	5,000,000	0	0	0	0	5,000,000		114,241
Skateboard Park	1,000,000	0	0	0	0	1,000,000		9,100
Splash Pads	3,000,000	0	0	0	0	3,000,000		10,260
Sport Field Complex	0	0	0	9,000,000	0	9,000,000		0
Tennis Center	0	0	0	6,000,000	0	6,000,000		0
<b>TOTAL - PARKS, REC, AND CULTURE</b>	<b>35,502,661</b>	<b>564,777</b>	<b>3,032,500</b>	<b>25,300,000</b>	<b>1,570,082</b>	<b>65,970,020</b>		<b>198,601</b>
<b>PUBLIC SAFETY</b>								
Fire Station #12 Relocation	4,003,211	0	0	0	0	4,003,211		0

# Five-Year Capital Improvement Plan Summary

			PROJECT EXPENDITURES BY FISCAL YEAR							TOTAL PROJECT EXPENDITURES
PROJECT	DEPARTMENT	PRIORITY SCORE	PRIOR FISCAL YRS	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	
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		427,247	228,784	0	0	0	0	0	656,031
TOTAL - PUBLIC SAFETY			788,136	4,061,696	0	0	0	0	0	4,849,832
STORMWATER MANAGEMENT										
Stormwater Program	Public Services	75	14,019,182	12,185,471	7,889,371	6,403,778	5,153,180	5,030,070	3,023,382	53,704,434
TOTAL - STORMWATER MGMNT			14,019,182	12,185,471	7,889,371	6,403,778	5,153,180	5,030,070	3,023,382	53,704,434
TRANSIT										
FAST Transit Center	Transit		13,682,774	921,080	0	0	0	0	0	14,603,854
Shelters and Benches	Transit	44	597,438	36,653	90,000	76,000	60,800	60,800	60,800	982,491
Sidewalks and ADA Accessibility Improvements	Transit	64	479,261	102,330	80,000	60,000	90,000	90,000	90,000	991,591
TOTAL - TRANSIT			14,759,473	1,060,063	170,000	136,000	150,800	150,800	150,800	16,577,936
TRANSPORTATION										
Bridge Replacements - Louise and Ann Streets	Public Services	55	192,522	1,950,618	3,150,000	0	0	0	0	5,293,140
Downtown Streetscape	Public Services	25	912,427	150,740	75,000	75,000	75,000	75,000	75,000	1,438,167
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	35	15,000	235,000	100,000	100,000	100,000	150,000	225,000	925,000
Legend Avenue Relocation	Public Services		211,315	2,007,307	0	0	0	0	0	2,218,622
McFadyen Dr. Restoration (Devonwood Lower Dam)	Public Services		0	318,989	2,960,211	0	0	0	0	3,279,200
McGilvary Road Repair	Public Services		0	442,000	0	0	0	0	0	442,000
Mirror Lake Dr and Dam Restoration	Public Services		0	2,286,810	0	0	0	0	0	2,286,810
Multi Use Lanes	Public Services	27	42,220	32,780	50,000	50,000	50,000	50,000	50,000	325,000
N Cool Spring St Roadway Restoration	Public Services		287,038	2,078,990	0	0	0	0	0	2,366,028

# Five-Year Capital Improvement Plan Summary

PROJECT	PROJECT FUNDING BY SOURCE OF FUNDS							ANNUAL OPERATING BUDGET IMPACT
	PROJECT FUNDING TO DATE	GENERAL FUND TAXES/ REVENUES	DEBT FINANCING PROCEEDS	PARKS & RECREATION BONDS	NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	
Fire Station 6 and 7 Apparatus Floor Replacement	190,590	0	0	0	0	190,590		0
Police Building Renovations (Phase 1)	656,031	0	0	0	0	656,031		0
<b>TOTAL - PUBLIC SAFETY</b>	<b>4,849,832</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,849,832</b>		<b>0</b>
<b>STORMWATER MANAGEMENT</b>								
Stormwater Program	30,185,552	0	0	0	23,518,882	53,704,434	Stormwater Fees, with \$1.75 increase in FY2019	0
<b>TOTAL - STORMWATER MGMNT</b>	<b>30,185,552</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>23,518,882</b>	<b>53,704,434</b>		<b>0</b>
<b>TRANSIT</b>								
FAST Transit Center	14,603,854	0	0	0	0	14,603,854		434,768
Shelters and Benches	684,091	59,680	0	0	238,720	982,491	Federal Grants	0
Sidewalks and ADA Accessibility Improvements	661,591	66,000	0	0	264,000	991,591	Federal Grants	0
<b>TOTAL - TRANSIT</b>	<b>15,949,536</b>	<b>125,680</b>	<b>0</b>	<b>0</b>	<b>502,720</b>	<b>16,577,936</b>		<b>434,768</b>
<b>TRANSPORTATION</b>								
Bridge Replacements - Louise and Ann Streets	2,143,140	630,000	0	0	2,520,000	5,293,140		0
Downtown Streetscape	1,063,167	375,000	0	0	0	1,438,167		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	250,000	675,000	0	0	0	925,000		0
Legend Avenue Relocation	2,218,622	0	0	0	0	2,218,622		0
McFadyen Dr. Restoration (Devonwood Lower Dam)	318,989	0	0	0	2,960,211	3,279,200		0
McGilvary Road Repair	442,000	0	0	0	0	442,000		0
Mirror Lake Dr and Dam Restoration	2,286,810	0	0	0	0	2,286,810		0
Multi Use Lanes	75,000	250,000	0	0	0	325,000		0
N Cool Spring St Roadway Restoration	2,366,028	0	0	0	0	2,366,028		0



# Five-Year Capital Improvement Plan Summary

			PROJECT EXPENDITURES BY FISCAL YEAR							TOTAL PROJECT EXPENDITURES
PROJECT	DEPARTMENT	PRIORITY SCORE	PRIOR FISCAL YRS	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	
NCDOT Municipal Agreements	Public Services	42	1,088,135	1,721,215	700,000	450,000	475,000	500,000	1,725,000	6,659,350
Offing Dr Roadway Restoration	Public Services		185,474	752,849	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	340,295	0	0	0	0	0	340,295
Rayconda Connector Road (Pinewood Terrace Ext)	Public Services		142,922	1,072,809	0	0	0	0	0	1,215,731
Shawcroft Rd Roadway Restoration	Public Services	5	361,605	1,078,023	40,278	0	0	0	0	1,479,906
Sidewalk Improvements	Public Services	32	444,247	1,830,511	900,000	550,000	925,000	875,000	1,200,000	6,724,758
Siple Ave Repair and Emergency Access	Public Services		828,644	10,076	0	0	0	0	0	838,720
Street Resurfacing / Maintenance Program	Public Services	47	6,561,964	5,652,321	4,275,000	4,400,000	4,525,000	4,650,000	4,800,000	34,864,285
Sykes Pond Road Repair	Public Services	50	37,100	974,000	0	0	0	0	0	1,011,100
Thoroughfare Street Lighting	Public Services		191,863	62,000	121,137	0	0	0	0	375,000
TOTAL - TRANSPORTATION			11,749,650	23,749,779	14,029,926	5,625,000	6,150,000	6,300,000	8,075,000	75,679,355

CIP GRAND TOTAL 82,545,478 93,914,000 67,015,742 50,327,808 21,169,630 16,686,370 13,991,531 345,650,559

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

# Five-Year Capital Improvement Plan Summary

PROJECT	PROJECT FUNDING BY SOURCE OF FUNDS							ANNUAL OPERATING BUDGET IMPACT
	PROJECT FUNDING TO DATE	GENERAL FUND TAXES/ REVENUES	DEBT FINANCING PROCEEDS	PARKS & RECREATION BONDS	NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	
NCDOT Municipal Agreements	2,507,583	4,151,767	0	0	0	6,659,350		0
Offing Dr Roadway Restoration	938,323	0	0	0	0	938,323		0
Public Street Development	502,130	0	0	0	0	502,130		0
Ray Avenue Extension	340,295	0	0	0	0	340,295		0
Rayconda Connector Road (Pinewood Terrace Ext)	1,215,731	0	0	0	0	1,215,731		0
Shawcroft Rd Roadway Restoration	1,439,628	0	0	0	40,278	1,479,906	FEMA and State Reimbursements	0
Sidewalk Improvements	2,268,463	4,456,295	0	0	0	6,724,758		0
Siple Ave Repair and Emergency Access	838,720	0	0	0	0	838,720		0
Street Resurfacing / Maintenance Program	12,214,285	22,650,000	0	0	0	34,864,285		0
Sykes Pond Road Repair	987,100	24,000	0	0	0	1,011,100		0
Thoroughfare Street Lighting	375,000	0	0	0	0	375,000		3,000
<b>TOTAL - TRANSPORTATION</b>	<b>34,791,014</b>	<b>33,212,062</b>	<b>0</b>	<b>0</b>	<b>7,676,279</b>	<b>75,679,355</b>		<b>3,000</b>

**CIP GRAND TOTAL            217,922,105    36,127,991    5,032,500    25,300,000    61,267,963    345,650,559            636,369**

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

# Five-Year Technology Improvement Plan Summary

			PROJECT EXPENDITURES BY FISCAL YEAR						
PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	TOTAL PROJECT EXPENDITURES
SECURITY/INFRASTRUCTURE									
Airport Terminal Renovations - Data Infrastructure	Airport	0	40,000	40,000	40,000	40,000	0	0	160,000
City Domain Migration	Information Technology	0	0	210,000	305,000	145,000	80,000	0	740,000
Computer Replacement	Information Technology	2,533,249	660,688	417,862	408,463	378,026	333,996	366,524	5,098,808
Desktop Virtualization Infrastructure	Information Technology	486,988	31,875	21,350	160,000	21,350	21,350	160,000	902,913
Direct Fiber Connection for Remote Sites	Information Technology	0	62,060	114,112	0	0	0	158,000	334,172
Enterprise Wide Radio Replacements	Police	0	3,202,495	187,461	1,462,054	0	0	0	4,852,010
IBM iSeries Server replacement	Information Technology	0	0	42,000	0	0	0	0	42,000
Internet Phone (City Wide VOIP)	Information Technology	386,302	18,698	30,000	0	0	312,000	0	747,000
IT Disaster Recovery Initiative	Information Technology	580,583	346,735	0	0	129,715	40,000	40,000	1,137,033
MS E-Mail Exchange	Information Technology	216,925	38,127	75,000	20,000	150,000	20,000	20,000	540,052
Police In-Car Camera Upgrade	Police	0	494,047	0	272,700	272,700	272,700	269,499	1,581,646
Police Replacement Radar Units	Police	0	47,353	0	0	0	0	0	47,353
Public Safety Security Compliance (CJIS)	Information Technology	69,851	182,000	20,000	20,000	150,000	20,000	20,000	481,851
Server Room Uninterruptible Power Supply Replacement	Information Technology	37,878	20,772	0	0	0	132,000	0	190,650
Transit Security and Safety Systems	Transit	189,534	476,412	92,000	20,000	0	24,000	0	801,946
Virtual Server Expansion Equipment	Information Technology	111,519	80,515	0	0	160,000	0	0	352,034
<b>TOTAL - SECURITY/INFRASTRUCTURE</b>		<b>4,612,829</b>	<b>5,701,777</b>	<b>1,249,785</b>	<b>2,708,217</b>	<b>1,446,791</b>	<b>1,256,046</b>	<b>1,034,023</b>	<b>18,009,468</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
SECURITY/INFRASTRUCTURE								
Airport Terminal Renovations - Data Infrastructure	0	0	0	0	160,000	160,000		0
City Domain Migration	0	740,000	0	0	0	740,000		0
Computer Replacement	3,193,937	1,775,010	0	0	129,861	5,098,808		0
Desktop Virtualization Infrastructure	518,863	384,050	0	0	0	902,913		0
Direct Fiber Connection for Remote Sites	62,060	272,112	0	0	0	334,172		0
Enterprise Wide Radio Replacements	3,202,495	27,722	1,462,054	0	159,739	4,852,010	FY19 Airport and Transit Funds	10,000
IBM iSeries Server replacement	0	42,000	0	0	0	42,000		3,000
Internet Phone (City Wide VOIP)	405,000	342,000	0	0	0	747,000		0
IT Disaster Recovery Initiative	927,318	209,715	0	0	0	1,137,033		0
MS E-Mail Exchange	255,052	285,000	0	0	0	540,052		0
Police In-Car Camera Upgrade	120,600	1,087,599	0	0	373,447	1,581,646	Forfeiture Funds	0
Police Replacement Radar Units	47,353	0	0	0	0	47,353		0
Public Safety Security Compliance (CJIS)	251,851	230,000	0	0	0	481,851		12,000
Server Room Uninterruptible Power Supply Replacement	58,650	132,000	0	0	0	190,650		12,000
Transit Security and Safety Systems	747,946	10,800	0	0	43,200	801,946		0
Virtual Server Expansion Equipment	192,034	160,000	0	0	0	352,034		40,000
<b>TOTAL - SECURITY/ INFRASTRUCTURE</b>	<b>9,983,159</b>	<b>5,698,008</b>	<b>1,462,054</b>	<b>0</b>	<b>866,247</b>	<b>18,009,468</b>		<b>77,000</b>

# Five-Year Technology Improvement Plan Summary

			PROJECT EXPENDITURES BY FISCAL YEAR						
PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	TOTAL PROJECT EXPENDITURES
<b>BUSINESS INTELLIGENCE/DATA ANALYSIS</b>									
Enterprise Data Warehouse	Information Technology	0	15,000	0	100,000	15,000	10,000	0	140,000
Enterprise GIS Environment	Information Technology	174,707	124,770	125,000	52,685	0	0	0	477,162
Laserfiche JDE Integration	Information Technology	0	15,000	0	0	0	0	0	15,000
Organizational Performance Software	Strategic Performance Analytics	83,404	19,385	21,000	15,000	15,000	15,000	15,000	183,789
Time & Attendance/Payroll (Kronos)	Information Technology	561,815	79,758	0	0	0	0	0	641,573
<b>TOTAL - BUSINESS INTELLIGENCE/DATA ANALYSIS</b>		<b>819,926</b>	<b>253,913</b>	<b>146,000</b>	<b>167,685</b>	<b>30,000</b>	<b>25,000</b>	<b>15,000</b>	<b>1,457,524</b>
<b>APPLICATION/SOFTWARE SERVICES</b>									
Automated Secure Alarm Protocol Interface Upgrade	Police	0	0	27,260	0	0	0	0	27,260
Council Chambers Lighting-Cameras-Video Converter	Corporate Communications	0	0	53,485	0	0	0	0	53,485
ERP Replacement Initiative	City Managers Office	0	100,000	100,000	2,120,000	1,120,000	1,030,000	150,000	4,620,000
FAR Part 139 Automation	Airport	0	0	70,000	0	0	0	0	70,000
FayWorx - Work Order/Permit/Asset Mgmt. System	Information Technology	1,164,854	327,450	208,000	0	0	0	0	1,700,304
Finance-LSDBE Program Tracking Software	Finance	0	0	64,500	0	0	0	0	64,500
Kronos Workforce TeleStaff Upgrade	Fire/Emergency Management	0	36,027	0	0	0	0	0	36,027
Laserfiche Quick Fields	Information Technology	0	16,410	0	0	0	0	0	16,410
Mobile Fingerprinting System	Police	0	29,800	0	0	0	0	0	29,800
Plan Review Software	Development Services	0	108,500	0	0	0	0	0	108,500
Public Safety Video Surveillance (Digital IP)	Police	602,790	107,990	0	0	0	0	0	710,780

# 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>BUSINESS INTELLIGENCE/DATA ANALYSIS</b>								
Enterprise Data Warehouse	15,000	125,000	0	0	0	140,000		64,941
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	102,789	81,000	0	0	0	183,789		0
Time & Attendance/Payroll (Kronos)	641,573	0	0	0	0	641,573		66,164
<b>TOTAL - BUSINESS INTELLIGENCE/DATA ANALYSIS</b>	<b>1,251,524</b>	<b>206,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,457,524</b>		<b>132,105</b>
<b>APPLICATION/SOFTWARE SERVICES</b>								
Automated Secure Alarm Protocol Interface Upgrade	0	27,260	0	0	0	27,260		2,400
Council Chambers Lighting-Cameras-Video Converter	0	53,485	0	0	0	53,485		525
ERP Replacement Initiative	200,000	4,420,000	0	0	0	4,620,000		366,776
FAR Part 139 Automation	0	0	0	0	70,000	70,000		0
FayWorx - Work Order/ Permit/Asset Mgmt. System	1,492,304	208,000	0	0	0	1,700,304		129,000
Finance-LSDBE Program Tracking Software	64,500	0	0	0	0	64,500		24,750
Kronos Workforce TeleStaff Upgrade	36,027	0	0	0	0	36,027		0
Laserfiche Quick Fields	16,410	0	0	0	0	16,410		2,160
Mobile Fingerprinting System	0	0	0	0	29,800	29,800		10,000
Plan Review Software	108,500	0	0	0	0	108,500		45,000
Public Safety Video Surveillance (Digital IP)	608,103	0	0	0	102,677	710,780		37,891

# Five-Year Technology Improvement Plan Summary

		PROJECT EXPENDITURES BY FISCAL YEAR							TOTAL PROJECT EXPENDITURES
PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	
Revenue Management System	Finance	0	0	246,625	0	0	0	0	246,625
Risk Terrain Modeling Software	Police	0	0	16,750	0	12,000	0	12,000	40,750
RMS Site License Upgrade	Police	0	110,000	0	0	0	0	0	110,000
Training Simulator	Police	0	129,515	0	0	0	0	0	129,515
<b>TOTAL - APPLICATION/SOFTWARE SERVICES</b>		<b>1,767,644</b>	<b>965,692</b>	<b>786,620</b>	<b>2,120,000</b>	<b>1,132,000</b>	<b>1,030,000</b>	<b>162,000</b>	<b>7,963,956</b>
<b>CITIZEN ENGAGEMENT/MOBILITY</b>									
Camera and Equipment for Broadcast Pix	Corporate Communications	0	17,835	0	0	0	0	0	17,835
City Mobile App for Smart Devices	Corporate Communications	0	27,340	0	0	0	0	0	27,340
City of Fayetteville External Website	Corporate Communications	127,443	23,681	0	0	0	0	0	151,124
City Wireless Network Expansion Project	Information Technology	259,389	7,233	0	150,000	0	0	0	416,622
Enterprise Digital Accessibility Program	Information Technology	0	25,000	20,000	55,000	0	0	0	100,000
RecTrac Upgrades	Parks & Recreation	47,993	13,160	0	0	0	0	0	61,153
<b>TOTAL - CITIZEN ENGAGEMENT/MOBILITY</b>		<b>434,825</b>	<b>114,249</b>	<b>20,000</b>	<b>205,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>774,074</b>
<b>TIP GRAND TOTAL</b>		<b>7,635,224</b>	<b>7,035,631</b>	<b>2,202,405</b>	<b>5,200,902</b>	<b>2,608,791</b>	<b>2,311,046</b>	<b>1,211,023</b>	<b>28,205,022</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
Revenue Management System	0	246,625	0	0	0	246,625		40,031
Risk Terrain Modeling Software	0	40,750	0	0	0	40,750		2,000
RMS Site License Upgrade	110,000	0	0	0	0	110,000		83,000
Training Simulator	76,515	0	0	0	53,000	129,515		12,200
<b>TOTAL - APPLICATION/SOFTWARE SERVICES</b>	<b>2,712,359</b>	<b>4,996,120</b>	<b>0</b>	<b>0</b>	<b>255,477</b>	<b>7,963,956</b>		<b>755,733</b>
CITIZEN ENGAGEMENT/MOBILITY								
Camera and Equipment for Broadcast Pix	17,835	0	0	0	0	17,835		0
City Mobile App for Smart Devices	27,340	0	0	0	0	27,340		15,000
City of Fayetteville External Website	151,124	0	0	0	0	151,124		22,050
City Wireless Network Expansion Project	266,622	150,000	0	0	0	416,622		0
Enterprise Digital Accessibility Program	25,000	75,000	0	0	0	100,000		0
RecTrac Upgrades	61,153	0	0	0	0	61,153		0
<b>TOTAL - CITIZEN ENGAGEMENT/ MOBILITY</b>	<b>549,074</b>	<b>225,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>774,074</b>		<b>37,050</b>
<b>TIP GRAND TOTAL</b>	<b>14,496,116</b>	<b>11,125,128</b>	<b>1,462,054</b>	<b>0</b>	<b>1,121,724</b>	<b>28,205,022</b>		<b>1,001,888</b>



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# Appendices

## Authorized Staffing FTEs by Department

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### 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

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### ***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>

### **Corporate Communications**

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

Chief Branding Officer .....	1
Corporate Communications Director .....	1
Graphic Production Supervisor.....	1
Printer.....	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***

Assistant Development Services Director .....	1
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 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 .....	2
Permit Technician .....	4
Permit Technician Supervisor .....	1
Planner II .....	1
Planning & Zoning Division Manager .....	1
Plans Examiner.....	1
Plumbing Inspections Supervisor .....	1
Plumbing Inspector .....	2
Senior Administrative Assistant .....	2
Senior Planner .....	6
<b>Total .....</b>	<b>53</b>

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## Authorized Staffing FTEs by Department

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### **Economic & Community Development**

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

Economic & 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 & Business Development Manager .....	1
Senior Administrative Assistant .....	1
<b>Total .....</b>	<b>3.7</b>

### **Finance**

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

Accountant .....	2
Accounting Manager .....	1
Accounting Technician .....	3
Accounts Payable Supervisor .....	1
Administrative Assistant .....	1
Alarm Ordinance Coordinator .....	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 & Local Small DBE Coordinator .....	1
Purchasing Manager .....	1
Risk Coordinator .....	1
Senior Financial Analyst .....	1
Special Assistant to the City Manager for Finance.....	1
Treasurer .....	1
<b>Total .....</b>	<b>26</b>

### **Fire & Emergency Management**

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

Assistant Fire Chief .....	4
Deputy Fire Chief .....	2
Emergency Management Coordinator .....	1
Fire Battalion Chief.....	11
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>

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## Authorized Staffing FTEs by Department

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### **Human Relations**

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

Human Relations Director .....	1
Human Relations Administrative Specialist .....	1
Human Relations Manager .....	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 Customer Relationship Manager .....	2
Information Technology Project Manager .....	3
Information Technology Solutions Architect .....	1
Network Administrator .....	1
Network Security Administrator .....	1
Network Engineer .....	1
Senior Desktop Support Specialist .....	1
Systems Administrator .....	1
Information Technology Telecommunications Analyst .....	1
Web Developer .....	1
<b>Total .....</b>	<b>28</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

#### ***Parks & Recreation Division – County Funded***

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
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 Assistant Communications Supervisor .....	4
911 Communications Supervisor.....	4
911 Quality Assurance & Compliance Specialist .....	1
911 Systems Technician.....	1
911 Systems Analyst.....	1
911 Training Officer .....	1
911 Training Specialist.....	1
Administrative Assistant .....	3
Assistant Police Chief .....	2
Budget Analyst .....	1
Civilian Crash Investigator .....	6
Crime Analyst .....	4
Crime Analyst Supervisor.....	1
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 .....	7
Police Chief.....	1
Police Lieutenant .....	21
Police Major .....	4
Police Officer .....	351
Police Records Clerk .....	23
Police Records Supervisor .....	4
Police Records Manager .....	1
Police Sergeant .....	48
Police Training Coordinator .....	1
Property and Evidence Technician .....	4
Telecommunicator I .....	17
Telecommunicator II .....	32
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>604.5</b>

### **Public Services**

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

Administrative Assistant .....	1
Assistant City Traffic Engineer .....	1
Assistant Public Service Director.....	1
City Engineer .....	1
City Traffic Engineer .....	1
Construction Contracts Coordinator .....	1
Construction Manager .....	1
Crew Supervisor .....	3

## Authorized Staffing FTEs by Department

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

Engineer I .....	2
Engineer II .....	4
Engineering Inspector .....	7
Engineering Technician .....	1
Engineering Technician Supervisor.....	1
Equipment Operator I.....	4
Equipment Operator II .....	43
Equipment Operator III.....	35
Fleet Services Coordinator .....	1
Maintenance Worker .....	14
Office Assistant II .....	6
Office Supervisor .....	1
Paralegal I .....	1
Paralegal II .....	1
Personnel Technician .....	1
Public Information Specialist .....	1
Public Services Director .....	1
Real Estate Manager .....	1
Routing Administrator .....	1
Senior Administrative Assistant .....	1
Senior Paralegal.....	1
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 Analyst.....	1
Solid Waste Collector.....	9
Solid Waste Manager .....	1
Solid Waste Superintendent.....	1
Solid Waste Supervisor .....	4
Stormwater Inspections Supervisor .....	1
Stormwater Inspector.....	4
Stormwater Manager .....	1
Street Maintenance Superintendent .....	1
Street Maintenance Supervisor.....	3
Survey Crew Leader .....	1
Surveying 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

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### **Transit**

#### **Full-Time**

Assistant Transit Director .....	1
Automotive Service Aide .....	5
Automotive Technician .....	5
Automotive Technician Supervisor .....	1
Bus Operator .....	76
Civil Rights Program Analyst .....	1
Maintenance Worker .....	4
Office Assistant I.....	1
Office Assistant II.....	1
Para-Transit Operations Manager .....	1
Senior Administrative Assistant .....	1
Senior Automotive Service Aide .....	1
Senior Automotive Technician .....	3
Senior Transit Dispatcher .....	1
Transit Analyst .....	1
Transit Director .....	1
Transit Dispatcher .....	8.5
Transit Operations Superintendent .....	1
Transit Planner .....	1
Transit Safety/Training Coordinator .....	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>124</b>
<b>TOTAL .....</b>	<b>1,602.2</b>

# Authorized Staffing FTEs by Department

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## SPECIAL REVENUE FUND POSITIONS

### Economic & Community Development

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

Community Development Administrator .....	1
Economic & 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>

### Police

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

Juvenile Restitution Program Coordinator .....	1
<b>Total .....</b>	<b>1</b>

## CAPITAL PROJECT FUND POSITIONS

### City Manager's Office

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

Construction Manager .....	1
<b>Total .....</b>	<b>1</b>

**GRAND TOTAL ..... 1,613.5**

## FROZEN, UNFUNDED POSITIONS

### Finance

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

Accounting Technician.....	1
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### Development Services

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

Plans Examiner.....	1
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**TOTAL FROZEN POSITIONS ..... 2**

## Positions and Salary Grade Assignments

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**Grade 105** \$21,528 - \$33,153  
Custodian

**Grade 106** \$22,276 - \$34,229  
Lead Custodian

**Grade 107** \$23,391 - \$35,943  
Automotive Service Aide  
Solid Waste Collector  
Supply Technician

**Grade 108** \$24,560 - \$37,739  
Landscape Worker  
Maintenance Worker  
Office Assistant I  
Senior Automotive Service Aide

**Grade 109** \$26,079 - \$40,072  
Bus Operator  
Equipment Operator I  
Installation Technician  
Senior Survey Technician  
Signs and Markings Technician  
Turf Technician

**Grade 110** \$28,043 - \$43,090  
Equipment Operator II  
Landscape Technician  
Office Assistant II  
Police Records Clerk  
Printer  
Technical Equipment Specialist  
Transit Dispatcher  
Tree Care Technician

**Grade 111** \$30,420 - \$46,743  
Accounting Technician  
Administrative Assistant  
Alarm Ordinance Coordinator  
Automotive Technician  
Background Investigator  
Court Liaison Coordinator  
Crew Leader  
Customer Service Representative  
Equipment Operator III  
Neighborhood Resource Coordinator  
Permit Technician  
Personnel Technician

## Positions and Salary Grade Assignments

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### **Grade 111 (cont'd)**

**\$30,420 - \$46,743**

Police Training Coordinator  
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  
Graphic Production Supervisor  
Human Relations Administrative Specialist  
Information Technology Administrative Specialist  
Paralegal I  
Payroll Technician  
Police Records Supervisor  
Senior Administrative Assistant  
Senior Automotive Technician  
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  
Executive Legal Assistant  
Fire Inspector (Regular)  
Fleet Services Coordinator  
Forensic NIBIN Technician  
Forensic Video Technician  
Historic Properties Specialist  
Housing Program Specialist  
Human Resource Specialist  
Investigative Assistant  
Juvenile Restitution Program Coordinator

## Positions and Salary Grade Assignments

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### **Grade 113 (cont'd)**

**\$36,209 - \$55,639**

Latent Print Examiner  
Marketing Specialist  
Mechanical Inspector  
Paralegal II  
Park Ranger  
Plumbing Inspector  
Risk Coordinator  
Signs & Markings Supervisor  
Solid Waste 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  
Routing Administrator  
Senior Housing Program Specialist  
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  
Crime Analyst  
Electrical Inspections Supervisor  
Engineering Technician Supervisor  
Mechanical Inspections Supervisor  
Plumbing Inspections Supervisor  
RMS Database Manager  
Senior Desktop Support Specialist  
Stormwater Inspections Supervisor  
Street Maintenance Supervisor

### **Grade 116**

**\$47,063 - \$72,316**

G.I.S. Analyst  
Plans Examiner

## Positions and Salary Grade Assignments

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

Permit Technician Supervisor  
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  
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**

911 Systems Analyst  
Accountant  
Budget & Evaluation Analyst  
Budget Analyst  
Chief Zoning Administrator  
Engineer I  
Financial Analyst



## Positions and Salary Grade Assignments

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

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

G.I.S. Database Administrator  
Human Resource Consultant  
Information Technology Customer Relationship Manager  
Internal Auditor  
Landscape Architect  
Management Analyst  
Network Administrator  
Network Security Administrator  
Organizational Development & Training Coach  
PD Accreditation & Grants Manager  
Safety Officer  
Senior Planner  
Solid Waste Analyst  
Systems Administrator  
Transit Analyst

### **Grade 217**

**\$52,301 - \$82,187**

Business Manager  
Chief Branding Officer  
Crime Analyst Supervisor  
Emergency Management Coordinator  
Facilities Manager  
Forensic Manager  
G. I. S. Manager  
Historic Properties Manager  
Housing & Code Enforcement Division Manager  
Human Relations Manager  
Information Technology Solutions Architect  
Information Technology Telecommunications Analyst  
Network Engineer  
Parks Superintendent  
Payroll & Liabilities Manager  
Real Estate Manager  
Senior Corporate Performance Analyst  
Senior Financial Analyst  
Senior Internal Auditor  
Solid Waste Superintendent  
Street Maintenance Superintendent  
Traffic Signal Management Engineer  
Transit Operations Superintendent

### **Grade 218**

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

911 Communications Manager  
Accounting Manager  
Assistant City Traffic Engineer  
Building Official

## Positions and Salary Grade Assignments

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<b>Grade 218 (cont'd)</b>	<b>\$56,931 - \$89,464</b>
Community Development Administrator	
Economic Development Administrator	
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	
<b>Grade 219</b>	<b>\$62,256 - \$97,831</b>
Assistant Transit Director	
City Clerk	
Construction Manager	
Planning & Zoning Division Manager	
Purchasing Manager	
Solid Waste Manager	
<b>Grade 220</b>	<b>\$68,353 - \$107,412</b>
Assistant Budget & Evaluation Director	
Assistant Chief Financial Officer	
Assistant City Attorney	
Assistant Development Services Director	
Deputy Airport Director	
Deputy Human Resource Development Director	
Information Technology Chief Operating Officer	
Information Technology Chief Technology Officer	
Stormwater Manager	
<b>Grade 221</b>	<b>\$75,453 - \$118,569</b>
Assistant Public Services Director	
City Engineer	
City Traffic Engineer	
Police Attorney	
<b>Grade 222</b>	<b>\$86,782 - \$136,372</b>
Special Assistant to the City Manager	
<b>Grade 301</b>	<b>\$33,280 - \$60,406</b>
Firefighter	
<b>Grade 303</b>	<b>\$44,319 - \$63,246</b>
Fire Lieutenant	

## Positions and Salary Grade Assignments

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<b>Grade 304</b> Fire Captain	\$51,000 - \$78,540
<b>Grade 305</b> Police Officer	\$34,489 - \$59,099
<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	\$35,764 - \$48,087
<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 911 Assistant Communications Supervisor	\$40,689 - \$58,999
<b>Grade 325</b> 911 Communications Supervisor 911 Training Officer	\$43,944 - \$63,719
<b>Grade 401</b> Fire Battalion Chief	\$61,200 - \$94,860
<b>Grade 402</b> Assistant Fire Chief	\$73,440 - \$110,894
<b>Grade 403</b> Deputy Fire Chief	\$80,784 - \$125,215
<b>Grade 404</b> Police Lieutenant	\$54,514 - \$89,984
<b>Grade 405</b> Police Captain	\$65,974 - \$107,936
<b>Grade 406</b> Police Major	\$72,882 - \$118,708
<b>Grade 407</b> Assistant Police Chief	\$79,790 - \$129,479

## Positions and Salary Grade Assignments

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### **Executive Pay Band**

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

Airport Director  
Assistant City Manager  
Budget & Evaluation Director  
Chief Financial Officer  
Chief Information Officer  
Corporate Communications Director  
Development Services Director  
Economic & Community Development Director  
Fire Chief  
Human Relations Director  
Human Resource Development Director  
Internal Audit Director  
Parks, Recreation & Maintenance Director  
Police Chief  
Public Services Director  
Strategic & Performance Analytics Director  
Transit Director

### **Senior Executive Pay Band**

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

Deputy City Manager

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<b>All Functions.....</b>	<b>K-24</b>
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<i>Public Record Copies</i>	
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<i>Landing Fee (Non-Signatory Airline)</i>	
<i>Jet Bridge Use Fee (Signatory Airline)</i>	
<i>Jet Bridge Use Fee (Non-Signatory Airline)</i>	
<i>Commercial Ramp Use Fees</i>	
<i>Terminal Leases and Fees</i>	
<i>Fuel Flowage Fee</i>	
<i>Airline Uplift Charge</i>	
<i>Fuel Pricing</i>	
<i>Property Leases</i>	
<i>Rental Cars</i>	
<i>Terminal Leases and Fees</i>	
<i>Public Safety Airline Charge</i>	
<i>Advertising Space</i>	
<i>Exhibition Flight Permit</i>	
<i>Security Fees per Application</i>	
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Graffiti Removal Fee	
Lot Cleaning	
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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)	
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	
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<b>Fire &amp; Emergency Management.....</b>	<b>K-31</b>
<i>False Alarm</i> <i>Fines</i> <i>Fire Inspection Fees</i> <i>Training Facility Fees</i> <i>Hazardous Material Protection Fee</i>	
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# Fee Schedule

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*Wrecker Fees*

*Officer Fees*

*Range Fee*

### **Public Services..... K-40**

#### Engineering & Infrastructure Fees and Penalties

*Map Sales*

*Copy Sales*

*Development Plan Reviews/Infrastructure Permits*

*Infrastructure Inspection Fees*

*Driveway Permits*

*Resurfacing Permit*

*Sidewalk Permit*

*Right of Way Excavations*

*Right of Way Encroachment*

*Sidewalk Assessment (Petitioned)*

*Street Paving Assessments*

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*House Moving Fee*

*Right of Way Registration Fee*

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#### Solid Waste Fees and Penalties

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*Administrative Fee (Abatement Actions)*

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*No Show/Late Cancellation Penalty for Demand Response Service*  
*FAST Transit Center Community Room Rental*

# Fee Schedule

Description	Current Fee	Established or Last Changed
<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 Airlines 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>		
	\$0.06 per gallon of non-airline fuel	2017
<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	\$200.00 per month	2017
New T-Hangar Rental	\$225.00 per month	2017
Ground Lease - Unimproved	\$0.25 per sq. ft. per year	2017
Ground Lease - Improved	\$0.35 per sq. ft. per year	2017
Corporate Office Space	\$5.50 per sq. ft. per year plus utilities	2017
Corporate Hangar Space	\$2.50 per sq. ft. per year plus utilities	2017
FBO Office Space	\$4.50 per sq. ft. per year plus utilities	2003
FBO Hangar Space	\$1.75 per sq. ft. per year plus utilities	2004

# Fee Schedule

Description	Current Fee	Established or Last Changed
<b><i>Rental Cars</i></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 facility upgrades	2014
<b><i>Terminal Leases and Fees</i></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
<b><i>Public Safety Airline Charge</i></b>	Cost charged to airlines based on prorata share of enplanements less security reimbursement from TSA	1991
<b><i>Advertising Space</i></b>	\$883.33 plus commissions	1998
<b><i>Exhibition Flight Permit</i></b>	\$5.00 per flight, or \$25.00 per six-month period	N/A
<b><i>Security Fees Per Application</i></b>		
Fingerprint Processing (airport badges only)	\$50.00	2002
Security Threat Assessment	\$5.00	2008
<b><i>Passenger Facility Charge</i></b>	\$4.00	2015
<b>Corporate Communications</b>		
<b><i>City Song and Music Video DVDs</i></b>	\$10.00 each	2007
<b>Development Services</b>		
<b><u>Code Enforcement Fees:</u></b>		
<b><i>Administrative Fee (Abatement Actions)</i></b>	\$125.00	2014
<b><i>Citations</i></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><i>Graffiti Removal Fee</i></b>	\$100.00	2012
<b><i>Lot Cleaning</i></b>	Based on contract	2002
<b><i>Rental Action Management Program (RAMP)</i></b>		
Registration Fee	\$500	2017
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

# Fee Schedule

Description	Current Fee	Established or Last Changed
<b><i>Taxicab Permits</i></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><i>Watershed Protection Inspection Fee and Permit</i></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
<b><u>Plan Review, Permit and Inspection Fees:</u></b>		
<b><i>Building Plan Review</i></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><i>Building Permits</i></b>		
New Construction or Additions		
Commercial	\$0.32 per sq. ft.	2014
Residential	\$0.30 per heated sq. ft. \$0.15 per unheated sq. ft.	2017
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.)		

# Fee Schedule

Description	Current Fee	Established or Last Changed
Residential access ramp installation	No Charge	2015
Construction Cost : \$0.00-1,000.00	\$50.00	2017
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 heated sq. ft.	2017
	\$0.04 per unheated sq. ft.	2017
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 or 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 or additions	2012
Permit Associated with Alteration, Replacement, Modification, etc.		
Residential thru 200A	\$30.00	2014
Residential over 200A	\$35.00	2014
Commercial thru 800A	\$60.00	2014
Commercial over 800A	\$85.00	2014
Separately Derived Systems	\$35.00	2014
Mobile Home Services or Feeders	\$30.00	2014
New or Replacement Pedestal	\$30.00	2014
Outlet Installation	\$0.50 per outlet	2014
Temporary Pole	\$30.00	2014
Furnace, Condensor 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

# Fee Schedule

Description	Current Fee	Established or Last Changed
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		
Commercial	\$75.00	2017
Residential	\$50.00	2017
<b>Mechanical Permits</b>		
New Construction or Additions		
Commercial	\$0.09 per sq. ft.	2014
Residential	\$0.08 per sq. ft.	2012
Major Renovations or Upfits of Existing Structures		
Extensive reconstruction involving 50% or more of existing square footage on one or more floors	60% of fee for new construction or 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 or additions	2012
Permit Associated with Alteration, Replacement, Modification, etc.		
Residential Heat or AC	\$65 for the first unit, \$40 for each additional.	2017
Commercial Heat or AC	\$75 for the first unit, \$50 for each additional.	2017
Commercial Hood/Canopy over Cooking Equipment	\$75 Each	2017
Commercial Refrigeration	\$75 for the first unit, \$50 for each additional unit.	2017
Gas Appliance	\$40.00 for the first unit, \$10.00 for each additional unit.	2017
Duct Extensions and Alterations	\$50	2017
Commercial Exhaust and Duct System	\$10.00	2014
Minimum Fee		
Commercial	\$75.00	2017
Residential	\$50.00	2017
<b>Plumbing Permits</b>		
New Construction or Additions		
Commercial	\$0.07 per sq. ft.	2014
Residential	\$0.06 per heated sq. ft.	2017
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 or 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 or additions	2012
Permit Associated with Alteration, Replacement, Modification, etc.		
Tapped 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		
Commercial	\$75.00	2017
Residential	\$50.00	2017

# Fee Schedule

Description	Current Fee	Established or Last Changed
<b><i>Miscellaneous Inspections and Fees</i></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	\$40 per call back	2017
Contractor Change on Permitted Project	\$30.00	2014
Certificate of Compliance/Occupancy Inspection for Existing Building	\$110.00	2014
Work Without a Required Permit	2 times all applicable permit fees	2017
<b><i>Homeowner Recovery Fee</i></b>	\$10.00	2003
<b><i>Daycare Inspections</i></b>	\$125.00	2014
<b><i>Yard Sale Permits</i></b>	\$10 for the first sale; \$15 for second or third sale. Only 3 yard sales per calendar year permitted.	2017
<b><u><i>Planning &amp; Zoning Permits and Fees:</i></u></b>		
<b><i>Administrative Adjustment Fee</i></b>	\$35.00 per standard for which adjustment requested	2014
<b><i>Alternative Signage Plan Review</i></b>	\$250.00	2014
<b><i>Appeal Fee</i></b>	\$500.00	2011
<b><i>Board of Adjustment Hearing Fee</i></b>	\$500.00	2007
<b><i>Certificate of Appropriateness (Historic District)</i></b>		
Minor Work	\$35	2017
Major Work	\$100	2017
<b><i>Clear Cutting Permit</i></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><i>Development Agreement (UDO)</i></b>	\$2,500.00	2011
<b><i>Payment in Lieu of Park Land</i></b>		
Formerly Open Space Fee. Land value factor calculated in accordance with UDO section 30-9.D.	\$9,962 per acre	2018
<b><i>Payment in Lieu of Sidewalk Construction</i></b>	\$33.97 per linear foot for 4' wide sidewalk*	2018

# Fee Schedule

Description	Current Fee	Established or Last Changed
*Price per foot to be adjusted each July 1st based on Construction Cost Index changes as of the prior December.	\$39.40 per linear foot for 5' wide sidewalk*	2018
	\$44.82 per linear foot for 6' wide sidewalk*	2018
<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</b> - Annual, from May 1 to April 30		
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



## Fee Schedule

Description	Current Fee	Established or Last Changed
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 per year	2018
<b>Pawnbroker Permits</b>	\$250.00 initial application with \$5,000 surety bond required, \$100.00 annual renewal	2018
<b>Peddler Permits</b> - On Foot or With Vehicle		
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
<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</b> - Including Alarm Solicitor		
Application Fee	\$25.00	2004
Three-Month Renewal (If renewed prior to expiration, maximum of 3 renewals per initial application)	\$5.00	2015
<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 Alarm</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

# Fee Schedule

Description	Current Fee	Established or Last Changed
	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 Care (not in residential home)	Up to 2,500 sq. ft. \$75	2008
Public and Private School (inspected every 6 months)	2,501 - 10,000 sq. ft. \$100	2008
	10,001 - 50,000 sq. ft. \$150	2008
	50,001 - 100,000 sq. ft. \$200	2008
	100,001 - 150,000 sq. ft. \$250	2008
	150,001 - 200,000 sq. ft. \$300	2008
	Over 200,000 sq. ft. \$350	2008
Hazardous:		
	Up to 2,500 sq. ft. \$75	2008
	2,501 - 10,000 sq. ft. \$100	2008
	10,001 - 50,000 sq. ft. \$150	2008
	50,001 - 100,000 sq. ft. \$200	2008
	100,001 - 150,000 sq. ft. \$250	2008
	150,001 - 200,000 sq. ft. \$300	2008
	Over 200,000 sq. ft. \$350	2008
Institutional:		
Nursing home, hospital, mental health facility, jail or detox center	Up to 2,500 sq. ft. \$75	2008
	2,501 - 10,000 sq. ft. \$100	2008
	10,001 - 50,000 sq. ft. \$150	2008
	50,001 - 100,000 sq. ft. \$200	2008
	100,001 - 150,000 sq. ft. \$250	2008
	150,001 - 200,000 sq. ft. \$300	2008
	Over 200,000 sq. ft. \$350	2008
High-Rise		
	Up to 2,500 sq. ft. \$75	2008
	2,501 - 10,000 sq. ft. \$100	2008
	10,001 - 50,000 sq. ft. \$150	2008
	50,001 - 100,000 sq. ft. \$200	2008
	100,001 - 150,000 sq. ft. \$250	2008
	150,001 - 200,000 sq. ft. \$300	2008
	Over 200,000 sq. ft. \$350	2008
Residential:		
Group home	\$75 per visit	2008
Day care (in a residence)	\$75 per visit	2008
Apartments/Dorm buildings up to 3 stories	\$75 for each residential building	2017
Apartments/Dorm buildings over 3 stories		
	Up to 2,500 sq.ft. \$75	2017
	2,501-10,000 sq.ft. \$100	2017
	10,001-50,000 sq.ft. \$150	2017
	50,001-100,000 sq.ft. \$200	2017
	100,001-150,000 sq.ft. \$250	2017
	150,001-200,000 sq.ft. \$300	2017
	Over 200,000 sq.ft. \$350	2017

## Fee Schedule

Description	Current Fee	Established or Last Changed
All hotels (regardless of number of stories)		
	Up to 2,500 sq.ft. \$75	2017
	2,501-10,000 sq.ft. \$100	2017
	10,001-50,000 sq.ft. \$150	2017
	50,001-100,000 sq.ft. \$200	2017
	100,001-150,000 sq.ft. \$250	2017
	150,001-200,000 sq.ft. \$300	2017
	Over 200,000 sq.ft. \$350	2017
<u>3-Year Inspection Fee:</u>		
Business, Mercantile, Storage, Church/Synagogue,	Up to 2,500 sq. ft. \$75	2008
Miscellaneous (Group U)	2,501 - 10,000 sq. ft. \$100	2008
	10,001 - 50,000 sq. ft. \$150	2008
	50,001 - 100,000 sq. ft. \$200	2008
	100,001 - 150,000 sq. ft. \$250	2008
	150,001 - 200,000 sq. ft. \$300	2008
	Over 200,000 sq. ft. \$350	2008
<u>Permits:</u>		
Permits and Final Inspections		
Fire sprinkler system (1 to 20 sprinkler heads)	\$75	2017
Fire sprinkler system (21 to 50 sprinkler heads)	\$125	2017
Each additional sprinkler head over 50	\$1.05 per additional sprinkler head	2017
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	2017
A.L.E.	\$75 per visit	2008
Amusement Buildings	\$75 per visit	2008
Carnival and Fair	\$75 per visit	2008
Circus Tent	\$250.00	2004
Courtesy/Requested Inspections	\$75 per visit	2008
Covered Mall Building Displays	\$75 per visit	2008
Additional Equipment Testing (alarm, sprinkler, hood suppression, 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	\$600.00 per day	2017
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

# Fee Schedule

Description	Current Fee	Established or Last Changed
<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>		
Backed to Curb Violation	\$10.00	2007
Curb to Sidewalk Violation	\$25.00	1986 or prior
Fire Hydrant Violation	\$25.00	1986 or prior
Fire Lane Violation	\$100.00	1986 or prior
Handicapped Violation	\$250.00	2000
Judgment Fees	\$50.00	2002 or prior
Late Payment Penalty	\$25.00	1999
Left to Curb Violation	\$25.00	1986 or prior
Loading Zone Violation	\$25.00	1986 or prior
No Parking Zone Violation	\$25.00	1986 or prior
Overtime Violation (Lots)	\$15.00	2013
Overtime Violation (Street)	\$15.00	2013
Prohibited Parking Violation	\$25.00	1986 or prior
Repeat Overtime Violation	\$10.00	2013
Traffic Obstruction Violation	\$25.00	1986 or prior
Within Lines Violation	\$15.00	2013
Electric Vehicle Only Violation	\$50.00	2013
<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
City Employee Parking		
Franklin Street Parking Deck	\$20.00 per month	2018
Other Approved Lots	No charge	2018
<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
<b>Event Parking</b>		
	\$10.00 per event	2017
<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>		
	Discontinued. Leased parking terms apply.	2018

# Fee Schedule

Description	Current Fee	Established or Last Changed
<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>Special Event Banner Permit</b>		
Up to 40 banners	\$100 Permit fee, plus \$100 deposit	2017
41 to 80 banners	\$200 Permit fee, plus \$200 deposit	2017
81 to 120 banners	\$300 Permit fee, plus \$500 deposit	2017
121 to 160 banners	\$400 Permit fee, plus \$750 deposit	2017
161 to 200 banners	\$500 Permit fee, plus \$1000 deposit	2017
<b>Installation/Removal Fees</b>		
	\$68 per banner for City installation and removal	2017
	\$34 per banner for City removal	2017
<b>Recreation Center Rentals</b>		
Program Room Rental (nonprofit organizations)	<b>Resident</b> - \$200 deposit & \$75 for 1 to 4 hours, plus \$25 each additional hour up to 8 hours maximum <b>Non-Resident</b> - \$200 deposit & \$150 for non-residents for 1 to 4 hours, plus \$50 each additional hour up to 8 hours maximum	2018
Multipurpose Room Rental (nonprofit organizations)	<b>Resident</b> - \$200 deposit & \$150 for 1 to 4 hours, plus \$25 each additional hour up to 8 hour maximum <b>Non-Resident</b> - \$200 deposit & \$300 for 1 to 4 hours, plus \$50 each additional hour up to 8 hours maximum	2018
Gym Rental (nonprofit organizations)	<b>Resident</b> - \$200 deposit & \$230 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 & \$460 up to 4 hours, \$100 each additional hour; if event requires floor covering \$600 up to 4 hours, \$100 each additional hour	2018
Kitchen Rental (nonprofit organizations)	<b>Resident</b> - \$200 deposit & \$57.50 up to 4 hours plus \$25 each additional hour up to 8 hours maximum <b>Non-resident</b> - \$200 deposit & \$115 up to 4 hours plus \$50 each additional hour up to 8 hours maximum	2018

# Fee Schedule

Description	Current Fee	Established or Last Changed
Rentals on Days when Facilities Closed (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 & \$150 per hour for 1 to 4 hours, plus \$50 each additional hour up to 8 hours maximum <b>Non-Resident</b> - \$200 deposit & \$300 per hour for 1 to 4 hours, plus \$100 each additional hour up to 8 hours maximum	2018 2018
Multipurpose Room Rental (for profit organizations)	<b>Resident</b> - \$200 deposit & \$300 for 1 to 4 hours, plus \$50 each additional hour up to 8 hour maximum <b>Non-Resident</b> - \$200 deposit & \$600 for 1 to 4 hours, plus \$100 each additional hour up to 8 hour maximum	2018 2018
Gym Rental (for profit organizations)	<b>Resident</b> - \$200 deposit & \$460 up to 4 hours, \$100 each additional hour. If event requires floor covering \$690 up to 4 hours, \$100 each additional hour <b>Non-Resident</b> - \$200 deposit & \$920 up to 4 hours, \$200 each additional hour. If event requires floor covering \$1,380 up to 4 hours, \$200 each additional hour	2018 2018
Kitchen Rental (for profit organizations)	<b>Resident</b> - \$200 deposit & \$115 up to 4 hours plus \$50 each additional hour up to 8 hours maximum <b>Non-Resident</b> - \$200 deposit & \$230 up to 4 hours plus \$100 each additional hour up to 8 hours maximum	2018 2018
Rentals on Days when Facilities Closed (for profit organizations)	<b>Resident</b> - \$200 for 1 to 4 hours maximum plus deposit and rental fee <b>Non-Resident</b> - \$400 for 1 to 4 hours maximum plus deposit and rental fee	2007 2015
Rentals Outside of Regular Facility Operating Hours (nonprofit and for profit organizations)	<b>Resident</b> - \$25 per hour in addition to applicable rental fee and deposit <b>Non-Resident</b> - \$50 per hour in addition to applicable rental fee and deposit	2018 2018
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>		
Ball Field Rental		
Field use with field preparation and lighting	<b>Resident</b> - \$195 per day, plus \$250 deposit <b>Non-Resident</b> \$390 per day, plus \$250 deposit	2018 2018
Field use	<b>Resident</b> - \$40 for up to 4 hours or \$55 per day, plus \$100 deposit <b>Non-Resident</b> - \$80 for up to 4 hours or \$110 per day, plus \$100 deposit	2018 2018
Field lighting	<b>Resident</b> - \$25 per hour, plus \$100 deposit <b>Non-Resident</b> - \$50 per hour, plus \$100 deposit	2015 2015
Basketball Court (Outdoor)	<b>Resident</b> - \$100 deposit plus \$35 (up to 4 hours); \$50 (over 4 hours) <b>Non-Resident</b> - \$100 deposit plus \$70 (up to 4 hours); \$100 (over 4 hours)	2010 2015

## Fee Schedule

Description	Current Fee	Established or Last Changed
Cross Creek Park Rental	<b>Resident</b> - \$100 (1-4 hours), \$25 each additional hour <b>Non-Resident</b> - \$200 (1-4 hours), \$50 each additional hour	1999 2015
Festival Park		
Category 1 - Dogwood Festival, International Folk Festival, 2 uses per year (1 per six months) by Cumberland County Schools, 4 uses per year (1 per 3 months) by Art Agencies as coordinated through Arts Council Executive Director	Free	2007
Category 2 - Non-profit event sponsored by a 501(c) organization	\$250 deposit plus \$500 per calendar day	2007
Category 3 - Community event open to the public when no admission is charged, sponsored by any entity other than a non-profit	\$375 deposit plus \$750 per calendar day	2007
Category 4 - Commercial ticketed events - concerts, paid admission shows	\$500 deposit plus \$1,000 per calendar day plus 15% of gross ticket sales, unless event is being sponsored as a part of Category 1 event	2007
Category 5 - Park rental open to the public (e.g. Family reunions, weddings, company picnics, etc.)	\$125 deposit plus \$250 per calendar day	2007
Sunday or legal holiday use	\$150 plus deposit and rental fee	2007
Lamon Street Park Complex	<b>Resident</b> - \$550 per day plus \$250 deposit <b>Non-Resident</b> - \$1,100 per day plus \$250 deposit	2018 2018
Martin Luther King Park	<b>Resident</b> - \$45 (1-4 hours), \$75 over 4 hours <b>Non-Resident</b> - \$90 (1-4 hours), \$150 over 4 hours	2018 2018
Mazarick Building	<b>Resident</b> - \$75 (1-4 hours), \$25 each additional hour plus \$200 deposit <b>Non-Resident</b> - \$150 (1-4 hours), \$50 each additional hour plus \$200 deposit	2018 2018
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> - \$45 (1-4 hours), \$75 over 4 hours <b>Non-Resident</b> - \$90 (1-4 hours), \$150 over 4 hours	2018 2018
Shelter - Large	<b>Resident</b> - \$70 (1-4 hours), \$130 over 4 hours <b>Non-Resident</b> - \$140 (1-4 hours), \$260 over 4 hours	2018 2018
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	2017 2017
Tokay Park Complex	<b>Resident</b> - \$575 per day plus \$250 deposit <b>Non-Resident</b> - \$1,150 per day plus \$250 deposit	2018 2018

# Fee Schedule

Description	Current Fee	Established or Last Changed
Boating	<b>Resident</b> - \$2 per hour, \$5 per half day, \$10 per day	1998
	<b>Non-Resident</b> - \$4 per hour, \$10 per half day, \$20 per day	2015
Camping Fees (organized groups)	<b>Resident</b> - \$1 per person per night, \$25 minimum	1995 or prior
	<b>Non-Resident</b> - \$2 per person per night, \$50 minimum	2015
Family Campsite	<b>Resident</b> - \$10 per night	1995 or prior
	<b>Non-Resident</b> - \$20 per night	2015
Mobile Stage - Large (nonprofit organizations)	<b>Resident</b> - \$500 per calendar day, plus \$500 deposit	2008
	<b>Non-Resident</b> - \$1,000 per calendar day, plus \$500 deposit	2015
Mobile Stage - Small (nonprofit organizations)	<b>Resident</b> - \$400 per calendar day, plus \$500 deposit	2008
	<b>Non-Resident</b> - \$800 per calendar day, plus \$500 deposit	2015
Mobile Bleachers (nonprofit organizations)	<b>Resident</b> - \$400 per calendar day, plus \$500 deposit	2007
	<b>Non-Resident</b> - \$800 per calendar day, plus \$500 deposit	2015
Mobile Stage - Large (for profit organizations)	<b>Resident</b> - \$1,000 per calendar day, plus \$500 deposit	2008
	<b>Non-Resident</b> - \$2,000 per calendar day, plus \$500 deposit	2015
Mobile Stage - Small (for profit organizations)	<b>Resident</b> - \$800 per calendar day, plus \$500 deposit	2008
	<b>Non-Resident</b> - \$1,600 per calendar day, plus \$500 deposit	2015
Mobile Bleachers (for profit organizations)	<b>Resident</b> - \$800 per calendar day, plus \$500 deposit	2007
	<b>Non-Resident</b> - \$1,600 per calendar day, plus \$500 deposit	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	2004
	<b>Non-Resident</b> - \$4	2015
Adult Softball Team Fee (Fall League - 1 night per week)	100% Cost Recovery	
Adult Softball Team Fee (Fall League - 2 nights per week)	100% Cost Recovery	
Adult Softball Team Fee (Spring league - 1 night per week)	100% Cost Recovery	
Adult Softball Team Fee (Spring league - 2 nights per week)	100% Cost Recovery	
Adult Basketball Team Fee (1 night per week)	100% Cost Recovery	
Adult Basketball Team Fee ( 2 nights per week)	100% Cost Recovery	
Golf Lessons	Variable	
Youth Athletics (not otherwise listed)	<b>Resident</b> - \$25	2018
	<b>Non-Resident</b> - \$50	2018
Youth Cheerleading	<b>Resident</b> - \$25	2018
	<b>Non-Resident</b> - \$50	2018
Youth Football	<b>Resident</b> - \$30	2018
	<b>Non-Resident</b> - \$60	2018
Late Registration for Youth Sports Programs	\$5.00	2001
<b>Swimming Pool Fees</b>		
Swimming Lessons	<b>Resident</b> - \$48	2017
	<b>Non-Resident</b> - \$96	2017
Pool Entry Fee	<b>Resident</b> - \$2 for adults, \$1 for children	1995 or prior
	<b>Non-Resident</b> - \$4 for adults, \$2 for children	2015



## Fee Schedule

Description	Current Fee	Established or Last Changed
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> - \$115 per month/\$35 per week <b>Non-Resident</b> - \$230 per month/ \$70 per week	2018 2018
Early/Late Fee	\$5 per 5 minute period	2008
<b>Summer Camp/Playground</b>		
Summer Day Camp	<b>Resident</b> - \$65 per week <b>Non-Resident</b> - \$130 per week	2018 2018
Summer Playground	<b>Resident</b> - \$30 per week <b>Non-Resident</b> - \$60 per week	2018 2018
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	\$575.00	2018
At-Need Cemetery Fee (adult)	\$675.00	2018
At-Need Cemetery Fee (infant)	\$500.00	2018
At-Need Cemetery Fee (pauper)	\$350.00	2018
<b>Monument Administration/Interment Fees</b>		
Monument Administration/Interment Fees	\$50.00	2018
After Hours Cemetery Fee	\$100.00	2018
<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

# Fee Schedule

Description	Current Fee	Established or Last Changed
<b><i>Police False Alarm Fee</i></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
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><i>IDB Photo Reports</i></b>	\$0.35 for 4"x 6", \$5.00 for 8"x 10", \$5.00 for contact sheet	2008
<b><i>Photographic CD</i></b>	\$35.00 per CD	2008
<b><i>Wrecker Fees</i></b>		
Annual Wrecker Inspection Fee	\$100.00 per truck	2008
Wrecker Rotation Fee	\$15.00 per tow	2008
<b><i>Officer Fees</i></b>	Variable	2002
<b><i>Range Fee</i></b>	\$200.00 per day	2010
<b>Public Services</b>		
<b><u>Engineering &amp; Infrastructure Fees and Penalties</u></b>		
<b><i>Map Sales</i></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><i>Copy Sales</i></b>		
Prints (11" x 17")	\$2.00	2010
Prints (8½" x 11")	\$1.00	2010
Prints (8½" x 14")	\$2.00	2010
Prints (18" x 24")	\$5.00	2010
Prints (24" x 36")	\$6.00	2010
Prints (36" x 48")	\$7.00	2010
<b><i>Development Plan Reviews/Infrastructure Permits</i></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

## Fee Schedule

Description	Current Fee	Established or Last Changed
<b><i>Infrastructure Inspection Fees</i></b>		
Roadway Inspection Fee	\$0.50 per linear ft.	2010
Storm Drainage Pipe Inspection	\$0.30 per linear ft.	2010
<b><i>Driveway Permits</i></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><i>Resurfacing Permit</i></b>	\$30.00	
<b><i>Sidewalk Permit</i></b>	\$30.00	
<b><i>Right of Way Excavations</i></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
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><i>Right of Way Encroachment</i></b>		
Small Cell Antenna Application Fee	\$100 total for the first 5 antennas, \$50 each for any additional antennas. Limit of 25 antennas per application.	2018
Small Cell Antenna Technical Review Fee	Actual costs not to exceed \$500 per application	2018
<b><i>Sidewalk Assessment (Petitioned)</i></b>	\$10.00 per front foot	
<b><i>Street Paving Assessments</i></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><i>Traffic Control Photographic System Citations</i></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><i>Traffic Control Services and Device Rental Fees</i></b>		
Labor Fee	\$25.00 per man hour	2006 or prior
Equipment Fee	\$25.00 per hour per piece of equipment	2006 or prior
Message Board	\$150.00 per board per day	2017
Arrow Board	\$75.00 per board per day	2017
36" Cone	\$1.00 per cone per day	2006 or prior
36" Channelizer Cone	\$1.00 per cone per day	2017
Barricade	\$2.00 per barricade per day	2006 or prior
Drum	\$2.00 per drum per day	2016
Flag	\$0.50 per flag per day	2006 or prior
Sign Stand	\$1.25 per stand per day	2006 or prior
Traffic Control Sign	\$2.00 per sign per day	2006 or prior
Tripod	\$0.75 per tripod per day	2006 or prior
Water Jersey	\$2.00 per jersey per day	2006 or prior

# Fee Schedule

Description	Current Fee	Established or Last Changed
<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><u>Solid Waste Fees and Penalties</u></b>		
<b>Residential Solid Waste Fee</b> Single-family homes and residential units in multi-family properties of 7 units or less	\$190.00 per year	2018
<b>Administrative Fee</b> (Abatement Actions)	\$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) Less than full truck load pickups	\$357.00 per truckload No Charge	2007 2012
<b>Household Construction Debris Pickup</b> Generated by contractor Resulting from homeowner renovations	Not offered \$50.00	 2011
<b>Loose Leaf Pickup</b> Collection during scheduled neighborhood loose leaf collection Collection outside of scheduled neighborhood loose leaf collection Collection of 25 cubic yards or less Collection of more than 25 cubic yards	No charge  \$75.00 \$250.00	  2012 2012
<b>Set-Out Pickup</b> For curbside pickup of mixed refuse or furniture, usually resulting from vacating a residence	\$100.00	2011
<b>Rollout Carts</b> Cart Purchase Optional Recycling Cart Exchange - Small for Large Delivery Fee Festival Park Events Events Outside of Festival Park	Variable based upon actual City purchase price \$20.00 \$11.50 10 garbage and 10 recycling carts provided Extra carts \$10 per cart per day. \$100 for 5 garbage and 5 recycling carts	2007 2013 2013 2017 2017
<b>Solid Waste Fines</b> Failure to remove container from curb	1st violation, written warning; 2nd and subsequent violations, \$100.00 each	
<b><u>Stormwater Fees and Penalties</u></b>		
<b>Stormwater Fee (Quality &amp; Improvements)</b> Single Family Non-Single Family	\$6.00 per month per ERU \$6.00 per month per 2,266 sq. ft. of impervious surface	2018 2018

## Fee Schedule

Description	Current Fee	Established or Last Changed
<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 Fares and Passes</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
Child Fare	Children under 6 years of age - Free when accompanied by fare paying adult. Children over 42 inches may obtain an ID card with age verification.	2018
Bulk Pass Sale Discounts		
100 to 249 Passes	10% discount	2013
250 to 499 Passes	15% discount	2013
500 to 999 Passes	20% discount	2013
1,000 or Greater Passes	25% discount	2013

# Fee Schedule

Description	Current Fee	Established or Last Changed
<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>Cumberland County NCWorks Career Center</b>		
One Day Pass, with minimum 100 pass purchase	\$1.00 per pass	2018
Rolling 30 Day Pass, with minimum 50 pass purchase	\$20.00 per pass	2018
<b>County and State Organizations and Affiliated Agencies</b>		
One Day Pass, with minimum 100 pass purchase. Fiscal year maximum of 300 passes per organization or 1,500 total passes for all organizations.	\$1.00 per pass	2018
Rolling 30 Day Pass, with minimum 50 pass purchase. Fiscal year maximum of 150 passes per organization or 500 total passes for all organizations.	\$20.00 per pass	2018
<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
<b>FAST Transit Center Community Room Rental</b>		
Nonprofit Organizations	\$200 deposit & \$130 for 1 to 4 hours, plus \$25 each additional hour up to 8 hour maximum	2018
For Profit Organizations	\$200 deposit & \$260 for 1 to 4 hours, plus \$50 each additional hour up to 8 hour maximum	2018
City Sponsored or Affiliated Agencies	Fees may be waived by City Manager or designee	2018

**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 the 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, 2017" 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 2017-18 and 2018-19 are considered along with the available fund balance at June 30, 2017, to project fund balance at June 30, 2019. 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, 2019.

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

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

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

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

# Glossary

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

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

**Capital Assets:** Items (such as vehicles, equipment and furniture) purchased by the City that have an expected life of more than one year with a value of \$5,000 or greater.

**Capital Funding Plan:** A fund used to account for the payment of debt principal and interest for major capital improvements and to cash fund major improvements as appropriate.

**Capital Improvement Project:** A project generally expected to have a useful life greater than 10 years and an estimated total cost of \$50,000 or more. Capital projects include the construction, purchase, or major renovation of buildings, utility systems, streets, or other structures; purchase of land; and major landscaping projects.

**Capital Projects Fund:** A fund used to account for the acquisition or construction of major governmental capital facilities, infrastructure and equipment, which are not accounted for in other funds.

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

**Contingency:** An account in which funds are set aside for unforeseen expenditures which may become necessary during the year and which have not been provided for in the context of the annual operating budget.

**Deficit:** An excess of expenditures over revenues or expenses over income.

**Department:** A major administrative division of the City that indicates overall management responsibility for an operation or a group of related operations within a functional area.

**Division:** A unit, within a department, which participates in specific activities. For example, the Training Division in the Fire and Emergency Management Department.

**Encumbrances:** A financial commitment for services, contracts or goods that have not, as yet, been delivered or performed.

**Enterprise Fund:** A fund used to account for activities that are operated in a manner similar to business enterprises. Fees are charged to the consumers (general public) of the service to completely or partially recover the expenses of the operation.

**Expenditures:** The total costs of a program or capital project.



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

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

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

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

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

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

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

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

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

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

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

**LEOSSA:** Law Enforcement Officers Special Separation Allowance.

**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.

# Glossary

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**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.

**Portfolio:** A grouping of related departments led by an executive in the City Manager's Office. For the General Fund, the expenditure budget is approved by portfolio.

**Powell Bill Funds:** Funding from state-shared gasoline tax which is restricted for street and sidewalk maintenance and improvements.

**Property Tax (Ad Valorem Tax):** A tax levied by the City Council on property located within the City.

**Proprietary Fund:** A fund used to account for governmental activities that are operated in a manner similar to those found in private enterprises. Internal Service and Enterprise funds are included in this category.

**Recommended Budget:** The budget proposal of the City Manager presented to the City Council for consideration.

**Reserve:** An account designated for a portion of the fund balance which is required to be used for a specific purpose.

**Revenue:** Income received from a variety of sources used to finance government or enterprise operations.

**Revenue Bonds:** Principal and interest associated with revenue bonds are paid exclusively from the earnings of the project or system.

**Shared Revenues:** Revenues levied and collected by one government but are shared with another government based on a predetermined method. For example, the City of Fayetteville receives a portion of the gasoline tax collected by the State based on population and miles of city streets.

**Special Assessment:** A levy on certain properties to defray part or all of the costs associated with improvements or services that will benefit those properties. For instance, a special assessment would be levied against property owners who have petitioned for the construction of water and sewer improvements.

**Special Revenue Fund:** A fund used to account for resources that are subject to certain legal spending restrictions. They are created when a resolution, statute or ordinance requires that specific taxes or special revenue sources be used to finance a particular activity (i.e., Emergency Telephone System Fund).

**Tax Levy:** The total amount of revenue to be raised by property taxes for the purposes specified in the budget ordinance.

**Tax Rate:** The amount of taxes levied based on each one hundred dollars (\$100) of assessed property valuation.

**Technology Improvement Project:** New technology purchase with a combined implementation cost of \$25,000 or greater, or expansion, renovation or replacement of an existing system with an implementation cost of \$10,000 or greater; including hardware, software, and communication devices.

**Two-Thirds Bonds:** General obligation bonds that can be issued by a local government without voter authorization under a formula set by the state of two-thirds of the previous year's net debt reduction.

**Unassigned Fund Balance:** The amount of unrestricted fund balance that is not restricted for encumbrances, or assigned for a subsequent year's expenditure, or for any other purpose. Unassigned fund balance is available for future appropriations.

**User Charges:** The payment of a fee or direct receipt of a public service by the party benefiting from the service.

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City of  
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*North Carolina*



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