



City of
Fayetteville
North Carolina

ANNUAL BUDGET

ADOPTED

2021

FY



MAYOR AND CITY COUNCIL

Mitch Colvin, Mayor

Kathy Jensen, Mayor Pro Tem, District 1

Shakeyla Ingram, District 2

Tisha Waddell, District 3

D.J. Haire, District 4

Johnny Dawkins, District 5

Christopher Davis, District 6

Larry Wright, District 7

Courtney Banks-McLaughlin, District 8

Yvonne Kinston, District 9

CITY MANAGER'S OFFICE

Douglas J. Hewett, City Manager

Kristoff T. Bauer, Deputy City Manager

Angel Wright-Lanier, Assistant City Manager

Telly C. Whitfield, Assistant City Manager

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Introduction

Budget Message

May 26, 2020

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 2020 – 2021 (FY 2021). 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 you know, preparing a budget for a full-service city always has its share of unknown variables ranging from fluctuating revenue projections to escalating employee retirement costs. Doing so in the midst of a global pandemic and the national response to COVID-19, adds a level of complexity to the annual budget development that has required us to be both creative and collaborative.

Specifically, we estimate that the City could see reductions in our main revenue sources from \$8 to \$10 million over the current and upcoming fiscal years due to COVID-19 and its associated economic impacts. Given the community economic impact of COVID-19, which has led to historic levels of unemployment and decreased economic activity, I knew we could not recommend a property tax rate increase to balance the FY 2021 budget. Additionally, I was given clear direction from City Council to provide additional resources to address compensation issues for our public safety personnel.

So, how did we develop a recommended budget while facing those revenue losses and the need for a significant investment in public safety? We did so through prudent use of federal CARES Act funds, the city's fund balance, and modest fee increases. Despite the challenges that this pandemic has presented, we have continued our journey toward realizing our collective vision of an attractive, culturally diverse and inclusive city that is safe, prosperous, innovative and unified. Each year, the City moves closer to this reality through Council policy actions, targeted initiatives and daily operational performance. For FY 2021, our journey takes us down a path that prioritizes investment in public safety, responsive service delivery, technology advancement and neighborhood quality of life.

Specifically, the proposed FY 2021 annual operating budget of \$233,159,310 across all funds, is \$3,489,701 more than the original adopted budget for FY 2020, an increase of 1.5%. For the General Fund in particular, the proposed budget is \$178,698,215, an increase of 1.6% over 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.

Budget Message

Resource Challenges

Traditionally, three main categories of revenues provide three-quarters of the revenues supporting the General Fund. For FY 2021, the COVID-19 pandemic and other factors have resulted in declines or limited growth in these most impactful revenue sources.

Ad Valorem Property Taxes

For FY 2021, total property tax values supporting General Fund operating budgets are expected to grow by 0.6% over the values projected for the adopted FY 2020 budget. This year-over-year growth projection is tempered by anticipated impacts of the COVID-19 pandemic on motor vehicle and other personal property. Unfortunately, this slight projected increase in values is offset by anticipated declines in tax collection rates due to the pandemic, resulting ad valorem tax revenues for the General Fund of \$70.71 million, less than 0.1% above the original budget for FY 2020.

Sales Tax Distributions

For FY 2020, the City anticipated \$44.37 million in revenues from distributions of sales taxes collected by the State of North Carolina. Prior to the COVID-19 pandemic, year-end revenues were projected to exceed that amount by 3.1%. Updated revenue projections now total \$41.67 million, \$2.70 million or 6.1% below the budgeted amount, reflecting declines of as much as 30% for the final quarter of the fiscal year compared to the prior year. For FY 2021, staff has projected lessening revenue impacts throughout the fiscal year, with a return to pre-pandemic retail economic activity levels in January, 2021. As a result, the City is projecting sales tax revenues of \$43.21 million, or 3.7% over FY 2020 projected sales tax revenues, but 2.6% below projected revenues supporting the original FY 2020 budget.

Utility Tax Distributions

For FY 2020, the City anticipated \$13.57 million 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 budgeted amount by \$220,000, or 1.6%, primarily reflecting accelerated declines in taxes on telecommunications due to the abandonment of landline phones and a declining local share of taxes on electric sales due the current method of distribution for these revenues by the State. The City's revenue growth in electric sales taxes lags statewide growth in these taxes following a 2014 legislative change in the revenue distribution method. Fayetteville's share of baseline revenues in 2014 was greater than our share of statewide property tax levies now used for allocation of any statewide revenues in excess of the 2014 baseline total. For FY 2021, the City is projecting to receive utility tax revenues of \$13.20 million, which is 1.1% below the anticipated FY 2020 year-end revenues, but 2.7% below projected revenues supporting the original FY 2020 budget.

CARES Act Funding

To offset the impacts of the COVID-19 pandemic on these significant, traditional revenue sources, I propose that the City use additional federal funding for transit operations, thus lessening the funding support needed from General Fund. The Fayetteville Area System of Transit (FAST) will receive \$8.98 million from the CARES Act, which will primarily be used to fund Transit operating costs over three fiscal years (\$3.1 million in FY 2020, \$4.4 million in FY 2021, and \$1.4 million in FY

2022). Use of this grant funding must be used in coordination with existing federal grants. The increased use of grant funding, offset by projected losses of fare box revenues, result in a projected decrease in General Fund transfers to Transit of \$2.1 million in FY 2020 and \$1.7 million in FY 2021. This enables the City to repurpose general fund dollars to support other key city services over the next three years.

The Airport has also received a significant award of \$2.97 million under the CARES Act which will primarily be used to support Airport operating costs in light of significant revenue losses from franchise fees for parking and rental car operations over three fiscal years (\$975,000 in FY 2020 and \$1.5 million in FY 2021).

PWC Funding Support

Provisions of the Fayetteville City Charter provide that during periods of declared emergency, the Fayetteville Public Works Commission (PWC) may provide enhanced transfers to the City. In light of the unprecedented expected impacts upon the local economy and municipal revenue sources from the COVID-19 declared emergency, Mayor Colvin requested additional funds from PWC to offset revenue impacts and to provide for funds to support local economic recovery efforts. This recommended budget includes additional transfers of \$2.0 million in FY 2020 and in FY 2021 to offset local revenue losses.

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.

Despite these significant resource challenges discussed, 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.
- Residents who receive services should be asked to pay more for the service than those who do not.
- Maintain enterprise fund self-sufficiency.
- Maintain General Fund fund balance in excess of the City Council's targeted level.

Expenditure Highlights

Fayetteville is a growing city of more than 209,000 residents. This budget provides for continuation of all municipal services at the same service levels as FY 2020. The budget does make modifications to several areas, largely through improvements in service delivery and improvements using technology. All of the modifications are designed to support the service demands and needs for a growing city.

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

Budget Message

Goal 1: Safe & Secure Community



- \$7.3 million financing for the relocation of Fire Station 4
- \$1.3 million for the replacement of a ladder truck
- \$71,712 for equipment enhancements for the Fire Department, including rescue equipment, a scissor lift, a gear washer and a drill tower training maze
- \$20,000 for two replacement canines for the Police Department
- \$75,000 for neighborhood traffic calming measures and speed studies, \$50,000 for neighborhood multi-use lane markings and \$100,000 for improved pedestrian facilities at intersections

Goal 2: Responsive City Government Supporting a Diverse and Viable Economy



- \$100,000 to continue the Corridor Revitalization program
- \$100,000 of additional funding for advertising incentives for added flight destinations or services at the Fayetteville Regional Airport
- Continues \$100,000 annual support for Fayetteville Cumberland Economic Development Corporation and \$35,353 for the Center for Economic Empowerment and Development
- Continues funding \$220,000 for the management of the downtown Arts and Entertainment District services and programs
- \$434,759 to continue infrastructure improvements at Hurley Plaza at the redevelopment and stadium site
- Continues implementation and support of the Local Small Business Enterprise (LSBE) program

Goal 3: City Investment in Today and Tomorrow



- \$4.4 million in annual pavement preservation funding, plus a Pavement Preservation Manager position to maximize cost effectiveness
- \$3.5 million for stormwater watershed studies, \$600,000 for drainage projects and \$500,000 for the drainage assistance program
- \$998,881 to repair Ray Avenue, including use of funds from completed projects
- \$607,862 for sidewalk improvements
- \$150,000 to begin bridge and dam safety and preservation programs
- \$75,000 for downtown streetscape improvements
- \$50,000 for thoroughfare streetlights
- \$550,000 for the Bragg Boulevard sidewalk transportation improvement agreements in partnership with the North Carolina Department of Transportation
- \$42,000 for assistance with land use plan updates and urban plans

Goal 4: Desirable Place to Live, Work and Recreate



- Funds operating costs for new amenities, including the Lake Rim Pool and the Rowan Skate Park
- Continues progress on Parks and Recreation bond projects
- Provides \$3.1 million of local funding for the next phase of Fayetteville Regional Airport terminal renovations
- \$96,050 for park and playground improvements
- \$50,000 for land purchase for a second dog park
- \$20,000 for additional community signage
- \$100,000 to continue the partnership with Cumberland County to fund strategies to assist homeless citizens
- \$42,900 for housing strategy development

Goal 5: Financially Sound City Providing Exemplary City Services



- Funds \$2.5 million for Public Safety pay increases, including for market-based adjustments of Police, Fire, and Emergency Telecommunicator step pay plans
- Funds \$1.1 million for one-time bonuses for non-public safety employees
- Funds \$1.2 million for required increases for employer contributions for pension and medical benefits
- Adds a Construction Management and Capital Projects Director to manage City facility construction projects, with personnel costs to be funded within capital project fund appropriations
- \$4.7 million financing for implementation of the Enterprise Resource Planning (ERP) system replacement initiative, \$175,000 for backfill position support, plus funding for recurring software licensing costs and the Systems Administrator and Systems Analyst positions added in fiscal year 2020
- Adds a Technology Asset Specialist to ensure reliability of equipment in solid waste vehicles to improve service delivery and efficiency
- Funds two new code enforcement administrators to enhance solid waste code compliance and rapid response to community issues
- \$2.5 million for a variety of technology capital projects, including \$679,715 for disaster recovery, \$583,414 for computer replacements, \$265,000 for City domain migration, and \$160,000 for virtual server expansions
- \$468,282 for an automated truck wash facility and \$218,025 for an auxiliary fuel site and replacement fuel dispensers
- \$4.6 million for vehicle and equipment replacements

Budget Message

Goal 6: Collaborative Citizen and Business Engagement



- \$300,000 to conduct a disparity study of our contracting methods to determine the availability of opportunities for minority- and woman-owned businesses to compete for City business
- \$48,000 to continue to partner with Friends of the Park for the operations of the Fascinate-U Children's Museum
- \$56,250 in continued funding support for the Airborne and Special Operations Museum
- \$75,000 to partner with the Arts Council of Fayetteville/Cumberland County for community art programs
- \$25,000 for community rebranding efforts in partnership with other local agencies
- \$12,000 of support for the Dogwood Festival
- \$10,000 of funding support for the Fayetteville Cumberland Reentry Council

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 5.07 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 decrease to 17.5 cents per \$100 of assessed valuation for the final proposed fiscal year for the district due to the repayment of the infrastructure investment
- Storm water fee recommended to remain at \$6.00 per month
- Residential solid waste fee recommended to increase by \$35 per year to \$225 per year to return the enterprise fund to self-sufficiency; rate is equivalent to \$18.75 per month or \$4.33 per week for solid waste, yard waste, recycling, bulky item disposal.
- Bus fares are recommended to remain at current levels
- Other fee adjustments include minor adjustments to building permit and trade inspection fees; fire building plan review and fire permit fees; and other miscellaneous fee adjustments
- FY 2020 sales taxes expected to be 6.1% below budget, followed by expected 3.7% annual rate of recovery in FY 2021
- FY 2020 utility tax distributions projected to be 1.6% below budget, followed by continued decline of 1.1%
- Payment in lieu of taxes from the Public Works Commission (PWC) is projected to be \$11.45 million in FY 2020, 3.2% above the FY 2019 payment of \$11.10 million
- Economic development contribution from the PWC is projected to be \$1.2 million for the final year of a five year commitment of \$6.0 million
- Emergency funding to offset COVID-19 pandemic impacts from the PWC projected at \$2.0 million each year for fiscal years 2020 and 2021
- FY 2021 proposed budget includes \$3.3 million in loan proceeds in the General Fund to purchase vehicles and equipment

- Balance the budget with a \$9.4 million total General Fund fund balance appropriation, including \$1.8 million from fund balance assigned for the general capital funding plan and \$156,000 from fund balance reserved for the County Recreation District, and \$7.4 million from unassigned fund balance. This represents a 195.2% increase, or \$4.9 million, in the use of unassigned fund balance as compared to the \$2.5 million original fund balance appropriation for FY2020.

What the Future May Bring

As we saw over the last 12 months on the global, national, state and local levels, the best laid plans of mice and men can often go awry. While we are preparing to officially open the new Rowan Street Skate Park and continue working on such vital projects as the airport terminal renovations and Senior Center West, we must also be prepared and plan for the unexpected, such as our current pandemic reality.

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

- Continuation of the City Council's 12% General Fund fund balance 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.
- Projected unassigned fund balance for the General Fund at the conclusion of FY2021 is \$22.5 million and equates to 12.87% of the FY2021 budget expenditures, excluding the County recreation program (policy is 10% and goal is 12%).

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 Olivera, Birgit Sexton, Gail Suttles-Battle and Christopher Wilkerson, Deputy City Manager Kristoff Bauer, Assistant City Manager Telly Whitfield, and Assistant City Manager Angel Wright-Lanier for their work in developing this budget for City Council's consideration. Finally, I'd like to thank the City Council for this opportunity and for providing a clear expectations throughout the budget development process.

Additionally, worth noting, the Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Fayetteville for its annual budget for the fiscal year beginning July 1, 2019. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device. This award is valid for a period of one year. We believe our current budget continues to conform to program requirements and we are submitting it to the GFOA to determine its eligibility for another award. This is certainly an example of the excellence that abounds in our organization, and I am very pleased that our staff is receiving such accolades from an esteemed organization like the GFOA. It speaks volumes to the competence we have in and amongst our staff.

Budget Message

Respectfully submitted,

A handwritten signature in black ink, reading "Douglas J. Hewett". The signature is fluid and cursive, with a large, stylized "H" at the end.

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, 2019

Christopher P. Morrill

Executive Director

Adjustments to Recommended Budget

The Fiscal Year 2020-2021 Recommended Budget was released to City Council on May 21, 2020, the public presentation was conducted on May 26, 2020, 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 two budget work sessions conducted on May 28 and June 4, 2020, and at the June 22, 2020 regular meeting. 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 June 8, 2020, as required by the Local Government Budget and Fiscal Control Act. As the public hearing was conducted remotely via video conferencing due to the COVID-19 pandemic, additional opportunities for submission of written comments were provided through midnight on June 9, 2020.

The budget ordinance that follows reflects the fiscal year 2020-2021 annual budget for the City of Fayetteville as adopted by City Council on June 29, 2020. The adopted annual budget, including the financial plan for the Risk Management Internal Service Fund and Fleet Maintenance Internal Service Fund, totals \$266,323,579.

In addition to the budget appropriation changes outlined below, the fee schedule adopted by Council reflected the adoption of a limit of \$750 to the new fee for compilation of responses for public records requests.

General Fund Adjustments

The adopted budget for General Fund revenues and other financing sources increased by \$965,770 and reflected the following changes:

- an increase of \$1,000,000 in intergovernmental revenues reflecting the deferral of a portion of the funds to be provided by the Fayetteville Public Works Commission to mitigate financial impacts of the COVID-19 pandemic from fiscal year 2020 to fiscal year 2021; and,
- a reduction of \$34,230 in the fund balance appropriation, reflecting the net impact of Council directed expenditure additions of \$965,770, offset by the timing adjustment in intergovernmental revenues as noted above.

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 \$80,000 to fund a Student Support Specialist for Communities in Schools to advance the Pathways for Prosperity Comprehensive Action Plan;
 - the addition of \$50,000 for a homelessness initiative to be determined by City Council;
 - the addition of \$11,885 to fund an increase in employee bonuses from \$1,500 to \$1,700;

Adjustments to Recommended Budget

- Operations Portfolio
 - the addition of \$200,000 to fund a sidewalk project on Trainer Drive, from Delaware Street to Levy Drive;
 - the addition of \$140,272 to fund an increase in employee bonuses from \$1,500 to \$1,700, and to provide one-time bonuses for public safety employees equal to the differential between the \$1,700 bonus amount for general employees and the salary increases to be received;
 - the addition of \$124,580 to add a fourth litter collection crew, vehicle and associated operating costs;
 - the addition of \$35,000 to fund the first of a two year contract for a Sustainability Manager with Sustainable Sandhills;
- Support Services and Administration Portfolio
 - the addition of \$200,000 for a racial equity and community healing initiative to be determined by City Council;
 - the addition of \$61,260 to fund a new state lobbyist contract;
 - the addition of \$40,004 to fund an increase in employee bonuses from \$1,500 to \$1,700, and to extend bonus eligibility to include City Council, the City Manager and the City Attorney; and,
- Other Appropriations
 - the addition of \$22,769 to fund an increase in employee bonuses from \$1,500 to \$1,700, including an increase in the transfer to the Transit Fund;

Other Funds Adjustments

The adopted budget for other funds only reflects changes for the impact of the increase in employee bonuses from \$1,500 to \$1,700 and the addition of one-time bonuses for public safety employees equal to the differential between the \$1,700 bonus amount for general employees and the salary increases to be received. The total increase in personnel costs for the other funds is \$49,811. The increased costs are funded by increased fund balance or net asset appropriations, increased transfers from the General Fund, or by reductions of miscellaneous expenditures projected to balance total expenditures to total revenues.

2020-21 Budget Ordinance (2021-1)

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

Section 1. It is estimated that the following revenues and other financing sources will be available during the fiscal year beginning July 1, 2020, and ending June 30, 2021, to meet the appropriations listed in Section 2.

Schedule A: General Fund

Ad Valorem Taxes	\$	70,707,150
Other Taxes		1,347,200
Intergovernmental Revenues		84,091,353
Functional Revenues		6,609,211
Other Revenues		3,113,678
Investment Earnings		196,295
Interfund Transfers		993,112
Loan Proceeds		3,288,945
Fund Balance Appropriation		9,317,041
Total Estimated General Fund Revenues and Other Financing Sources		179,663,985

Schedule B: Central Business Tax District Fund

Ad Valorem Taxes	168,730
Investment Earnings	625
Interfund Transfers	139,274
Fund Balance Appropriation	4,064
Total Estimated Central Business Tax District Fund Revenues and Other Financing Sources	312,693

Schedule C: Emergency Telephone System Fund

Intergovernmental Revenues	963,133
Investment Earnings	1,339
Fund Balance Appropriation	30,495
Financing Sources	
Total Estimated Emergency Telephone System Fund Revenues and Other Financing Sources	994,967

Schedule D: Lake Valley Drive Municipal Service District Fund

Ad Valorem Taxes	32,117
Investment Earnings	100
Fund Balance Appropriation	331
Total Estimated Lake Valley Drive Municipal Service District Fund Revenues and Other Financing Sources	32,548

Schedule E: Law Enforcement Officers' Special Separation Allowance Fund

Interfund Charges	1,691,325
Investment Earnings	34,750
Total Estimated Law Enforcement Officers' Special Separation Allowance Fund Revenues and Other Financing Sources	1,726,075

2020-21 Budget Ordinance (2021-1)

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

Schedule F: Parking Fund

Functional Revenues	\$	625,362
Interfund Transfers		557,600
Fund Balance Appropriation		70,000
Total Estimated Parking Fund Revenues and Other Financing Sources		1,252,962

Schedule G: PWC Assessment Fund

Other Revenues		2,561,200
Investment Earnings		330,000
Total Estimated PWC Assessment Fund Revenues and Other Financing So		2,891,200

Schedule H: Airport Fund

Functional Revenues		3,290,099
Other Revenues		9,800
Intergovernmental Revenues		1,598,225
Investment Earnings		5,142
Net Assets Appropriation		3,103,491
Total Estimated Airport Fund Revenues and Other Financing Sources		8,006,757

Schedule I: Environmental Services Fund

Functional Revenues		14,135,216
Intergovernmental Revenues		468,379
Other Revenues		130,000
Investment Earnings		625
Interfund Transfers		586,553
Total Estimated Environmental Services Fund Revenues and Other Financing Sources		15,320,773

Schedule J: Stormwater Management Fund

Stormwater Fees		11,340,710
Other Functional Revenues		5,500
Investment Earnings		2,810
Net Assets Appropriation		1,064,893
Total Estimated Stormwater Management Fund Revenues and Other Financing Sources		12,413,913

Schedule K: Transit Fund

Other Taxes		640,505
Fees - Bus Fares		978,186
Other Fees & Revenues		390,796
Other Revenues		944
Intergovernmental Revenues		5,491,937
Interfund Transfers		4,042,020
Total Estimated Transit Fund Revenues and Other Financing Sources		11,544,388

Grand Total	\$	234,160,261
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2020-21 Budget Ordinance (2021-1)

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

Section 2. The following amounts are hereby appropriated for the operations of the City Government and its activities for the fiscal year beginning July 1, 2020, and ending June 30, 2021, according to the following schedules:

Schedule A: General Fund

Community Investment	\$	6,523,703
Operations		123,768,841
Support Services and Administration		19,725,813
Other Appropriations		29,645,628
Total Estimated General Fund Expenditures and Other Financing Uses		179,663,985

Schedule B: Central Business Tax District Fund

Total Estimated Central Business Tax District Fund Expenditures and Other Financing Uses	312,693
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Schedule C: Emergency Telephone System Fund

Total Estimated Emergency Telephone System Fund Expenditures and Other Financing Uses	994,967
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Schedule D: Lake Valley Drive Municipal Service District Fund

Total Estimated Lake Valley Drive Municipal Service District Fund Expenditures and Other Financing Uses	32,548
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Schedule E: Law Enforcement Officers' Special Separation Allowance Fund

Total Estimated Law Enforcement Officers' Special Separation Allowance Fund Expenditures and Other Financing Uses	1,726,075
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Schedule F: Parking Fund

Total Estimated Parking Fund Expenditures and Other Financing Uses	1,252,962
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Schedule G: PWC Assessment Fund

Total Estimated PWC Assessment Fund Expenditures and Other Financing	2,891,200
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Schedule H: Airport Fund

Total Estimated Airport Fund Expenditures and Other Financing Uses	8,006,757
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Schedule I: Environmental Services Fund

Total Estimated Environmental Services Fund Expenditures and Other Financing Uses	15,320,773
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Schedule J: Stormwater Management Fund

Total Estimated Stormwater Management Fund Expenditures and Other Financing Uses	12,413,913
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Schedule K: Transit Fund

Total Estimated Transit Fund Expenditures and Other Financing Uses	11,544,388
Grand Total	\$ 234,160,261

2020-21 Budget Ordinance (2021-1)

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

Section 3. It is estimated that the following revenues and other financing sources will be available through the Budget Ordinance Appropriation and other revenues during the fiscal year beginning July 1, 2020, and ending June 30, 2021, to meet the appropriation listed in Section 4.

Schedule A: Internal Service Fund - Risk Management

Total Estimated Redistribution to Risk Management Fund and Other Revenues and Financing Sources	\$ 24,763,102
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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, 2020, and ending June 30, 2021, according to the following schedule.

Schedule A: Internal Service Fund - Risk Management

Total Estimated Risk Management Fund Expenditures and Other Financing Uses	\$ 24,763,102
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2020-21 Budget Ordinance (2021-1)

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

Section 5. It is estimated that the following revenues and other financing sources will be available through the Budget Ordinance Appropriation and other revenues during the fiscal year beginning July 1, 2020, and ending June 30, 2021, to meet the appropriation listed in Section 6.

Schedule A: Internal Service Fund - Fleet Maintenance

Total Estimated Redistribution to Fleet Maintenance Fund and Other Revenues and Financing Sources	\$	7,400,216
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Section 6. The following amounts are hereby appropriated for the operation of the Risk Management Fund and its activities for the fiscal year beginning July 1, 2020, and ending June 30, 2021, according to the following schedule.

Schedule A: Internal Service Fund - Fleet Maintenance

Total Estimated Fleet Maintenance Fund Expenditures and Other Financing Uses	\$	7,400,216
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2020-21 Budget Ordinance (2021-1)

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

Section 7. There is hereby levied the following rates of tax on each one hundred dollars (\$100) valuation of taxable property as listed for taxes as of January 1, 2020, for the purpose of raising the revenue from current year property tax as set forth in foregoing estimates of revenue and in order to finance the foregoing appropriations:

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

49.95 Cents

Such a rate of tax is based upon an estimated total valuation of property for the purpose of taxation of \$14,178,394,875, and estimated collection rates of 99.10% for real and personal property and 99.08% 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 \$168,754,348, and estimated collection rates 99.77% for real and personal property and 100.0% for motor vehicles.

Lake Valley Drive Municipal Service District Rate

17.5 Cents

Such a rate of tax is based upon an estimated total valuation of property for the purpose of taxation of \$18,352,333, and an estimated collection rate of 100.00% for real and personal property.

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

\$6.00 per month per Equivalent Service Unit

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

\$225.00 per year per Single-Family Household or Residential Unit in a Multi-Family Property of Seven Units or Less

Section 10. The fee schedule attached hereto is adopted effective July 1, 2020.

Section 11. Funds encumbered, funds reserved for donations, and funds assigned for a specific purpose in the City's financial audit report as of June 30, 2020, are hereby reappropriated, subject to availability of departmental funds, to this budget.

2020-21 Budget Ordinance (2021-1)

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

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

Section 13. There shall be no adjustment to the current compensation of the Mayor or Council Members; the Mayor and Council Members shall be eligible to receive a one-time bonus of \$1,700 as awarded to regular city employees.

Section 14. Compensation is authorized at \$656.39 per month for the chairperson of the Public Works Commission, and at \$546.99 per month for each other Public Works Commission member.

Section 15. The Public Works Commission is authorized to expend an amount not to exceed \$170,000 for sponsorship activities. All sponsorships must adhere to the Council's policy and acknowledge contribution by the City of Fayetteville.

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


ADOPTED THIS 29th DAY OF JUNE, 2020

CITY OF FAYETTEVILLE


Mitch Colvint, Mayor



ATTEST:



Pamela J. Megill, City Clerk

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 2020 - 2021 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 2020 - 2021 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 2020 - 2021 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 a description of the City's financial and fund structures, additional detail of 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.

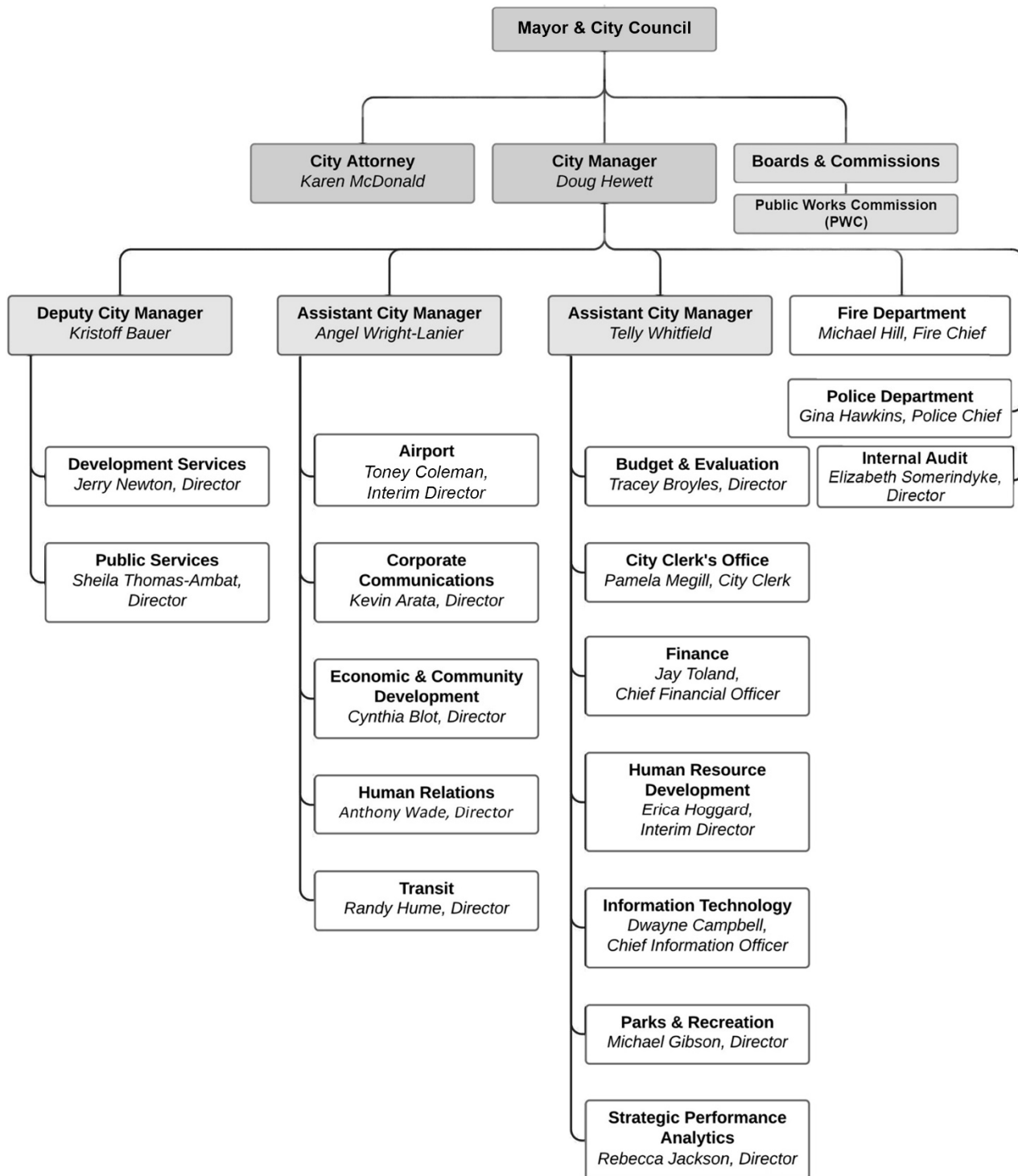
- **Fiscal Information**

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 in this section also includes a discussion of major revenue assumptions, and details of department expenditures and planned capital outlays, followed by a summary of the City's Capital Funding Plan and five-year Capital and Technology Improvement Plans.

- **Appendices**

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

Governmental Structure and Organization



Governmental Structure and Organization

Form of Government

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

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

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

City Council

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

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

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

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

Terms of office

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

Council meetings

The Fayetteville City Council meets regularly in formal session on the second and fourth Monday of each month. Council meetings are held in the first floor Council Chamber of City Hall, 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 streaming services including Roku, Fire TV, Android TV, and Apple TV. Video content is also available for viewing online on the City's website. All meetings start at 7 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

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

Fayetteville City Council's 10-member body includes Mayor Mitch Colvin and Council members Kathy Jensen (Mayor Pro Tem), Shakeyla Ingram, Tisha S. Waddell, D. J. Haire, Johnny Dawkins, Christopher Davis, Larry Wright, Courtney Banks-McLaughlin, and Yvonne Kinston.

Mayor Mitch Colvin is a native of Fayetteville with a passion for helping to improve the City. He was elected mayor in November 2017 and re-elected in 2019. Prior to that, he served two consecutive terms on City Council as a council member for District 3 from 2013 through 2017 and mayor pro tem from 2015 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. 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.

Mayor Colvin has been a vocal advocate working with Commissioner Charles Evans, District Attorney Billy West, North Carolina Representative Elmer Floyd and Clerk of Court Lisa Scales to help expunge the record of non-violent felons in our community.

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. Mayor Colvin strongly believes in building a community that works for all segments of our society and our city.

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)
- Member of the United States Conference of Mayors
- Member of the North Carolina Mayors Coalition

Mayor Colvin has represented the City of Fayetteville on the national stage on numerous occasions during meetings at the White House and with presidential candidates to discuss the importance of Fayetteville, North Carolina.

His leadership was displayed nationally and internationally during Hurricanes Matthew and Florence, where Fayetteville bore the brunt of those weather events. Mayor Colvin appeared on Fox News, BBC, CNN, Good Morning America and The Weather Channel. He has also been interviewed by Time Magazine, the Associated Press and The New York Times, among other media outlets, on various topics concerning the City of Fayetteville.

In 2021, Mayor Colvin's priorities include:

- Redevelopment and business growth of the Murchison Road corridor
- Reduce poverty and homelessness
- Increase the supply of affordable and market rate housing
- Invest in streets, sidewalks and stormwater systems
- Increase home ownership for city residents

Profiles of the Mayor and Council

He 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. The City and County agreed to an interlocal funding agreement for the new downtown baseball stadium, and PWC also extended a funding agreement with the City on the Franklin Street Parking Deck.

Education:

- 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
- 2019 Historically Black College and university (HBCU) Living Legend Award Recipient

Accomplishments:

- Sponsored ordinance supporting local and small business inclusion in all City contracts
- Coordinated local governing bodies to strategically address the Community's Tier 1 Poverty Status
- Spearheaded efforts to bring a \$40M Minor League Baseball stadium to the city

Mayor Mitch Colvin
433 Hay Street
Fayetteville, NC 28301
(910) 433-1992
Fax (910) 433-1948
mayor@ci.fay.nc.us

Mayor Pro Tem Kathy Jensen was elected to serve District 1 on the Fayetteville City Council in November 2013, re-elected in November 2015, 2017 and 2019 and currently serves as the mayor pro tem. She was born and raised in Fayetteville. A 1983 graduate of Pine Forest High School, she went to East Carolina University and Methodist College to study business. After college, she joined the family business and worked in the retail, property management and financial areas of the businesses. In 1993, she married LTC Jerry Jensen and supported him in his military career through Fort Bragg, Germany, Newport, R.I. and back to her Fayetteville hometown. When they were deciding where to live, she and Jerry wanted to raise their children where she was born and raised. In 2005, she opened An Affair to Remember Bridal and Formal Wear on Ramsey Street.

The past six years on Council, Mayor Pro Tem Jensen has served on many boards and commissions. She 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 includes 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.

Mayor Pro Tem Jensen 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.

Profiles of the Mayor and Council

She 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

Council Member Shakeyla Ingram was elected to represent District 2 on the Fayetteville City Council in November 2019. Born and raised in District 2, she adds a special perspective and work ethic to her community. She grew up in a family of small business owners, starting with her grandparents who owned Ramsey Street Barbershop for over 30 years, which is how she learned the essence of CommUNITY.

In her junior and senior years of high school, she focused on becoming more involved within the community. Not being of voting age, she looked into how to best impact the community and persuaded her friends to get involved in local and presidential campaigns, as well as with nonprofit organizations. Several years after returning home from college, she began working with some council members for community advocacy events and violence-against-youth initiatives. This began Council Member Ingram's journey into politics.

Soon after, she moved to Atlanta to accept a job at an institution of higher learning. While living in Atlanta, she learned what it was like to be a transplant and how to adapt to a significantly different community from where she was raised. During her time in Atlanta, she worked in a community relations field and volunteered with numerous non-profit

organizations for life-changing causes that benefited the community.

Close to five years later, at age 28, she returned home to Fayetteville and has devoted a lot of time to her community. Council Member Ingram is ready to bring our community back together, stronger than ever. She is ready to be a strong and engaging voice for our community, and is ready to work for and empower the community. Most importantly, she is proud to serve and represent District 2 on the Council.

As an animal lover, she rescued and adopted her fur son, Marley. She serves as a big sister to her younger brother and as a mentor to the youth in the community. Sha has one niece and is a bonus aunt to many of her friends' children.

Shakeyla Ingram
Council Member District 2
433 Hay Street
Fayetteville, NC 28301
(910) 973-0256
singram@ci.fay.nc.us

Council Member Tisha Waddell was elected as the District 3 representative to the Fayetteville City Council in November 2017 and re-elected in November 2019. 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 raised 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.

Council Member Waddell is an entrepreneur with years of non-profit and executive level decision-making experience. She currently works with individuals looking to start or grow

Profiles of the Mayor and Council

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. She formerly served as a commissioner 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.

She is the wife of Larry J. Waddell II, and 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

Council Member D. J. Haire is currently serving in his tenth term on the Fayetteville City Council. He served from November 1997 through November 2013, and was reelected as the District 4 representative in November 2017. His service included serving as Mayor Pro Tem from 2012 to 2013.

He is a second-generation owner of a family real estate business and a strong supporter of the local business community.

He 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."

Council Member Haire helped lead past initiatives such as the installation of pedestrian cross walk signals on Murchison Road at Fayetteville State University, and at the intersection of Cliffdale and Reilly Roads; the 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.

He is a graduate from N.C. A&T State University, Fayetteville Technical Community College, Bethel Bible College and Destiny Bible College and received his North Carolina Notary Certification from Fayetteville Technical Community College.

Council Member Haire was recently named North Carolina A&T State University's "Aggies at the Goal Line" Commencement Feature Graduate for 2019.

He 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.

He 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."

Profiles of the Mayor and Council

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

Council Member Johnny Dawkins was re-elected as the District 5 representative to the Fayetteville City Council in November 2017 and November 2019. He previously served on the City Council from 2003 through 2005. He was born and raised in Fayetteville, and later graduated from Wake Forest University in 1981. While at Wake 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.

He is a benefits technology consultant with Eben Concepts in Fayetteville, 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 82nd 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.

Council Member 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. He 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. Council

Member 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 Airforce Base, Illinois.

He 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

Council Member Christopher Davis was elected to his first term on the Fayetteville City Council as District 6 representative in November 2019. He is medically retired from the Army and serves as the senior pastor at Force of Life Fayetteville Ministry.

He was born in Orangeburg, South Carolina where he was raised, in a large family of seven children, by his parents Glenwood and Georgia Davis. He received his formal education at Orangeburg-Wilkinson High School, graduating in 1990. In October 1991, he enlisted in the Army. In 1993, while still enlisted, he enrolled in South Carolina State University, eventually completing his undergraduate studies in 1999 with a dual Bachelor of Science degree in physics and chemistry. In May 2019, he earned his Master of Arts degree in leadership and management from Webster University.

Council Member Davis was commissioned as a second lieutenant in the Army Corps of Engineers on August 3, 2002. Throughout his military career he served as platoon leader, company executive officer, an engineer embedded combat trainer in support of Operation Enduring Freedom from 2007 to

Profiles of the Mayor and Council

2008, and company commander of the 174th Route Clearance Company in support of Operation Enduring Freedom from 2009 to 2010. As a result of his leadership and service during his Operation Enduring Freedom deployment from 2009 to 2010, the soldiers of his company were awarded 16 Bronze Stars, 14 Purple Hearts, 6 Army Commendation Medals (with Valor), 70 Combat Action Badges, and over 400 other combat and operational-related awards. He was personally awarded the Bronze Star and Purple Heart medals for wounds sustained from improvised explosive device blasts while leading route clearance operations in Marjah City, Afghanistan.

Council Member Davis spent six years with Siemens Automotive VDO, where he worked in research and development, product and process quality, and supplier quality management, earning his Six Sigma Green Belt along the way. Since retiring to Fayetteville, he has served as chairman of the Planning Commission, vice chairman of the Joint Appearance Commission, and as a teen court judge for Cumberland County.

He credits his life's greatest experiences to his faith in God. His greatest treasure is his lovely wife Demetria Davis and his five children Keana Turner, Christian Davis, Darren Davis, Britton Davis and Regan Davis. He strongly believes that a life well lived is one that has been spent serving God and mankind.

Christopher Davis
District 6
433 Hay Street
Fayetteville, NC 28301
Phone: (910) 433-1992
cgdavis@ci.fay.nc.us

Council Member Larry O. Wright, Sr. was elected to his fourth consecutive term in November 2019 as District 7 representative to

the Fayetteville City Council. Fayetteville has been his home for over 39 years. He 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.

Council Member 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.

He has been married to Deborah for 35 years. They have two sons, Larry, Jr. (Kristal) and James Anthony (Latoya), and seven grandchildren.

Council Member Wright has been active in the community for many years and 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
- Former Board President for a drug and alcohol rehabilitation center
- City representative for faith community concerning gang and youth violence
- President, Fayetteville-Cumberland County Ministerial Council
- Board Member, Falcon Children's Home
- PWC Community Advisory Board member
- Chairman of Board, Homeless and Hunger Stand Down of Fayetteville
- Member of Shaw University Alumnae Chapter-Fayetteville

Profiles of the Mayor and Council

- 2012 Religious Leader Award Winner, Fayetteville-Cumberland Human Relations Commission
- Certified Mentor for Cumberland County School System
- Precinct chairperson for district
- Community Watch Organizer
- Cumberland Community Action Program-City Representative
- Cumberland County Veterans Council - City Liaison
- Fayetteville/Cumberland County Continuum of Care-City Liaison

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

Council Member Courtney Banks-McLaughlin was elected in November 2019 by the residents of District 8 to serve her first term on the Fayetteville City Council. She hails from Detroit, Michigan and chose Fayetteville as her home in 2009.

She is a graduate of Denby Technical High School and Arkansas Baptist College where she earned a Bachelor of Arts in business administration. She earned her Master of Arts in human resource management from Webster University in 2008.

Council Member Banks-McLaughlin understands the challenges Fayetteville will face as it continues to grow and become more urbanized. She welcomes the opportunity to create an environment that allows our children, families, and businesses the opportunity to thrive. She believes we must work together as a community and city to delve into the root causes that threaten the health and safety of our community. Most importantly, she believes we must strive to

attract jobs that allow more residents to enjoy a better quality of life.

She has demonstrated her zeal and commitment to our community as a small business owner and as an advocate for veterans and their families, along with her community involvement with groups that serve our elderly, homeless and youth.

Council Member Banks-McLaughlin is married to Melvin McLaughlin, an 82nd Airborne Division disabled veteran, and is the proud mother of five children and one grandchild. The McLaughlin family are members of Lewis Chapel Missionary Baptist Church, where she serves on the Young Adult Mission. She is an active member of the Order of the Eastern Star and many other organizations. In her spare time, she enjoys traveling and leading her Girl Scout troop.

Council Member Banks-McLaughlin is thankful for her constituents electing her to serve as a district representative for the City of Fayetteville and for allowing her to be a voice for her community.

Courtney Banks-McLaughlin
District 8
433 Hay Street
Fayetteville, NC 28301
(910) 433-1992
cbanks-mclaughlin@ci.fay.nc.us

Council Member Yvonne Kinston was elected to her first term in November 2019 as the District 9 representative to the Fayetteville City Council.

She has been employed by AT&T Mobility for 16 years as a sales and service agent. She is also the executive vice president of Communications Workers of America (CWA) 3680. She is currently serving a 2nd term as

Profiles of the Mayor and Council

an executive board member of the North Carolina State AFL–CIO.

She has been recognized for her activism and love for community service work. North Carolina Governor Roy Cooper appointed her as a commissioner to the North Carolina Commission on Volunteerism and Community Service in 2017.

In April 2018, Council Member Kinston completed the Institute for Community Leadership and in June 2018, she received the Communication Worker of America District 3 Karen J. Murphy Woman of the Year Award.

She is a proud member of Swing Phi Swing Social Fellowship, Incorporated® and is currently a member of the Harambee Graduate Chapter in Fayetteville where she chairs the Ebony Pearl Mentor Program committee.

Council Member Kinston is a native of Fayetteville and a product of the Cumberland County school system. She attended Fayetteville Technical Community College where she earned her associate's degree in general business administration. She then attended Fayetteville State University, where

she earned a Bachelor of Arts in business administration.

She is the mother of three children; Deja, Noah and David. In addition, she is a grandmother of two; London and Lorenzo.

"I have the passion to fight for what's right and know that when all of us stand together, we can win."

She is committed to Fayetteville and community service. With the support of the citizens of District 9, Council Member Kinston looks forward to be engaged with her community and help the City of Fayetteville grow.

Yvonne Kinston

District 9

433 Hay St.

Fayetteville, NC 28301

Phone: (910) 433-1992

ykinston@ci.fay.nc.us

Boards, Committees and Commissions

The Fayetteville City Council has oversight of 26 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 audit process, systems of internal control, and the City's processes for monitoring compliance with laws and regulations and the code of conduct.
- **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 owners of residential rental property who are 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 Area Committee on Transit (FACT)**
The committee functions as the liaison between the citizens of Fayetteville and the Fayetteville Area System of Transit (FAST).
- **Fayetteville City Planning Commission**
The commission develops and carries out a long-range, continuing and comprehensive planning program for the orderly growth and development of Fayetteville.
- **Fayetteville City 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.

Boards, Committees and Commissions

- **Fayetteville-Cumberland Economic Development Corporation (FCEDC) Board**
The FCEDC board enables Cumberland County, the City of Fayetteville, and The Alliance Foundation to jointly undertake the conduct of economic development activities and services.
- **Fayetteville-Cumberland Human Relations Commission**
The commission studies problems of discrimination in any and 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 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 Public Works Commission (PWC)**
The commission provides general supervision and management of the electric, water and sewer utilities. *Additional information about the PWC is provided on subsequent pages.*
- **Fayetteville 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.
- **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.
- **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.
- **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.
- **Linear Park, Inc.**
The corporation assists the City of Fayetteville in the financing, acquisition and improvement of Linear Park.
- **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.

Boards, Committees and Commissions

- **Millennial Advisory Commission**
The commission advises City Council on issues relevant to the attraction, retention, and engagement of Fayetteville residents between the ages of nineteen and thirty-nine.
- **North Carolina Firemen's Relief Fund Board of Trustees**
The Board of Trustees is responsible for oversight of the expenditure of funds derived from the provisions of N.C.G.S. §58-84-35.
- **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.

- **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 boards@ci.fay.nc.us.

Applications are available on the City of Fayetteville's website at <https://fayettevillenc.gov/government/city-council/boards-and-commissions>

Boards, Committees and Commissions

Public Works Commission (PWC)

The Fayetteville Public Works Commission (PWC) was organized under provisions of the City Charter of 1905 to manage the electric, water, and sanitary sewer utility systems serving the residents of the City and surrounding areas. 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 defined the roles and responsibilities of the PWC and the City.

A four-member commission appointed by the City Council is responsible for managing, controlling, and operating the utility systems, and is empowered to establish policy, set rates, approve certain contracts, and appoint a general manager to administer the policies and manage the daily operations of the utility systems. Members are eligible to serve up to two four-year terms.

Under the June 29, 2016 update to the City Charter, the PWC is a legal entity that 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. Except with regard to vehicles and utility equipment, the assets that are managed and controlled by the PWC are titled in the name of the City. For financial reporting purposes, the PWC is reported as a discretely presented component unit of the City.

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. Under the terms of the original contract, PWC had an option to end the agreement effective June 30, 2024. PWC and DEP amended this Power Supply and Coordination Agreement in November of 2019, extending the first date of termination to July 1, 2032.

PWC and DEP also entered into a Power Sales Agreement in 2012 to provide capacity and energy from the PWC's Butler Warner Generation Plant to DEP. In November 2019, DEP and PWC amended this agreement to extend the original termination date to June 30, 2024. Also, in November 2019, PWC and DEP executed the Butler Warner Power Purchase Agreement (BWPPA) which goes into effect on July 1, 2024. Under this new agreement, PWC will generate and deliver energy pursuant to scheduled energy requests from DEP in return for the credit and payment, as outlined in the BWPPA and 9th Amended Power Supply and Coordination Agreement.

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 260 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 1 industrial substation. Power is then distributed through approximately 2,300 overhead conductor miles and 1,115 underground cable miles of 25kV and 12kV

Boards, Committees and Commissions

distribution circuits to deliver power to approximately 83,000 customers. The highest peak demand of the PWC was 490.3 MW, occurring in February 2015. The total energy requirement for fiscal year 2019 was over 2,145,000 MW hours.

The PWC operates two water treatment plants with a combined daily treatment capacity of 50 million gallons. In fiscal year 2019, the system treated approximately 27.5 million gallons per day on average, with a peak day of 34.6 million gallons per day. The overall system peak day of

42 million gallons occurred in 1999. The utility serves approximately 89,000 water customers plus approximately 7,400 irrigation accounts through 1,400 miles of water mains. The PWC also operates two wastewater treatment plants with a combined treatment capacity of 46 million gallons per day. For fiscal year 2019, the average combined discharge from both plants was 31.8 million gallons per day. Approximately 88,500 sewer customers are served through 1,300 miles of sanitary sewer mains and 80 sanitary sewer lift stations.

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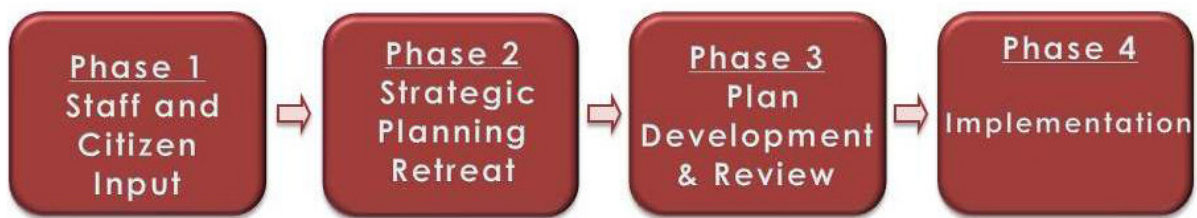
Policies and Goals

City's Strategic Plan and Performance Results

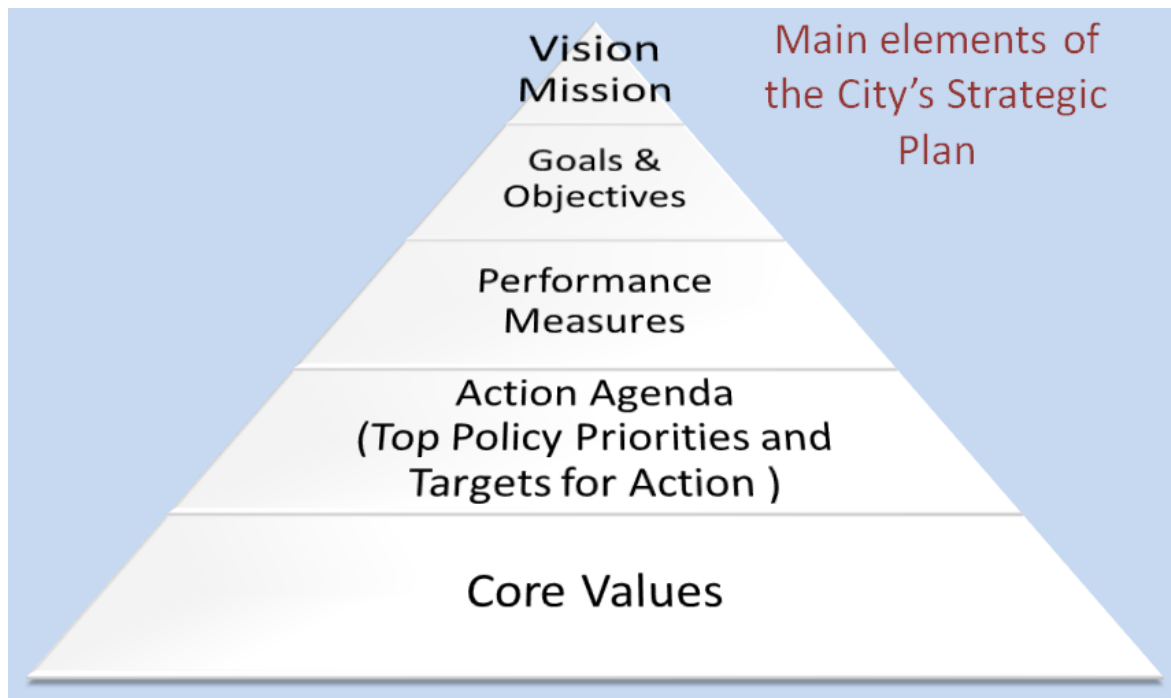
Strategic Planning Process and Framework

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. The City Council meets annually to refine the items that comprise the City's strategic plan and to ensure that it is reflective of the changing needs of our growing community.

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



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



City's Strategic Plan and Performance Results

Citizen Engagement and Input

The City of Fayetteville administered a survey to residents during the fall of 2019 as part of the ongoing strategic planning process. The purpose of the survey was to help ensure that the City's priorities continue to match the needs and desires of residents. The information provided will be used to improve existing services and help the City better understand the evolving needs of Fayetteville residents. This is the fourth resident survey that the City has conducted.

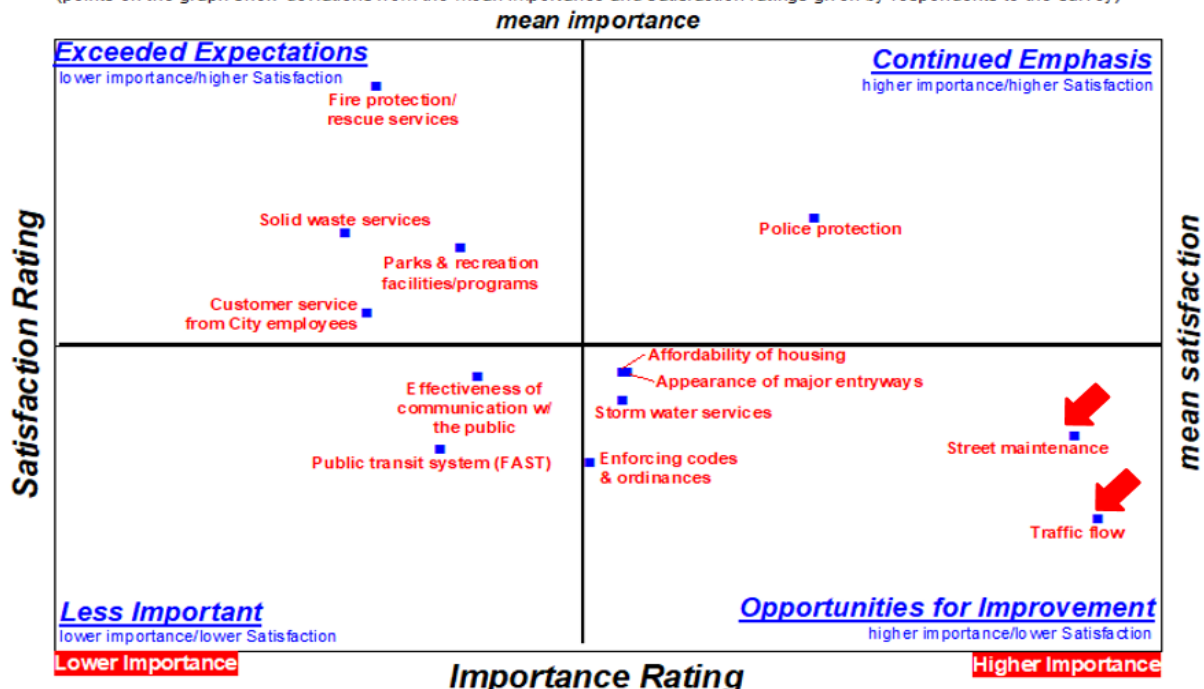
Key findings from the citizen survey included:

- Residents have a positive perception of the City.
- The City is moving in the right direction.
- Satisfaction ratings have increased or stayed the same in 66 of 101 areas compared to 2018.
- Areas with highest satisfaction: Public Safety, Parks and Recreation, Solid Waste, and customer service from City employees.
- Fayetteville rates 13% above the U.S. average in the Overall Quality of City Services.
- Fayetteville rates 15% above the U.S. average in Customer Service from City Employees.
- Top overall priorities for City services:
 - Traffic Flow
 - Maintenance of City Streets.
- Top Strategic Goals to emphasize:
 - Desirable Place to Live, Work & Recreate
 - Safe and Secure Community
 - Diverse and Viable Economy.

City of Fayetteville Resident Survey Importance-Satisfaction Assessment Matrix

-Major Categories of City Services-

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



City's Strategic Plan and Performance Results

Staff Engagement and Input

In November 2018, the City conducted an Employee Opinion Survey to obtain information to assist in decision making. The top and bottom ranking areas were:

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

Other Major Findings

- Mean response scores decreased from 2016 scores on a majority of the statements
- 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 2016
- Overall employee satisfaction shows a significant decline in the 5-9 years of service demographic.

The biennial update of the Employee Opinion Survey is planned for fiscal year 2021.

Feedback from employees was also received at the 2nd Annual Employee Engagement and Empowerment (E3) Summit in August, 2019. A total of 48 employees participated representing all departments.

The overarching purpose of the meeting was to connect people with purpose, and to identify specific improvement opportunities to enable high performance and customer service excellence. Presentations were given which outlined the City's vision, mission, and values, strategic plan, strategic goals, objectives, and key performance indicators, and the structure of City government. The City's Historical Properties Manager, also provided a brief history of the City.

Participants were then asked to provide their thoughts on what constitutes a high performing organization. Examples of high performing organizations provided by participants included Amazon, Google, Apple, Walmart, and Chick-Fil-A. Characteristics of these organizations that made them high performing, according to participants were:

- Communication
- Efficiency
- Engaged employees
- Diversity
- Wellness
- Customer Service/Customer Focus
- Adaptability
- Use of Technology
- Strong Marketing, Branding and Recognition
- Innovation
- Use of E-Commerce
- Agility
- Continuous Improvement

The City of Fayetteville is committed to being a high performing organization and seeks to leverage lean methodologies to implement improvements that produce positive results.

City's Strategic Plan and Performance Results

Strategic Plan Development and Framework

In February 2020, City Council met in a two-day planning retreat. The session included opportunities for Council to build upon ideas and interact in open conversation. 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 with focused strategic objectives for each of the goal areas. To move the needle in each goal area, Council identified FY 2021 key performance indicators (KPI's), targets for action (TFA) and prioritized current operational efforts (OPS). Council will review and finalize the fiscal year 2021 Action Plan with specific TFA and OPS during the budget process and adopt the plan in conjunction with the fiscal year 2021 annual budget



City's Strategic Plan and Performance Results

The City of Fayetteville FY 2026 Goals and Operating Plan

FY 2026 Goals	Obj. #	Strategic Objective		FY 2021 Action Plan (TFA & OPS)
Goal 1: Safe and Secure Community.	1.1	Fully prepare for emergency and disaster response	1.1.1	Develop plan for Potential Public Safety Bonds
			OPS	Complete After Action Review and planning for FEMA/Disaster Recovery
	1.2	Ensure traffic and pedestrian safety		
	1.3	Ensure low incidents of property and violent crime		
	1.4	Engage citizens in community watch and safety events	1.4.1	Convene Community Impact Team
Goal 2: Responsive City Government Supporting a Diverse and Viable Economy.	2.1	Ensure a diverse City tax base	2.1.1	Develop plan for Opportunity Zones
	2.2	Invest in community places to ensure revitalization and increase quality of life		
	2.3	Leverage partnerships for job creation and retention, with focus on local and regional workforce to increase per capita income	OPS	Build capacity for LSBE program
	2.4	Sustain a favorable development climate to encourage business growth	2.4.1	Move forward plan for the redevelopment and business growth of Murchison Road (Cat Site 1/Rowan, Bragg Blvd and gateway)

City's Strategic Plan and Performance Results

FY 2026 Goals	Obj. #	Strategic Objective		FY 2021 Action Plan (TFA & OPS)
Goal 3: City Investment in Today and Tomorrow.	3.1	Enhance City street connectivity, traffic flow and stormwater systems	OPS	Complete Stormwater Master Plan & Drainage Asst. Program
			3.1.2	Develop plan for infrastructure bonds (sidewalks, streets)
			OPS	Downtown Parking
	3.2	Manage the City's future growth and strategic land use	3.2.1	Align and implement Comprehensive Land Use Plan
			3.2.2	Downtown Urban Plan (Downtown, Bragg/Murchison)
	3.3	Sustain a favorable development and business climate through timely and accurate construction review and building inspection services		
	3.4	Revitalize neighborhoods with effective code enforcement and violations abatement		
	3.5	Increase our smart city capacity	3.5.1	Build Smart City Capacity

City's Strategic Plan and Performance Results

FY 2026 Goals	Obj. #	Strategic Objective		FY 2021 Action Plan (TFA & OPS)
Goal 4: Desirable Place to Live, Work and Recreate.	4.1	Maintain public transportation investments with high quality transit and airport services	OPS	Airport Terminal Projects
	4.2	Enhance diverse recreation, leisure and cultural opportunities	4.2.1	Investigate dog parks as a part of the overall Parks and Recreation Master Plan
			OPS	MLK Park
			OPS	Civil War and Reconstruction Center
			OPS	Complete Parks Bonds- Multiuse Sports Complex, Skate Park, Tennis Center, Senior Centers East & West, Cape Fear River Park
	4.3	Improve mobility and connectivity through sidewalk, trails and bike lanes investments		
	4.4	Provide a clean and beautiful community with increased green spaces	4.4.1	Study ROW maintenance/ Litter
	4.5	Ensure a place for people to live in great neighborhoods	4.5.1	Implement residential and community revitalization efforts (Good Neighbor Next Door Program, Business improvement grants)
			4.5.2	Focus on affordable housing
	4.6	Reduce poverty and homelessness	4.6.1	Elevate the conversation on poverty (Tier I, Pathways for Prosperity)
			4.6.2	Re-assess Homeless Day Center/CDBG-DR project

City's Strategic Plan and Performance Results

FY 2026 Goals	Obj. #	Strategic Objective		FY 2021 Action Plan (TFA & OPS)
Goal 5: Financially sound City Providing Exemplary City Services.	5.1	Ensure strong financial management with fiduciary accountability and plan for the future resource sustainability by aligning resources with City priorities		
	5.2	Identify and achieve efficiencies through innovation and technology utilization, by increasing data driven decisions and using business intelligence strategies	5.2.1	Plan for ERP Transformation
			OPS	High Performing Organization; including Performance Management/ Improvement (QuEST)
			OPS	Fleet Maintenance
	5.3	Promote an organizational climate that fosters an exceptional, diverse, engaged, and healthy workforce that delivers excellent services	5.3.1	Become "Employer of Choice" via recruitment and retention strategies
			OPS	Build capacity for Internships at the City

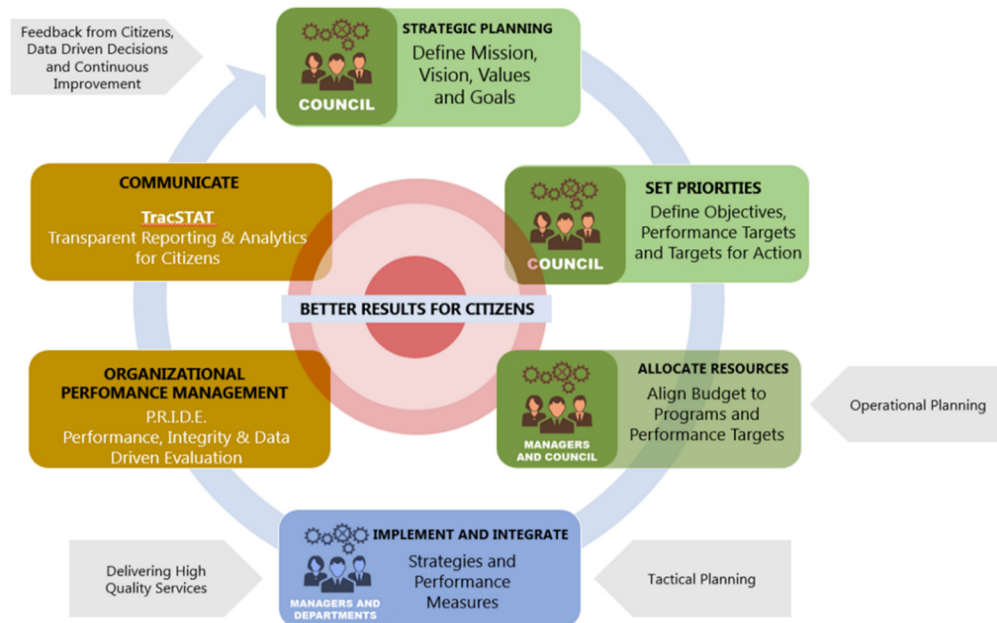
City's Strategic Plan and Performance Results

FY 2026 Goals	Obj. #	Strategic Objective		FY 2021 Action Plan (TFA & OPS)
Goal 6: Collaborative Citizen & Business Engagement.	6.1	Ensure collaborative relationships with the business community, local governments, military, and stakeholders	6.1.1	Establish an advisory board for business & improving the business climate in the City
			6.1.2	Develop a strategy to maximize a relationship with the military
			6.1.3	Conduct Disparity Study
			OPS	Review Council processes & protocols
	6.2	Ensure trust and confidence in City government through transparency & high quality customer service	OPS	1Fay Call Center improvements
	6.3	Inform and educate about local government by enhancing public outreach and increasing community dialog, collaboration and empowerment	6.3.1	Develop a strategy to educate & engage citizens

City's Strategic Plan and Performance Results

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 to City Council and the public throughout the fiscal year with quarterly performance reports, an annual update to TRACStat and the City's Performance Scorecard which contains multi-year KPI's results and TFA updates.



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>

Overview

The City of Fayetteville's financial policies establish guidelines for the fiscal management of the City. These guidelines are in accordance with the North Carolina Local Government Budget and Fiscal Control Act (North Carolina General Statute Chapter 159, Article 3) and are influenced by sound financial principles. Operating independently of changing circumstances and conditions, these policies assist the decision-making processes of the City Council and city administration, and provide the framework for budgetary and fiscal planning.

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 (N.C.G.S. § 159-8 and § 159-13). The budget provides an operational plan for the upcoming fiscal year; all annual appropriations lapse at the end of the 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.

- The City's internal service funds are intra-governmental service funds, which operate under financial plans that are adopted by the City Council concurrent with annual budget adoption consistent with N.C.G.S. § 159-13.1.
- The City's schedule of fees is reviewed annually and adopted by City Council at the time of the adoption of the operating budget.

Accounting

- The City will establish and maintain an accounting system in accordance with the North Carolina Local Government Finance Act.
- An annual audit will be performed by an independent accounting firm in accordance with generally accepted accounting principles, as required under N.C.G.S. § 159-34.
- Financial systems will be maintained to monitor revenues and expenditures on a continual basis and maintain details of authorized appropriations consistent with N.C.G.S. § 159-26.
- The City will present comparisons of actual revenues and expenditures versus budget in accordance with N.C.G.S. § 159-13 (a) (3). This shall be presented on a quarterly basis to the City Council.
- Project and grant ordinances are adopted as needed for the Federal and State Financial Assistance special revenue fund, Linear Park special revenue fund and various capital project funds in accordance with N.C.G.S. § 159-13.2. Enterprise capital project funds are consolidated with the operating funds for reporting purposes.

Financial Policies

- Expenditures may not legally exceed appropriations at the portfolio level for the general fund, at the fund level for selected special revenue and proprietary funds, and at the project level for selected special revenue and capital project funds. Any revisions that alter total appropriations at the portfolio, fund or project level of any fund must be approved by the City Council through adoption of budget or project ordinance amendments in accordance with N.C.G.S. § 159-15 and 159-13.2.
- The City levies ad valorem taxes in accordance with N.C.G.S. § 105-347.

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.
- Under N.C.G.S. § 159-8, units of local government are prohibited from budgeting or spending a portion of their fund balance, known as fund balance Restricted by State Statute (RSS). The statute requires that appropriated fund balance in any fund shall not exceed the sum of cash and investments minus the sum of liabilities, encumbrances, and deferred revenues arising from cash receipts, as those figures stand at the close of the fiscal year next preceding the budget.
- The City of Fayetteville also uses a revenue spending hierarchy that provides guidance for programs with multiple revenue sources. The City will use resources in the following hierarchy: bond proceeds, federal funds, State funds, local non-city funds, city funds.

- For purposes of fund balance classification, expenditures are to be spent from restricted fund balance first, followed in-order by committed fund balance, assigned fund balance and lastly unassigned fund balance.
- 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.

Investments

- The City will monitor the receipt and disbursement of all funds to ensure the maximum investment of idle cash.
- The City's Investment Policy is a board-approved policy. The City will only invest in instruments that comply with the requirements of N.C.G.S. § 159-30 and 159-31 and other instruments specifically permitted by law.
- N.C.G.S. § 159-30 (c) authorizes the units of local government to invest in obligations of the United States or obligations fully guaranteed both as to principal and interest by the United States; obligations of the State of North Carolina; bonds and notes of any North Carolina local government or public authority; obligations of certain non-guaranteed federal agencies; certain high-quality issues of commercial paper and bankers' acceptances; and the North Carolina Capital Management Trust (NCCMT). The statutory intent is to prioritize liquidity and low-risk investments over those with higher potential yields. The statute directs an

investment program in which investments and deposits can be converted to cash when needed.

- The City's investment policy limits exposure to fair value losses arising from rising interest rates by structuring the investment portfolio so that securities mature to meet cash requirements for ongoing operations, thereby avoiding the need to sell securities on the open market prior to maturity.
- The investment policy requires purchases of securities to be laddered with staggered maturity dates and limits all securities other than Treasuries, Agencies, and North Carolina State and local bonds to a final maturity of no more than three years.
- The City pools money from several funds to facilitate disbursement and investment and to maximize investment income. Therefore, all cash and investments are essentially demand deposits and are considered cash and cash equivalents.

Procurement

- The City's procurement practices are based on the principle of fair and open competition. The practice of favoritism, whether to the user, department, or a vendor, is not permissible.
- All persons involved in the procurement process have a responsibility to provide fiscal stewardship when expending City funds. The taxpayers entrust City Government to expend money in an efficient and effective manner.
- The integrity of the procurement process must be maintained. Any request to deviate from the provision of the policy must be submitted to the Purchasing Manager and the Chief Financial Officer in writing for approval. Any approved exceptions will be documented in writing.

Capital Improvement Funding & Debt

- 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 City will maintain communication with bond rating agencies to keep them abreast of its financial condition by providing them the City's Comprehensive Annual Financial Report, Annual Budget, and Capital Improvement Program. The City will seek to obtain the highest credit ratings on its debt issues.
- The City maintains a Capital Funding Plan (CFP) 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. The fiscal year 2020 budget dedicates an equivalent of 5.43 cents of the City's 49.95 cent ad valorem tax rate (10.9 percent) to the CFP. The fiscal year 2021 recommended budget dedicates 5.07 cents of the City's proposed 49.95 cent tax rate (10.2 percent) to the CFP. The reduction is necessary to fund anticipated recurring costs of the replacement Enterprise Resource Planning System (ERP) which will be implemented as software-as-a-service.
- Additionally, an equivalent of 1.42 cents of the 49.95 cent ad valorem tax rate (2.84 percent) is dedicated to fund parks and recreation improvement projects and debt service on \$35 million of general obligation bonds authorized by voters on the March, 2016 bond referendum.

Financial Policies

- The City assesses a number of factors to steer its long term strategic decisions with respect to debt financing, and considers the following factors for issuing debt: percentage of debt service to operating expenditures; general obligation debt per capita; total debt per capita; total net bond debt; percentage of five-year capital improvement plan that is funded from long-term debt; and, percentage of variable rate debt to the City's total debt portfolio.
- The City reviews direct and overlapping debt in analyzing the financial condition of the City in regard to debt issuance. The analysis is included in the City's Comprehensive Annual Financial Report (Statistical Section) each year.
- The North Carolina Local Government Bond Act (North Carolina General Statute Chapter 159, Article 4) mandates that the City's net bonded debt outstanding may not exceed 8% of the appraised value of property subject to taxation.
- There are no specific debt limits established for the City's enterprise funds as it is intended and expected that rates for service will be set and revenues will be generated as needed to fully cover total costs for operations and debt service. To the extent a revenue from an enterprise fund is pledged to support debt, the underlying revenue bond document will include a rate/revenue covenant requiring a minimum debt service coverage level that is appropriate for the market. The City may then want to target a higher coverage level. For the City's Stormwater Revenue Bonds, the minimum debt service coverage ratio is 1.20x with a City target of 1.5x. This ratio is calculated by dividing net available revenues by principal and interest requirements for the year. This measure shows the extent to which revenues are available to cover annual debt service requirements after operating costs have been paid.

- The debt ratios outlined above are computed annually and reported in the Comprehensive Annual Financial Report, along with a computation of net tax-supported debt per capita.
- The City will comply with Rule 15c2-12 of the Securities Exchange Act of 1934 to meet all standards for accurate and timely dissemination of disclosure documents to municipal securities investors.

Risk Management

- The City manages its risk portfolio through a combination of self-insured retention, performance bonds, commercial coverage, excess coverage and stop loss policies.
- The City is self-insured (self-funded) with respect to insurance claims as follows: health insurance (up to \$175,000 per individual), general liability (up to \$500,000 per occurrence), workers' compensation (up to \$750,000 per occurrence), public officials liability (up to \$500,000 per occurrence), law enforcement liability (up to \$500,000 per occurrence), and automobile liability (up to \$500,000 per occurrence).
- The City maintains excess liability insurance (\$10,000,000) to cover catastrophic losses.
- Property insurance on City buildings is for replacement value (less \$100,000 self-funded retention).
- The City carries commercial coverage for all other risks of loss.

- For the City's healthcare plan, for any individual claim exceeding the \$175,000 self-insured specific deductible, the City maintains stop loss coverage to reimburse excess claim costs. The City also maintains aggregate excess coverage against total annual claims expenditures by the City in excess of 125% of expected claims adjusted for industry standard trend adjustments.
- Losses from asserted claims and from unasserted claims identified under the City's incident reporting system are tracked and accrued based on estimates that incorporate the City's past experience, as well as other considerations including the nature of each claim and relevant trend factors.

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Budget Overview

Summary of Revenues and Expenditure Appropriations

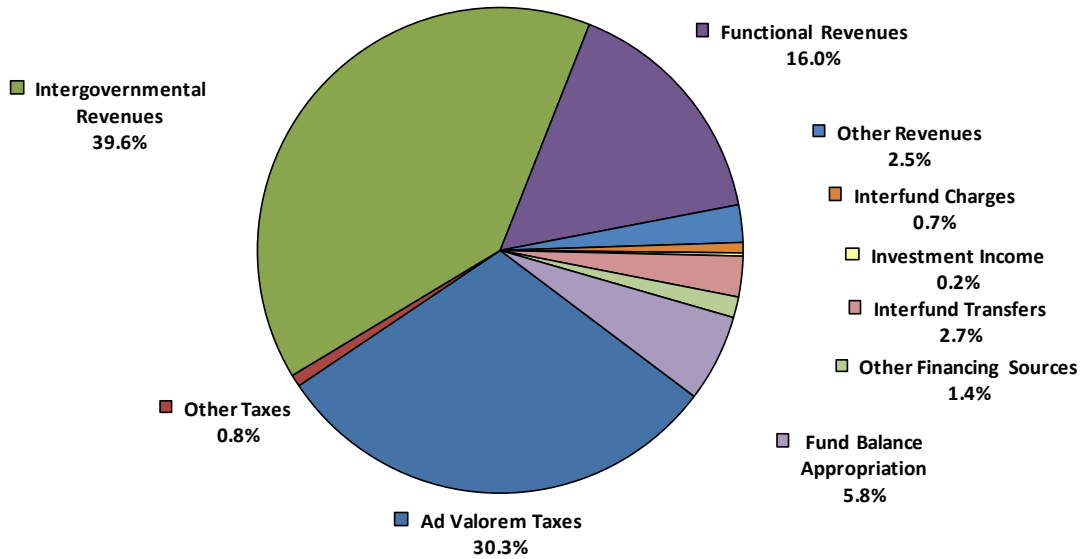
Funds Reported in Annual Budget Ordinance

	2018-19 Actual	2019-20 Original Budget	2020-21 Recommended Budget	2020-21 Adopted Budget
Ad Valorem Taxes	\$ 70,447,225	\$ 70,873,130	\$ 70,907,997	\$ 70,907,997
Other Taxes	2,018,073	2,022,965	1,987,705	1,987,705
Intergovernmental Revenues	90,603,642	87,182,245	91,613,027	92,613,027
Functional Revenues	36,697,417	37,622,781	37,375,080	37,375,080
Other Revenues	6,078,072	5,151,275	5,815,622	5,815,622
Interfund Charges	1,634,704	1,666,401	1,691,325	1,691,325
Investment Income	2,242,776	1,799,567	571,686	571,686
Interfund Transfers	7,611,446	7,783,199	6,295,844	6,318,559
Other Financing Sources	5,074,673	2,783,052	3,288,945	3,288,945
Fund Balance Appropriation	0	12,784,994	13,612,079	13,590,315
Total Revenues and Other Financing Sources	\$222,408,027	\$229,669,609	\$ 233,159,310	\$234,160,261
Personnel Services	\$111,449,591	\$118,198,255	\$ 122,704,818	\$123,021,671
Operating Expenditures	28,499,646	31,592,390	32,951,954	32,956,387
Contract Services	12,484,338	12,799,410	12,869,355	12,976,615
Capital Outlay	8,315,404	7,209,124	7,907,141	7,940,126
Transfers to Other Funds	24,187,381	31,803,014	26,516,642	26,739,357
Debt Service	15,540,528	13,704,847	14,752,788	14,752,788
Other Charges	14,032,274	14,362,569	15,456,612	15,773,317
Total Expenditures and Other Financing Uses	\$214,509,162	\$229,669,609	\$ 233,159,310	\$234,160,261

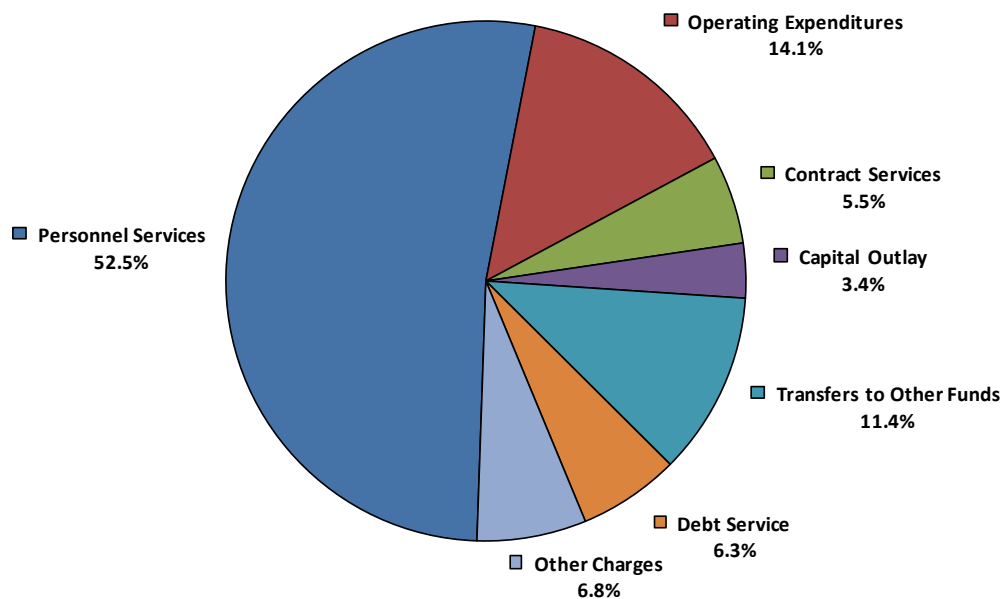
Summary of Revenues and Expenditure Appropriations

Funds Reported in Annual Budget Ordinance

2020-21 Adopted Budget Revenues and Other Financing Sources



2020-21 Adopted Budget Expenditures and Other Financing Uses



Summary of Revenues By Fund

Funds Reported in Annual Budget Ordinance

	2018-19 Actual	2019-20 Original Budget	2020-21 Recommended Budget	2020-21 Adopted Budget
General Fund				
Ad Valorem Taxes	\$ 70,239,297	\$ 70,650,564	\$ 70,707,150	\$ 70,707,150
Other Taxes	1,381,888	1,390,945	1,347,200	1,347,200
Intergovernmental Revenues	82,739,049	82,038,844	83,091,353	84,091,353
Functional Revenues	6,571,693	7,154,775	6,609,211	6,609,211
Other Revenues	3,263,326	3,099,739	3,113,678	3,113,678
Investment Income	1,452,582	1,293,200	196,295	196,295
Interfund Transfers	2,515,997	1,328,191	993,112	993,112
Other Financing Sources	5,074,673	2,783,052	3,288,945	3,288,945
Fund Balance Appropriation	0	4,234,195	9,351,271	9,317,041
Total Revenues and Other Financing Sources	\$173,238,505	\$173,973,505	\$ 178,698,215	\$179,663,985

Central Business Tax District Fund

Ad Valorem Taxes	\$ 145,129	\$ 148,323	\$ 168,730	\$ 168,730
Investment Income	4,412	2,500	625	625
Interfund Transfers	139,274	139,274	139,274	139,274
Fund Balance Appropriation	0	0	4,064	4,064
Total Revenues and Other Financing Sources	\$ 288,815	\$ 290,097	\$ 312,693	\$ 312,693

Emergency Telephone System Fund

Intergovernmental Revenues	\$ 891,636	\$ 919,978	\$ 963,133	\$ 963,133
Investment Income	15,321	7,667	1,339	1,339
Interfund Transfers	895	0	0	0
Fund Balance Appropriation	0	154,550	30,280	30,495
Total Revenues and Other Financing Sources	\$ 907,852	\$ 1,082,195	\$ 994,752	\$ 994,967

Lake Valley Drive MSD Fund

Ad Valorem Taxes	\$ 62,799	\$ 74,243	\$ 32,117	\$ 32,117
Investment Income	519	0	100	100
Fund Balance Appropriation	0	8,257	331	331
Total Revenues and Other Financing Sources	\$ 63,318	\$ 82,500	\$ 32,548	\$ 32,548

LEOSSA Fund

Interfund Charges	\$ 1,634,704	\$ 1,666,401	\$ 1,691,325	\$ 1,691,325
Investment Income	129,509	80,200	34,750	34,750
Total Revenues and Other Financing Sources	\$ 1,764,213	\$ 1,746,601	\$ 1,726,075	\$ 1,726,075

Summary of Revenues By Fund

Funds Reported in Annual Budget Ordinance

	2018-19 Actual	2019-20 Original Budget	2020-21 Recommended Budget	2020-21 Adopted Budget
Parking Fund				
Functional Revenues	\$ 390,345	\$ 899,146	\$ 625,362	\$ 625,362
Investment Income	2,889	0	0	0
Interfund Transfers	12,000	290,727	557,600	557,600
Fund Balance Appropriation	0	0	70,000	70,000
Total Revenues and Other Financing Sources	\$ 405,234	\$ 1,189,873	\$ 1,252,962	\$ 1,252,962

PWC Assessment Fund				
Other Revenues	\$ 2,573,170	\$ 1,883,500	\$ 2,561,200	\$ 2,561,200
Investment Income	351,322	334,700	330,000	330,000
Total Revenues and Other Financing Sources	\$ 2,924,492	\$ 2,218,200	\$ 2,891,200	\$ 2,891,200

Airport Fund				
Intergovernmental Revenues	\$ 121,416	\$ 109,500	\$ 1,598,225	\$ 1,598,225
Functional Revenues	5,239,791	4,913,963	3,290,099	3,290,099
Other Revenues	55,227	27,000	9,800	9,800
Investment Income	191,108	60,000	5,142	5,142
Fund Balance Appropriation	0	6,414,770	3,099,831	3,103,491
Total Revenues and Other Financing Sources	\$ 5,607,542	\$ 11,525,233	\$ 8,003,097	\$ 8,006,757

Environmental Services Fund				
Intergovernmental Revenues	\$ 3,376,440	\$ 460,697	\$ 468,379	\$ 468,379
Functional Revenues	11,906,688	11,942,145	14,135,216	14,135,216
Other Revenues	157,252	110,300	130,000	130,000
Investment Income	28,853	2,500	625	625
Interfund Transfers	129,286	959,549	586,553	586,553
Fund Balance Appropriation	0	142,400	0	0
Total Revenues and Other Financing Sources	\$ 15,598,519	\$ 13,617,591	\$ 15,320,773	\$ 15,320,773

Stormwater Fund				
Intergovernmental Revenues	\$ 68,169	\$ 0	\$ 0	\$ 0
Functional Revenues	11,309,485	11,343,422	11,346,210	11,346,210
Other Revenues	28,195	0	0	0
Investment Income	66,261	18,800	2,810	2,810
Fund Balance Appropriation	0	1,830,822	1,056,302	1,064,893
Total Revenues and Other Financing Sources	\$ 11,472,110	\$ 13,193,044	\$ 12,405,322	\$ 12,413,913

Summary of Revenues By Fund

Funds Reported in Annual Budget Ordinance

	2018-19 Actual	2019-20 Original Budget	2020-21 Recommended Budget	2020-21 Adopted Budget
Transit Fund				
Other Taxes	\$ 636,185	\$ 632,020	\$ 640,505	\$ 640,505
Intergovernmental Revenues	3,406,932	3,653,226	5,491,937	5,491,937
Functional Revenues	1,279,415	1,369,330	1,368,982	1,368,982
Other Revenues	902	30,736	944	944
Investment Income	0	0	0	0
Interfund Transfers	4,813,994	5,065,458	4,019,305	4,042,020
Total Revenues and Other Financing Sources	\$ 10,137,428	\$ 10,750,770	\$ 11,521,673	\$ 11,544,388

Total Revenues and Other Financing Sources

Funds Reported in Annual Budget Ordinance	\$222,408,027	\$229,669,609	\$ 233,159,310	\$234,160,261
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Funds Reported in Internal Service Fund Financial Plan

	2018-19 Actual	2019-20 Original Budget	2020-21 Recommended Budget	2020-21 Adopted Budget
Fleet Maintenance Fund				
Interfund Charges	\$ 332,247	\$ 7,067,847	\$ 7,400,000	\$ 7,400,216
Total Revenues and Other Financing Sources	\$ 332,247	\$ 7,067,847	\$ 7,400,000	\$ 7,400,216
Risk Management Fund				
Other Revenues	\$ 146,308	\$ 200,000	\$ 188,540	\$ 188,540
Interfund Charges	16,756,585	19,009,449	19,213,872	19,213,872
Employee Benefit Contributions	3,770,972	4,177,000	4,253,000	4,253,000
Investment Income	636,832	224,250	200,000	200,000
Interfund Transfers	361,102	358,008	354,914	354,914
Fund Balance Appropriation	0	733,429	552,453	552,776
Total Revenues and Other Financing Sources	\$ 21,671,799	\$ 24,702,136	\$ 24,762,779	\$ 24,763,102

Total Revenues and Other Financing Sources

Funds Reported in Financial Plans	\$ 22,004,046	\$ 31,769,983	\$ 32,162,779	\$ 32,163,318
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Summary of Expenditure Appropriations By Fund

	2018-19 Actual	2019-20 Original Budget	2020-21 Recommended Budget	2020-21 Adopted Budget
Funds Reported in Annual Budget Ordinance				
General Fund				
Community Investment	\$ 5,437,775	\$ 6,988,991	\$ 6,381,818	\$ 6,523,703
Operations	115,526,637	121,222,385	123,268,989	123,768,841
Support Services & Administration	15,266,386	16,245,720	19,424,549	19,725,813
Other Appropriations	30,989,794	29,516,409	29,622,859	29,645,628
Total General Fund	\$167,220,592	\$ 173,973,505	\$ 178,698,215	\$179,663,985
Central Business Tax District Fund	\$ 283,245	\$ 290,097	\$ 312,693	\$ 312,693
Emergency Telephone System Fund	\$ 1,041,362	\$ 1,082,195	\$ 994,752	\$ 994,967
Lake Valley Drive MSD Fund	\$ 55,532	\$ 82,500	\$ 32,548	\$ 32,548
LEOSSA Fund	\$ 1,027,454	\$ 1,746,601	\$ 1,726,075	\$ 1,726,075
Parking Fund	\$ 405,050	\$ 1,189,873	\$ 1,252,962	\$ 1,252,962
PWC Assessment Fund	\$ 2,924,492	\$ 2,218,200	\$ 2,891,200	\$ 2,891,200
Airport Fund	\$ 7,196,068	\$ 11,525,233	\$ 8,003,097	\$ 8,006,757
Environmental Services Fund	\$ 15,360,956	\$ 13,617,591	\$ 15,320,773	\$ 15,320,773
Stormwater Fund	\$ 9,126,782	\$ 13,193,044	\$ 12,405,322	\$ 12,413,913
Transit Fund	\$ 9,867,629	\$ 10,750,770	\$ 11,521,673	\$ 11,544,388
Total Annual Budget Ordinance	\$214,509,162	\$ 229,669,609	\$ 233,159,310	\$234,160,261
Funds Reported in Internal Service Fund Financial Plan				
Fleet Maintenance Fund	\$ 328,427	\$ 7,067,847	\$ 7,400,000	\$ 7,400,216
Risk Management Fund	\$ 19,267,708	\$ 24,702,136	\$ 24,762,779	\$ 24,763,102
Total Internal Service Fund Financial Plan	\$ 19,596,135	\$ 31,769,983	\$ 32,162,779	\$ 32,163,318
Subtotal All Funds	\$234,105,297	\$ 261,439,592	\$ 265,322,089	\$266,323,579
Less: Intrabudget Transfers	(5,913,492)	(8,141,207)	(6,650,758)	(6,673,473)
Less: Interfund Charges	(18,723,536)	(27,743,697)	(28,305,197)	(28,305,413)
Total All Funds	\$209,468,269	\$ 225,554,688	\$ 230,366,134	\$231,344,693

Intrabudget Transfers

	2018-19 Actual	2019-20 Original Budget	2020-21 Recommended Budget	2020-21 Adopted Budget
General Fund				
From Central Business Tax District Fund	\$ 38,022	\$ 36,965	\$ 66,838	\$ 66,838
From Lake Valley Drive MSD Fund	55,532	82,500	32,548	32,548
From Parking Fund	0	158,726	158,726	158,726
From Risk Management Fund	363,387	1,050,000	735,000	735,000
Total General Fund	\$ 456,941	\$ 1,328,191	\$ 993,112	\$ 993,112
Central Business Tax District Fund				
From General Fund	\$ 139,274	\$ 139,274	\$ 139,274	\$ 139,274
Total Central Business Tax District Fund	\$ 139,274	\$ 139,274	\$ 139,274	\$ 139,274
Emergency Telephone System Fund				
From General Fund	\$ 895	\$ 0	\$ 0	\$ 0
Total Emergency Telephone System Fund	\$ 895	\$ 0	\$ 0	\$ 0
LEOSSA Fund				
Interfund Charges	\$ 1,634,704	\$ 1,666,401	\$ 1,691,325	\$ 1,691,325
Total LEOSSA Fund	\$ 1,634,704	\$ 1,666,401	\$ 1,691,325	\$ 1,691,325
Parking Fund				
From General Fund	\$ 12,000	\$ 290,727	\$ 557,600	\$ 557,600
Total Parking Fund	\$ 12,000	\$ 290,727	\$ 557,600	\$ 557,600
Environmental Services Fund				
From General Fund	\$ 129,286	\$ 959,549	\$ 586,553	\$ 586,553
Total Environmental Services Fund	\$ 129,286	\$ 959,549	\$ 586,553	\$ 586,553
Transit Fund				
From General Fund	\$ 4,813,994	\$ 5,065,458	\$ 4,019,305	\$ 4,042,020
Total Transit Fund	\$ 4,813,994	\$ 5,065,458	\$ 4,019,305	\$ 4,042,020
Fleet Maintenance Fund				
Interfund Charges	\$ 332,247	\$ 7,067,847	\$ 7,400,000	\$ 7,400,216
Total Fleet Maintenance Fund	\$ 332,247	\$ 7,067,847	\$ 7,400,000	\$ 7,400,216
Risk Management Fund				
Interfund Charges	\$ 16,756,585	\$ 19,009,449	\$ 19,213,872	\$ 19,213,872
From General Fund	361,102	358,008	354,914	354,914
Total Risk Management Fund	\$ 17,117,687	\$ 19,367,457	\$ 19,568,786	\$ 19,568,786
Transfers from General Fund	\$ 5,456,551	\$ 6,813,016	\$ 5,657,646	\$ 5,680,361
Transfers from Other Funds	\$ 456,941	\$ 1,328,191	\$ 993,112	\$ 993,112
Interfund Charges	\$ 18,723,536	\$ 27,743,697	\$ 28,305,197	\$ 28,305,413
Total Intrabudget Transfers	\$ 24,637,028	\$ 35,884,904	\$ 34,955,955	\$ 34,978,886

FY2020-21 Expenditure Appropriations By Fund By Category

	Personnel Services	Operating Expenditures	Contract Services	Capital Outlay	Transfers to Other Funds	Debt Service	Other Charges	Total
Funds Reported in Annual Budget Ordinance								
General Fund	\$ 103,830,441	\$ 22,767,277	\$ 8,036,192	\$ 6,303,369	\$ 16,514,024	\$13,063,214	\$ 9,149,468	\$ 179,663,985
Central Business Tax District Fund	0	25,000	220,800	0	66,838	0	55	312,693
Emergency Telephone System Fund	109,498	803,719	81,750	0	0	0	0	994,967
Lake Valley Drive MSD Fund	0	0	0	0	32,548	0	0	32,548
LEOSSA Fund	1,222,000	0	0	0	0	0	504,075	1,726,075
Parking Fund	0	181,535	654,743	120,000	158,726	127,446	10,512	1,252,962
PWC Assessment Fund	0	0	0	0	0	0	2,891,200	2,891,200
Airport Fund	1,852,822	1,695,503	204,261	115,000	3,451,371	0	687,800	8,006,757
Environmental Services Fund	4,748,507	4,173,946	2,843,092	1,378,237	116,821	628,663	1,431,507	15,320,773
Stormwater Fund	3,619,738	822,827	562,802	0	6,064,781	933,465	410,300	12,413,913
Transit Fund	7,638,665	2,486,580	372,975	23,520	334,248	0	688,400	11,544,388
Total Annual Budget Ordinance	\$ 123,021,671	\$ 32,956,387	\$ 12,976,615	\$ 7,940,126	\$ 26,739,357	\$14,752,788	\$ 15,773,317	\$ 234,160,261
Funds Reported in Internal Service Fund Financial Plan								
Fleet Maintenance Fund	\$ 119,612	\$ 7,218,604	\$ 8,000	\$ 0	\$ 0	\$ 0	\$ 54,000	\$ 7,400,216
Risk Management Fund	474,778	23,171,647	326,229	0	735,000	0	55,448	24,763,102
Total Internal Service Fund Financial Plan	\$ 594,390	\$ 30,390,251	\$ 334,229	\$ 0	\$ 735,000	\$ 0	\$ 109,448	\$ 32,163,318
Total All Funds	\$ 123,616,061	\$ 63,346,638	\$ 13,310,844	\$ 7,940,126	\$ 27,474,357	\$14,752,788	\$ 15,882,765	\$ 266,323,579

Authorized Staffing by Fund

Authorized Regular Positions - Full-Time Equivalents	2018-19 Actual	2019-20 Original Budget	2020-21 Recommended Budget	2020-21 Adopted Budget
Funds Reported in Annual Budget Ordinance				
General Fund				
Community Investment	59.7	60.2	62.2	62.2
Operations	1,161.4	1,166.9	1,164.3	1,164.3
Support Services & Administration	110.9	110.5	111.5	111.5
Other Appropriations	0.2	0.2	0.2	0.2
Total General Fund	1,332.2	1,337.8	1,338.2	1,338.2
Airport Fund				
Operations	24.0	24.0	24.0	24.0
	24.0	24.0	24.0	24.0
Emergency Telephone System Fund				
Operations	1.2	1.2	1.3	1.3
	1.2	1.2	1.3	1.3
Environmental Services Fund				
Operations	74.8	74.8	75.8	75.8
	74.8	74.8	75.8	75.8
Stormwater Fund				
Operations	40.5	51.9	52.4	52.4
	40.5	51.9	52.4	52.4
Transit Fund				
Operations	124.0	122.0	122.0	122.0
	124.0	122.0	122.0	122.0
Total Annual Budget Ordinance	1,596.7	1,611.7	1,613.7	1,613.7
Funds Reported in Internal Service Fund Financial Plans				
Fleet Maintenance Fund				
Support Services & Administration	0.0	1.0	1.0	1.0
	0.0	1.0	1.0	1.0
Risk Management Fund				
Support Services & Administration	5.6	5.5	5.5	5.5
	5.6	5.5	5.5	5.5
Total Internal Service Fund Financial Plans	5.6	6.5	6.5	6.5
Multi-Year Special Revenue Funds *				
Federal and State Financial Assistance Fund				
Community Investment	9.3	11.8	8.8	8.8
Operations	1.0	1.0	1.0	1.0
	10.3	12.8	9.8	9.8
Total Multi-Year Special Revenue Funds	10.3	12.8	9.8	9.8
Multi-Year Capital Project Funds *				
Support Services & Administration	1.0	4.0	5.0	5.0
Total Multi-Year Capital Project Funds	1.0	4.0	5.0	5.0
Total All Funds *	1,613.6	1,635.0	1,635.0	1,635.0

* 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.

Authorized Staffing by Department

Authorized Regular Positions - Full-Time Equivalents	2018-19 Actual	2019-20 Original Budget	2020-21 Recommended Budget	2020-21 Adopted Budget
Community Investment				
Economic & Community Development	13.0	16.0	13.0	13.0
Development Services	53.0	53.0	55.0	55.0
Human Relations	3.0	3.0	3.0	3.0
	69.0	72.0	71.0	71.0
Operations				
Airport	24.0	24.0	24.0	24.0
Fire & Emergency Management	325.0	326.0	326.0	326.0
Parks, Recreation & Maintenance	162.0	164.0	162.0	162.0
Police	605.5	605.5	605.5	605.5
Public Services	186.3	200.3	201.3	201.3
Transit	124.0	122.0	122.0	122.0
	1,426.8	1,441.8	1,440.8	1,440.8
Support Services & Administration				
Budget and Evaluation	5.1	5.1	5.1	5.1
City Attorney's Office	9.0	8.0	8.0	8.0
City Manager's Office	18.9	21.9	23.9	23.9
Corporate Communications	9.5	9.0	9.0	9.0
Finance	26.0	27.0	27.0	27.0
Human Resource Development	18.0	18.0	18.0	18.0
Information Technology	28.0	29.0	29.0	29.0
Mayor, Council and City Clerk	3.0	3.0	3.0	3.0
	117.5	121.0	123.0	123.0
Other Appropriations	0.2	0.2	0.2	0.2
Total All Departments	1,613.5	1,635.0	1,635.0	1,635.0

** 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.*



Fund Summaries

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. 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. Please see page J-5 for a presentation of the basis of accounting for Governmental and Proprietary funds. The fund categories are summarized below.

Governmental Funds

Governmental funds are those used to account for the City's expendable financial resources and related liabilities, except those accounted for in proprietary and similar trust funds. The measurement focus is upon determination of changes in financial position, rather than upon net income. The following are the City's annually budgeted 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. Lease payments received from the City, as well as debt service related to the assets are recorded in this fund. There is no current activity 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.

Fund Accounting

Governmental Funds, continued.

- **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.

The City also utilizes multi-year governmental funds that are appropriated through specific project ordinances. While these funds are not included in the annual operating budget, planned transfers of funding for the projects are reflected in the expenditure budgets for various operating funds.

- **Capital Project Funds** - Capital Project Funds are multi-year funds that 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 multi-year special revenue fund used to account for proceeds from various sources that are legally restricted to expenditures associated with specific projects such as community development and public safety. Revenues in the fund include federal and state grants, forfeiture funds, and donations.

Proprietary Funds

Proprietary funds are used to account for activities that are similar to those often found in the private sector. Proprietary funds are separated into two categories: enterprise funds and internal service funds.

Enterprise Funds are used to account for operations (a) that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred and net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.

Enterprise Funds, continued.

- **Airport Fund** - The Airport Fund is used to account for all revenues and expenses associated with operating the Fayetteville Regional Airport.
- **Environmental Services Fund** - The Environmental Services Fund is used to account for all revenues and expenses associated with operating the City's residential garbage, yard waste and recycling programs.
- **Stormwater Fund** - The Stormwater Fund is used to account for all revenues and expenses associated with the proceeds of the stormwater fee which are restricted to providing stormwater maintenance, operations and infrastructure improvements.
- **Transit Fund** - The Transit Fund is used to account for all revenues and expenses associated with the local intra-city public transportation system operated by the City.

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.

- **Fleet Maintenance Fund** – The Fleet Maintenance Fund is used to account for costs associated with operating a maintenance facility for automotive and other equipment used by all City departments. These costs are billed to the departments receiving services. Costs for acquisition of vehicles and equipment are funded in department operating budgets.
- **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.

Department/Fund Relationships

DEPARTMENTS	GOVERNMENTAL FUNDS							
	General Fund	Central Business Tax District	City Finance Corp.	Emergency Telephone System Fund	LEOSSA Fund	Lake Valley Dr. MSD Fund	Parking Fund	PWC Assessment Fund
Community Investment:								
Development Services	\$							
Economic & Community Development	\$	\$						
Human Relations	\$							
Operations:								
Airport								
Fire and Emergency Management	\$							
Parks, Recreation & Maintenance	\$							
Police	\$			\$				
Public Services	\$						\$	
Transit								
Supporting Services & Administration:								
Budget and Evaluation	\$							
City Attorney's Office	\$							
City Manager's Office	\$							
Corporate Communications	\$							
Finance	\$							
Human Resources Development	\$							
Information Technology	\$							
Mayor, Council & City Clerk	\$							
Other Appropriations:								
Other Appropriations	\$		\$		\$	\$		\$

Department/Fund Relationships

DEPARTMENTS	PROPRIETARY FUNDS					
	ENTERPRISE FUNDS				INTERNAL SERVICE FUNDS	
	Airport Fund	Env Svcs Fund	Stormwater Fund	Transit Fund	Fleet Maint Fund	Risk Mgmt Fund
Community Investment:						
Development Services						
Economic & Community Development						
Human Relations						
Operations:						
Airport	\$					
Fire and Emergency Management						
Parks, Recreation & Maintenance						
Police						
Public Services		\$	\$			
Transit				\$		
Support Services & Administration:						
Budget and Evaluation						
City Attorney's Office						
City Manager's Office						
Corporate Communications						
Finance					\$	\$
Human Resources Development						\$
Information Technology						
Mayor, Council & City Clerk						
Other Appropriations:						
Other Appropriations						

General Fund Summary

	2018-19 Actual	2019-20 Original Budget	2019-20 Estimate	2020-21 Recommended Budget	2020-21 Adopted Budget
Revenues					
Ad Valorem Taxes					
Current Year Taxes	\$ 69,549,403	\$ 69,987,564	\$ 70,186,400	\$ 70,182,050	\$ 70,182,050
Prior Years Taxes	462,501	441,000	325,200	315,000	315,000
Penalties & Interest	227,393	222,000	210,100	210,100	210,100
	\$ 70,239,297	\$ 70,650,564	\$ 70,721,700	\$ 70,707,150	\$ 70,707,150
Other Taxes					
Vehicle License Tax	\$ 634,397	\$ 637,900	\$ 637,850	\$ 637,900	\$ 637,900
Privilege License Tax	20,252	18,925	14,595	17,600	17,600
Vehicle Gross Receipts	727,239	734,120	748,700	691,700	691,700
	\$ 1,381,888	\$ 1,390,945	\$ 1,401,145	\$ 1,347,200	\$ 1,347,200
Intergovernmental Revenues					
Federal	\$ 270,563	\$ 203,765	\$ 1,156,655	\$ 177,474	\$ 177,474
State					
Sales Taxes	43,633,583	44,372,275	41,669,740	43,206,154	43,206,154
Utility Taxes	13,476,266	13,565,900	13,345,600	13,203,900	13,203,900
Street Aid (Powell Bill)	5,249,417	5,196,602	5,228,789	5,171,153	5,171,153
Other	1,159,208	1,051,723	1,319,828	1,020,224	1,020,224
Local					
PWC Payment In Lieu of Tax	\$ 10,938,256	\$ 11,098,087	\$ 11,098,087	\$ 11,450,867	\$ 11,450,867
PWC - Other	1,200,000	1,200,000	2,200,000	3,200,000	4,200,000
Other	6,811,755	5,350,492	5,535,766	5,661,581	5,661,581
	\$ 82,739,049	\$ 82,038,844	\$ 81,554,465	\$ 83,091,353	\$ 84,091,353
Functional Revenues					
Permits and Fees	\$ 2,002,658	\$ 2,302,324	\$ 1,919,450	\$ 2,002,250	\$ 2,002,250
Property Leases	589,933	480,547	467,725	468,112	468,112
Public Services Fees	409,790	428,124	404,740	402,940	402,940
Development Services Fees	43,626	65,500	61,075	58,400	58,400
Public Safety Services	1,233,790	1,274,201	1,265,215	1,306,447	1,306,447
Parks & Recreation Fees	1,934,477	2,228,723	1,969,612	1,992,606	1,992,606
Other Fees and Services	357,419	375,356	371,206	378,456	378,456
	\$ 6,571,693	\$ 7,154,775	\$ 6,459,023	\$ 6,609,211	\$ 6,609,211
Other Revenues					
Refunds & Sundry	\$ 535,725	\$ 310,139	\$ 543,598	\$ 324,748	\$ 324,748
Indirect Cost Allocation	2,306,976	2,512,000	2,453,000	2,531,500	2,531,500
Special Use Assessments	100,213	102,700	310,000	127,450	127,450
Sale of Assets & Materials	320,412	174,900	84,680	129,980	129,980
	\$ 3,263,326	\$ 3,099,739	\$ 3,391,278	\$ 3,113,678	\$ 3,113,678
Investment Income	\$ 1,452,582	\$ 1,293,200	\$ 1,183,950	\$ 196,295	\$ 196,295
Other Financing Sources					
Interfund Transfers	\$ 2,515,997	\$ 1,328,191	\$ 1,340,456	\$ 993,112	\$ 993,112
Proceeds from Loans	5,074,673	2,783,052	2,806,977	3,288,945	3,288,945
	\$ 7,590,670	\$ 4,111,243	\$ 4,147,433	\$ 4,282,057	\$ 4,282,057
Fund Balance Appropriation	\$ 0	\$ 4,234,195	\$ 0	\$ 9,351,271	\$ 9,317,041
Total Revenues and Other Financing Sources	\$ 173,238,505	\$ 173,973,505	\$ 168,858,994	\$ 178,698,215	\$ 179,663,985

General Fund Summary

	2018-19 Actual	2019-20 Original Budget	2019-20 Estimate	2020-21 Recommended Budget	2020-21 Adopted Budget
<u>Expenditures</u>					
Personnel Services	\$ 96,155,106	\$ 100,301,435	\$ 97,789,778	\$ 103,562,064	\$ 103,830,441
Operating Expenditures	20,652,139	22,398,293	21,743,641	22,762,844	22,767,277
Contract Services	5,755,741	7,999,590	8,952,110	7,928,932	8,036,192
Capital Outlay	6,560,813	5,019,406	5,968,346	6,270,384	6,303,369
Transfers to Other Funds	15,608,953	17,177,427	18,443,659	16,291,309	16,514,024
Debt Service	13,765,141	12,099,792	11,868,619	13,063,214	13,063,214
Other Charges	8,722,699	8,977,562	8,836,154	8,819,468	9,149,468
Total Expenditures and Other Financing Uses	\$ 167,220,592	\$ 173,973,505	\$ 173,602,307	\$ 178,698,215	\$ 179,663,985
<u>Expenditures By Function</u>					
Community Investment					
Economic & Community Development	\$ 1,027,617	\$ 2,181,054	\$ 2,551,199	\$ 1,315,862	\$ 1,446,767
Development Services	4,055,511	4,461,991	4,203,852	4,715,516	4,725,850
Human Relations	354,647	345,946	367,148	350,440	351,086
	\$ 5,437,775	\$ 6,988,991	\$ 7,122,199	\$ 6,381,818	\$ 6,523,703
Operations					
Fire & Emergency Management	\$ 31,355,267	\$ 29,471,704	\$ 29,860,288	\$ 32,011,695	\$ 32,026,482
Parks, Recreation & Maintenance	17,589,273	21,380,693	22,121,851	21,354,415	21,544,783
Police	53,273,057	54,478,979	52,508,342	55,076,502	55,156,645
Public Services	13,309,040	15,891,009	15,726,812	14,826,377	15,040,931
	\$ 115,526,637	\$ 121,222,385	\$ 120,217,293	\$ 123,268,989	\$ 123,768,841
Support Services & Administration					
Budget and Evaluation	\$ 502,540	\$ 502,169	\$ 523,538	\$ 512,276	\$ 513,374
Corporate Communications	928,053	920,374	879,293	890,150	891,873
City Manager's Office	2,160,790	2,269,665	2,719,363	2,378,928	2,383,213
City Attorney's Office	1,395,597	1,333,700	1,330,492	1,337,657	1,339,379
Finance	2,696,069	2,539,020	2,621,793	3,278,780	3,283,183
Human Resource Development	1,189,113	1,279,492	1,275,979	1,377,790	1,380,019
Information Technology	5,702,655	6,320,379	6,759,898	8,721,815	8,727,413
Mayor, Council & City Clerk	691,569	1,080,921	953,780	927,153	1,207,359
	\$ 15,266,386	\$ 16,245,720	\$ 17,064,136	\$ 19,424,549	\$ 19,725,813
Other Appropriations	\$ 30,989,794	\$ 29,516,409	\$ 29,198,679	\$ 29,622,859	\$ 29,645,628
Total Expenditures and Other Financing Uses	\$ 167,220,592	\$ 173,973,505	\$ 173,602,307	\$ 178,698,215	\$ 179,663,985

Central Business Tax District Fund Summary

	2018-19 Actual	2019-20 Original Budget	2019-20 Estimate	2020-21 Recommended Budget	2020-21 Adopted Budget
<u>Revenues</u>					
Ad Valorem Taxes					
Current Year Taxes	\$ 144,497	\$ 147,708	\$ 148,520	\$ 168,380	\$ 168,380
Prior Years Taxes	93	115	102	100	100
Penalties & Interest	539	500	250	250	250
	\$ 145,129	\$ 148,323	\$ 148,872	\$ 168,730	\$ 168,730
Investment Income	\$ 4,412	\$ 2,500	\$ 2,500	\$ 625	\$ 625
Other Financing Sources					
Interfund Transfers	\$ 139,274	\$ 139,274	\$ 139,274	\$ 139,274	\$ 139,274
	\$ 139,274	\$ 139,274	\$ 139,274	\$ 139,274	\$ 139,274
Fund Balance Appropriation	\$ 0	\$ 0	\$ 0	\$ 4,064	\$ 4,064
Total Revenues and Other Financing Sources	\$ 288,815	\$ 290,097	\$ 290,646	\$ 312,693	\$ 312,693
<u>Expenditures</u>					
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Operating Expenditures	25,000	25,000	25,000	25,000	25,000
Contract Services	220,188	220,730	220,730	220,800	220,800
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	38,022	36,965	41,574	66,838	66,838
Debt Service	0	0	0	0	0
Other Charges	35	7,402	51	55	55
Total Expenditures and Other Financing Uses	\$ 283,245	\$ 290,097	\$ 287,355	\$ 312,693	\$ 312,693
<u>Expenditures By Function</u>					
Community Investment					
Economic & Community Development	\$ 283,245	\$ 290,097	\$ 287,355	\$ 312,693	\$ 312,693
	\$ 283,245	\$ 290,097	\$ 287,355	\$ 312,693	\$ 312,693
Total Expenditures and Other Financing Uses	\$ 283,245	\$ 290,097	\$ 287,355	\$ 312,693	\$ 312,693

Emergency Telephone System Fund Summary

	2018-19 Actual	2019-20 Original Budget	2019-20 Estimate	2020-21 Recommended Budget	2020-21 Adopted Budget
<u>Revenues</u>					
Intergovernmental Revenues					
State - E911 Tax	\$ 891,636	\$ 919,978	\$ 919,978	\$ 963,133	\$ 963,133
	\$ 891,636	\$ 919,978	\$ 919,978	\$ 963,133	\$ 963,133
Investment Income	\$ 15,321	\$ 7,667	\$ 9,835	\$ 1,339	\$ 1,339
Other Financing Sources					
Interfund Transfers	\$ 895	\$ 0	\$ 0	\$ 0	\$ 0
	\$ 895	\$ 0	\$ 0	\$ 0	\$ 0
Fund Balance Appropriation	\$ 0	\$ 154,550	\$ 0	\$ 30,280	\$ 30,495
Total Revenues and Other Financing Sources	\$ 907,852	\$ 1,082,195	\$ 929,813	\$ 994,752	\$ 994,967
<u>Expenditures</u>					
Personnel Services	\$ 82,728	\$ 99,974	\$ 95,819	\$ 109,283	\$ 109,498
Operating Expenditures	795,941	775,426	765,361	803,719	803,719
Contract Services	65,322	71,577	78,084	81,750	81,750
Capital Outlay	0	135,218	304,886	0	0
Transfers to Other Funds	0	0	0	0	0
Debt Service	97,371	0	0	0	0
Other Charges	0	0	0	0	0
Total Expenditures and Other Financing Uses	\$ 1,041,362	\$ 1,082,195	\$ 1,244,150	\$ 994,752	\$ 994,967
<u>Expenditures By Function</u>					
Operations					
Police	\$ 1,041,362	\$ 1,082,195	\$ 1,244,150	\$ 994,752	\$ 994,967
	\$ 1,041,362	\$ 1,082,195	\$ 1,244,150	\$ 994,752	\$ 994,967
Total Expenditures and Other Financing Uses	\$ 1,041,362	\$ 1,082,195	\$ 1,244,150	\$ 994,752	\$ 994,967

Lake Valley Drive MSD Fund Summary

	2018-19 Actual	2019-20 Original Budget	2019-20 Estimate	2020-21 Recommended Budget	2020-21 Adopted Budget
<u>Revenues</u>					
Ad Valorem Taxes					
Current Year Taxes	\$ 62,799	\$ 74,243	\$ 74,362	\$ 32,117	\$ 32,117
Prior Years Taxes	0	0	0	0	0
Penalties & Interest	0	0	0	0	0
	\$ 62,799	\$ 74,243	\$ 74,362	\$ 32,117	\$ 32,117
Investment Income	\$ 519	\$ 0	\$ 600	\$ 100	\$ 100
Fund Balance Appropriation	\$ 0	\$ 8,257	\$ 0	\$ 331	\$ 331
Total Revenues and Other Financing Sources	\$ 63,318	\$ 82,500	\$ 74,962	\$ 32,548	\$ 32,548
<u>Expenditures</u>					
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Operating Expenditures	0	0	0	0	0
Contract Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	55,532	82,500	82,500	32,548	32,548
Debt Service	0	0	0	0	0
Other Charges	0	0	0	0	0
Total Expenditures and Other Financing Uses	\$ 55,532	\$ 82,500	\$ 82,500	\$ 32,548	\$ 32,548
<u>Expenditures By Function</u>					
Other Appropriations	\$ 55,532	\$ 82,500	\$ 82,500	\$ 32,548	\$ 32,548
Total Expenditures and Other Financing Uses	\$ 55,532	\$ 82,500	\$ 82,500	\$ 32,548	\$ 32,548

LEOSSA Fund Summary

	2018-19	2019-20	2019-20	2020-21	2020-21
	Actual	Original	Estimate	Recommended	Adopted
		Budget		Budget	Budget
<u>Revenues</u>					
Interfund Charges					
Employee Benefits	\$ 1,634,704	\$ 1,666,401	\$ 1,624,708	\$ 1,691,325	\$ 1,691,325
	\$ 1,634,704	\$ 1,666,401	\$ 1,624,708	\$ 1,691,325	\$ 1,691,325
Investment Income	\$ 129,509	\$ 80,200	\$ 129,000	\$ 34,750	\$ 34,750
Total Revenues and Other Financing Sources	\$ 1,764,213	\$ 1,746,601	\$ 1,753,708	\$ 1,726,075	\$ 1,726,075
<u>Expenditures</u>					
Personnel Services	\$ 1,027,454	\$ 1,132,400	\$ 1,087,300	\$ 1,222,000	\$ 1,222,000
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	614,201	0	504,075	504,075
Total Expenditures and Other Financing Uses	\$ 1,027,454	\$ 1,746,601	\$ 1,087,300	\$ 1,726,075	\$ 1,726,075
<u>Expenditures By Function</u>					
Other Appropriations	\$ 1,027,454	\$ 1,746,601	\$ 1,087,300	\$ 1,726,075	\$ 1,726,075
Total Expenditures and Other Financing Uses	\$ 1,027,454	\$ 1,746,601	\$ 1,087,300	\$ 1,726,075	\$ 1,726,075

Parking Fund Summary

	2018-19 Actual	2019-20 Original Budget	2019-20 Estimate	2020-21 Recommended Budget	2020-21 Adopted Budget
<u>Revenues</u>					
Functional Revenues					
Parking Fees	\$ 232,689	\$ 715,012	\$ 211,446	\$ 432,323	\$ 432,323
Parking Violations	115,268	137,983	79,105	134,155	134,155
Other Fees & Services	42,388	46,151	51,641	58,884	58,884
	\$ 390,345	\$ 899,146	\$ 342,192	\$ 625,362	\$ 625,362
Investment Income	\$ 2,889	\$ 0	\$ 0	\$ 0	\$ 0
Other Financing Sources					
Interfund Transfers	\$ 12,000	\$ 290,727	\$ 476,861	\$ 557,600	\$ 557,600
Proceeds from Loans	0	0	493,023	0	0
	\$ 12,000	\$ 290,727	\$ 969,884	\$ 557,600	\$ 557,600
Fund Balance Appropriation	\$ 0	\$ 0	\$ 0	\$ 70,000	\$ 70,000
Total Revenues and Other Financing Sources	\$ 405,234	\$ 1,189,873	\$ 1,312,076	\$ 1,252,962	\$ 1,252,962
<u>Expenditures</u>					
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Operating Expenditures	72,461	193,433	128,987	181,535	181,535
Contract Services	332,589	509,114	514,740	654,743	654,743
Capital Outlay	0	250,000	542,341	120,000	120,000
Transfers to Other Funds	0	158,726	158,726	158,726	158,726
Debt Service	0	62,640	3,500	127,446	127,446
Other Charges	0	15,960	9,482	10,512	10,512
Total Expenditures and Other	\$ 405,050	\$ 1,189,873	\$ 1,357,776	\$ 1,252,962	\$ 1,252,962
<u>Expenditures By Function</u>					
Operations					
Public Services	\$ 405,050	\$ 1,189,873	\$ 1,357,776	\$ 1,252,962	\$ 1,252,962
	\$ 405,050	\$ 1,189,873	\$ 1,357,776	\$ 1,252,962	\$ 1,252,962
Total Expenditures and Other Financing Uses	\$ 405,050	\$ 1,189,873	\$ 1,357,776	\$ 1,252,962	\$ 1,252,962

PWC Assessment Fund Summary

	2018-19	2019-20	2019-20	2020-21	2020-21
	Actual	Original	Estimate	Recommended	Adopted
		Budget		Budget	Budget
<u>Revenues</u>					
Other Revenues					
Special Use Assessments	\$ 2,573,170	\$ 1,883,500	\$ 1,805,000	\$ 2,561,200	\$ 2,561,200
	\$ 2,573,170	\$ 1,883,500	\$ 1,805,000	\$ 2,561,200	\$ 2,561,200
Investment Income	\$ 351,322	\$ 334,700	\$ 300,000	\$ 330,000	\$ 330,000
Total Revenues and Other Financing Sources	\$ 2,924,492	\$ 2,218,200	\$ 2,105,000	\$ 2,891,200	\$ 2,891,200
<u>Expenditures</u>					
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Operating Expenditures	0	0	0	0	0
Contract Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	2,924,492	2,218,200	2,105,000	2,891,200	2,891,200
Total Expenditures and Other Financing Uses	\$ 2,924,492	\$ 2,218,200	\$ 2,105,000	\$ 2,891,200	\$ 2,891,200
<u>Expenditures By Function</u>					
Other Appropriations	\$ 2,924,492	\$ 2,218,200	\$ 2,105,000	\$ 2,891,200	\$ 2,891,200
Total Expenditures and Other Financing Uses	\$ 2,924,492	\$ 2,218,200	\$ 2,105,000	\$ 2,891,200	\$ 2,891,200

Airport Fund Summary

	2018-19 Actual	2019-20 Original Budget	2019-20 Estimate	2020-21 Recommended Budget	2020-21 Adopted Budget
<u>Revenues</u>					
Intergovernmental Revenues					
Federal	\$ 118,665	\$ 109,500	\$ 1,219,730	\$ 1,598,225	\$ 1,598,225
State	2,751	0	45,043	0	0
	\$ 121,416	\$ 109,500	\$ 1,264,773	\$ 1,598,225	\$ 1,598,225
Functional Revenues					
Property Leases	\$ 2,801,908	\$ 2,651,300	\$ 2,452,245	\$ 1,986,088	\$ 1,986,088
Franchise Fees	1,747,126	1,565,140	1,125,642	818,170	818,170
Landing Fees	336,123	308,200	244,825	154,818	154,818
Public Safety Reimbursements	201,846	209,115	209,115	209,115	209,115
Other Fees & Services	152,788	180,208	137,497	121,908	121,908
	\$ 5,239,791	\$ 4,913,963	\$ 4,169,324	\$ 3,290,099	\$ 3,290,099
Other Revenues					
Refunds & Sundry	\$ 40,016	\$ 27,000	\$ 22,692	\$ 9,800	\$ 9,800
Sale of Assets & Materials	15,211	0	0	0	0
	\$ 55,227	\$ 27,000	\$ 22,692	\$ 9,800	\$ 9,800
Investment Income	\$ 191,108	\$ 60,000	\$ 78,906	\$ 5,142	\$ 5,142
Fund Balance Appropriation	\$ 0	\$ 6,414,770	\$ 0	\$ 3,099,831	\$ 3,103,491
Total Revenues and Other Financing Sources	\$ 5,607,542	\$ 11,525,233	\$ 5,535,695	\$ 8,003,097	\$ 8,006,757
<u>Expenditures</u>					
Personnel Services	\$ 1,687,449	\$ 1,813,908	\$ 1,759,644	\$ 1,849,162	\$ 1,852,822
Operating Expenditures	1,165,332	1,665,834	1,511,747	1,695,503	1,695,503
Contract Services	185,874	194,262	224,136	204,261	204,261
Capital Outlay	109,727	141,500	217,580	115,000	115,000
Transfers to Other Funds	3,414,912	7,005,929	5,771,984	3,451,371	3,451,371
Debt Service	0	0	0	0	0
Other Charges	632,774	703,800	659,800	687,800	687,800
Total Expenditures and Other Financing Uses	\$ 7,196,068	\$ 11,525,233	\$ 10,144,891	\$ 8,003,097	\$ 8,006,757
<u>Expenditures By Function</u>					
Operations					
Airport	\$ 7,196,068	\$ 11,525,233	\$ 10,144,891	\$ 8,003,097	\$ 8,006,757
	\$ 7,196,068	\$ 11,525,233	\$ 10,144,891	\$ 8,003,097	\$ 8,006,757
Total Expenditures and Other Financing Uses	\$ 7,196,068	\$ 11,525,233	\$ 10,144,891	\$ 8,003,097	\$ 8,006,757

Environmental Services Fund Summary

	2018-19 Actual	2019-20 Original Budget	2019-20 Estimate	2020-21 Recommended Budget	2020-21 Adopted Budget
<u>Revenues</u>					
Intergovernmental Revenues					
Federal	\$ 2,187,482	\$ 0	\$ 28,514	\$ 0	\$ 0
State	881,913	152,772	169,379	159,874	159,874
Local	307,045	307,925	307,505	308,505	308,505
	\$ 3,376,440	\$ 460,697	\$ 505,398	\$ 468,379	\$ 468,379
Functional Revenues					
Residential Solid Waste Fees	\$ 11,654,225	\$ 11,700,400	\$ 11,689,420	\$ 13,868,500	\$ 13,868,500
Property Leases	197,744	202,289	199,004	202,461	202,461
Other Fees & Services	54,719	39,456	49,084	64,255	64,255
	\$ 11,906,688	\$ 11,942,145	\$ 11,937,508	\$ 14,135,216	\$ 14,135,216
Other Revenues					
Refunds & Sundry	\$ 1,323	\$ 0	\$ 10,766	\$ 0	\$ 0
Sale of Assets & Materials	155,929	110,300	30,300	130,000	130,000
	\$ 157,252	\$ 110,300	\$ 41,066	\$ 130,000	\$ 130,000
Investment Income	\$ 28,853	\$ 2,500	\$ 2,500	\$ 625	\$ 625
Other Financing Sources					
Interfund Transfers	\$ 129,286	\$ 959,549	\$ 1,416,920	\$ 586,553	\$ 586,553
	\$ 129,286	\$ 959,549	\$ 1,416,920	\$ 586,553	\$ 586,553
Fund Balance Appropriation	\$ 0	\$ 142,400	\$ 0	\$ 0	\$ 0
Total Revenues and Other Financing Sources	\$ 15,598,519	\$ 13,617,591	\$ 13,903,392	\$ 15,320,773	\$ 15,320,773
<u>Expenditures</u>					
Personnel Services	\$ 3,988,384	\$ 4,445,382	\$ 4,158,179	\$ 4,735,212	\$ 4,748,507
Operating Expenditures	3,101,527	3,360,247	4,067,840	4,173,946	4,173,946
Contract Services	5,150,526	2,790,103	2,778,749	2,843,092	2,843,092
Capital Outlay	1,644,864	1,653,200	1,878,529	1,378,237	1,378,237
Transfers to Other Funds	0	0	0	116,821	116,821
Debt Service	760,935	621,321	613,359	628,663	628,663
Other Charges	714,720	747,338	742,016	1,444,802	1,431,507
Total Expenditures and Other Financing Uses	\$ 15,360,956	\$ 13,617,591	\$ 14,238,672	\$ 15,320,773	\$ 15,320,773
<u>Expenditures By Function</u>					
Operations					
Public Services	\$ 15,360,956	\$ 13,617,591	\$ 14,238,672	\$ 15,320,773	\$ 15,320,773
	\$ 15,360,956	\$ 13,617,591	\$ 14,238,672	\$ 15,320,773	\$ 15,320,773
Total Expenditures and Other Financing Uses	\$ 15,360,956	\$ 13,617,591	\$ 14,238,672	\$ 15,320,773	\$ 15,320,773

Stormwater Fund Summary

	2018-19 Actual	2019-20 Original Budget	2019-20 Estimate	2020-21 Recommended Budget	2020-21 Adopted Budget
<u>Revenues</u>					
Intergovernmental Revenues					
Federal	\$ 51,127	\$ 0	\$ 5,797	\$ 0	\$ 0
State	17,042	0	1,932	0	0
	\$ 68,169	\$ 0	\$ 7,729	\$ 0	\$ 0
Functional Revenues					
Stormwater Fees	\$ 11,182,904	\$ 11,214,400	\$ 11,214,780	\$ 11,340,710	\$ 11,340,710
Stormwater Services	3,059	5,500	7,615	5,500	5,500
Street Sweeping - NCDOT	123,522	123,522	30,881	0	0
	\$ 11,309,485	\$ 11,343,422	\$ 11,253,276	\$ 11,346,210	\$ 11,346,210
Other Revenues					
Refunds & Sundry	\$ 12,607	\$ 0	\$ 3,370	\$ 0	\$ 0
Sale of Assets & Materials	15,588	0	0	0	0
	\$ 28,195	\$ 0	\$ 3,370	\$ 0	\$ 0
Investment Income	\$ 66,261	\$ 18,800	\$ 14,940	\$ 2,810	\$ 2,810
Fund Balance Appropriation	\$ 0	\$ 1,830,822	\$ 0	\$ 1,056,302	\$ 1,064,893
Total Revenues and Other Financing Sources	\$ 11,472,110	\$ 13,193,044	\$ 11,279,315	\$ 12,405,322	\$ 12,413,913
<u>Expenditures</u>					
Personnel Services	\$ 2,139,968	\$ 3,315,526	\$ 2,415,792	\$ 3,611,147	\$ 3,619,738
Operating Expenditures	625,243	928,015	771,139	822,827	822,827
Contract Services	338,659	645,442	1,359,357	562,802	562,802
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	4,714,989	7,002,267	7,002,267	6,064,781	6,064,781
Debt Service	917,081	921,094	920,215	933,465	933,465
Other Charges	390,842	380,700	400,300	410,300	410,300
Total Expenditures and Other Financing Uses	\$ 9,126,782	\$ 13,193,044	\$ 12,869,070	\$ 12,405,322	\$ 12,413,913
<u>Expenditures By Function</u>					
Operations					
Public Services	\$ 9,126,782	\$ 13,193,044	\$ 12,869,070	\$ 12,405,322	\$ 12,413,913
	\$ 9,126,782	\$ 13,193,044	\$ 12,869,070	\$ 12,405,322	\$ 12,413,913
Total Expenditures and Other Financing Uses	\$ 9,126,782	\$ 13,193,044	\$ 12,869,070	\$ 12,405,322	\$ 12,413,913

Transit Fund Summary

	2018-19 Actual	2019-20 Original Budget	2019-20 Estimate	2020-21 Recommended Budget	2020-21 Adopted Budget
<u>Revenues</u>					
Other Taxes					
Vehicle License Tax	\$ 636,185	\$ 632,020	\$ 640,505	\$ 640,505	\$ 640,505
	\$ 636,185	\$ 632,020	\$ 640,505	\$ 640,505	\$ 640,505
Intergovernmental Revenues					
Federal	\$ 2,627,227	\$ 2,881,597	\$ 4,996,107	\$ 4,761,819	\$ 4,761,819
State	779,705	771,629	742,618	730,118	730,118
	\$ 3,406,932	\$ 3,653,226	\$ 5,738,725	\$ 5,491,937	\$ 5,491,937
Functional Revenues					
Bus Fares	\$ 995,982	\$ 978,366	\$ 972,885	\$ 978,186	\$ 978,186
Contract Transportation	86,345	91,987	90,859	90,859	90,859
Property Leases	110,637	224,359	160,804	201,552	201,552
Other Fees & Services	86,451	74,618	98,385	98,385	98,385
	\$ 1,279,415	\$ 1,369,330	\$ 1,322,933	\$ 1,368,982	\$ 1,368,982
Other Revenues					
Refunds & Sundry	\$ 902	\$ 736	\$ 944	\$ 944	\$ 944
Sale of Assets & Materials	0	30,000	1,415	0	0
	\$ 902	\$ 30,736	\$ 2,359	\$ 944	\$ 944
Investment Income	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Other Financing Sources					
Interfund Transfers	\$ 4,813,994	\$ 5,065,458	\$ 3,088,459	\$ 4,019,305	\$ 4,042,020
	\$ 4,813,994	\$ 5,065,458	\$ 3,088,459	\$ 4,019,305	\$ 4,042,020
Total Revenues and Other Financing Sources	\$ 10,137,428	\$ 10,750,770	\$ 10,792,981	\$ 11,521,673	\$ 11,544,388
<u>Expenditures</u>					
Personnel Services	\$ 6,368,502	\$ 7,089,630	\$ 6,729,861	\$ 7,615,950	\$ 7,638,665
Operating Expenditures	2,062,003	2,246,142	2,459,116	2,486,580	2,486,580
Contract Services	435,439	368,592	364,713	372,975	372,975
Capital Outlay	0	9,800	28,792	23,520	23,520
Transfers to Other Funds	354,973	339,200	544,916	334,248	334,248
Debt Service	0	0	0	0	-
Other Charges	646,712	697,406	665,583	688,400	688,400
Total Expenditures and Other Financing Uses	\$ 9,867,629	\$ 10,750,770	\$ 10,792,981	\$ 11,521,673	\$ 11,544,388
<u>Expenditures By Function</u>					
Operations					
Transit	\$ 9,867,629	\$ 10,750,770	\$ 10,792,981	\$ 11,521,673	\$ 11,544,388
	\$ 9,867,629	\$ 10,750,770	\$ 10,792,981	\$ 11,521,673	\$ 11,544,388
Total Expenditures and Other Financing Uses	\$ 9,867,629	\$ 10,750,770	\$ 10,792,981	\$ 11,521,673	\$ 11,544,388

Fleet Maintenance Fund Summary

	2018-19 Actual	2019-20 Original Budget	2019-20 Estimate	2020-21 Recommended Budget	2020-21 Adopted Budget
<u>Revenues</u>					
Interfund Charges					
Fleet Maintenance Services	\$ 332,247	\$ 7,067,847	\$ 6,985,000	\$ 7,400,000	\$ 7,400,216
	\$ 332,247	\$ 7,067,847	\$ 6,985,000	\$ 7,400,000	\$ 7,400,216
Total Revenues and Other					
Financing Sources	\$ 332,247	\$ 7,067,847	\$ 6,985,000	\$ 7,400,000	\$ 7,400,216
<u>Expenditures</u>					
Personnel Services	\$ 20,248	\$ 102,367	\$ 119,676	\$ 119,396	\$ 119,612
Operating Expenditures	308,101	6,911,780	6,681,879	7,218,604	7,218,604
Contract Services	78	5,700	128,802	8,000	8,000
Capital Outlay	0	0	8,643	0	0
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	0	48,000	46,000	54,000	54,000
Total Expenditures and Other					
Financing Uses	\$ 328,427	\$ 7,067,847	\$ 6,985,000	\$ 7,400,000	\$ 7,400,216
<u>Expenditures By Function</u>					
Support Services & Administration					
Finance	\$ 328,427	\$ 7,067,847	\$ 6,985,000	\$ 7,400,000	\$ 7,400,216
	\$ 328,427	\$ 7,067,847	\$ 6,985,000	\$ 7,400,000	\$ 7,400,216
Total Expenditures and Other					
Financing Uses	\$ 328,427	\$ 7,067,847	\$ 6,985,000	\$ 7,400,000	\$ 7,400,216

Risk Management Fund Summary

	2018-19 Actual	2019-20 Original Budget	2019-20 Estimate	2020-21 Recommended Budget	2020-21 Adopted Budget
<u>Revenues</u>					
Other Revenues					
Refunds & Sundry	\$ 146,308	\$ 200,000	\$ 185,540	\$ 188,540	\$ 188,540
	\$ 146,308	\$ 200,000	\$ 185,540	\$ 188,540	\$ 188,540
Interfund Charges					
Workers' Compensation	\$ 2,113,213	\$ 2,155,600	\$ 2,107,000	\$ 2,150,000	\$ 2,150,000
Employee Benefits	13,512,337	15,090,000	14,037,000	15,365,000	15,365,000
Property & Liability	1,131,035	1,763,849	1,393,734	1,698,872	1,698,872
	\$ 16,756,585	\$ 19,009,449	\$ 17,537,734	\$ 19,213,872	\$ 19,213,872
Employee Benefit Contributions	\$ 3,770,972	\$ 4,177,000	\$ 3,873,900	\$ 4,253,000	\$ 4,253,000
Investment Income	\$ 636,832	\$ 224,250	\$ 529,000	\$ 200,000	\$ 200,000
Other Financing Sources					
Interfund Transfers	\$ 361,102	\$ 358,008	\$ 358,008	\$ 354,914	\$ 354,914
	\$ 361,102	\$ 358,008	\$ 358,008	\$ 354,914	\$ 354,914
Fund Balance Appropriation	\$ 0	\$ 733,429	\$ 0	\$ 552,453	\$ 552,776
Total Revenues and Other Financing Sources	\$ 21,671,799	\$ 24,702,136	\$ 22,484,182	\$ 24,762,779	\$ 24,763,102
<u>Expenditures</u>					
Personnel Services	\$ 419,376	\$ 467,010	\$ 444,168	\$ 473,659	\$ 474,778
Operating Expenditures	18,219,375	22,767,424	19,141,475	23,171,647	23,171,647
Contract Services	259,298	303,782	268,010	326,229	326,229
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	363,387	1,050,000	1,050,440	735,000	735,000
Debt Service	0	0	0	0	0
Other Charges	6,272	113,920	6,651	56,244	55,448
Total Expenditures and Other Financing Uses	\$ 19,267,708	\$ 24,702,136	\$ 20,910,744	\$ 24,762,779	\$ 24,763,102
<u>Expenditures By Function</u>					
Support Services & Administration					
Finance	\$ 2,184,993	\$ 3,896,701	\$ 2,904,784	\$ 3,705,277	\$ 3,705,454
Human Resource	17,082,715	20,805,435	18,005,960	21,057,502	21,057,648
Development					
	\$ 19,267,708	\$ 24,702,136	\$ 20,910,744	\$ 24,762,779	\$ 24,763,102
Total Expenditures and Other Financing Uses	\$ 19,267,708	\$ 24,702,136	\$ 20,910,744	\$ 24,762,779	\$ 24,763,102

Fund Balance Projections

	General Fund	Central Business Tax District Fund	Emergency Telephone System Fund	Lake Valley Drive MSD Fund
Available Fund Balance at June 30, 2019	\$51,541,639	\$128,191	\$601,873	\$8,549
FY20 Estimated Revenues and Other Sources	168,858,994	290,646	929,813	74,962
FY20 Estimated Expenditures and Other Uses *	(173,352,807)	(287,355)	(1,244,150)	(82,500)
Less: Fund Balance To Be Restricted for County Recreation at 6/30/20	(3,655,663)	0	0	0
Less: Fund Balance To Be Assigned for General Capital Funding Plan at 6/30/20	(6,804,792)	0	0	0
Less: Fund Balance To Be Assigned for Stadium Funding Plan at 6/30/20	0	0	0	0
Less: Fund Balance To Be Assigned for Parks & Recreation Capital Funding Plan at 6/30/20	(6,347,348)	0	0	0
Projected Available Fund Balance at June 30, 2020	\$30,240,023	\$131,482	\$287,536	\$1,011
FY21 Estimated Revenues and Other Sources	170,346,944	308,629	964,472	32,217
FY21 Estimated Expenditures and Other Uses *	(179,067,919)	(312,693)	(994,967)	(32,548)
Plus: FY21 Decrease in Fund Balance To Be Restricted for County Recreation	163,522	0	0	0
Plus: FY21 Use of Fund Balance Assigned for General Capital Funding Plan	1,814,987	0	0	0
Less: FY21 Increase in Fund Balance Assigned for Stadium Funding Plan	(4,901)	0	0	0
Less: FY21 Increase in Fund Balance Assigned for Parks & Recreation Capital Funding Plan	(591,165)	0	0	0
Less: Future Planned Use of Fund Balance for Capital and FY22 Operating Budget	(1,658,000)	0	0	0
Projected Available Fund Balance at June 30, 2021	\$21,243,491	\$127,418	\$257,041	\$680

* 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
Available Fund Balance at June 30, 2019	\$6,158,282	\$156,350	\$0	\$8,170,812
FY20 Estimated Revenues and Other Sources	1,753,708	1,312,076	2,105,000	5,535,695
FY20 Estimated Expenditures and Other Uses *	(1,087,300)	(1,332,361)	(2,105,000)	(10,144,891)
Plus: Parking Fund Receivable at 6/30/19	0	15,502	0	0
Less: Fund Balance to be Restricted for Parking Deck Capital Reserve at 6/30/20	0	(151,567)	0	0
Projected Available Fund Balance at June 30, 2020	\$6,824,690	\$0	\$0	\$3,561,616
FY21 Estimated Revenues and Other Sources	1,726,075	1,182,962	2,891,200	4,903,266
FY21 Estimated Expenditures and Other Uses *	(1,222,000)	(1,227,039)	(2,891,200)	(8,006,757)
Plus: FY21 Decrease in Fund Balance To Be Restricted for Parking Deck Capital Reserve	0	44,077	0	0
Projected Available Fund Balance at June 30, 2021	\$7,328,765	\$0	\$0	\$458,125

** 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	Fleet Maintenance Fund
Available Fund Balance at June 30, 2019	(\$2,713,065)	\$3,280,853	(\$120)	\$0
FY20 Estimated Revenues and Other Sources	13,903,392	11,279,315	10,792,981	6,985,000
FY20 Estimated Expenditures and Other Uses *	(14,238,672)	(12,869,070)	(10,792,981)	(6,985,000)
Plus: Env. Svcs and Transit FEMA/State at 6/30/19	3,048,345	0	32,353	0
Projected Available Fund Balance at June 30, 2020	\$0	\$1,691,098	\$32,233	\$0
FY21 Estimated Revenues and Other Sources	15,320,773	11,349,020	11,544,388	7,400,216
FY21 Estimated Expenditures and Other Uses *	(14,653,702)	(12,413,913)	(11,544,388)	(7,400,216)
Projected Available Fund Balance at June 30, 2021	\$667,071	\$626,205	\$32,233	\$0

** 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

	Risk Management Fund
Available Fund Balance at June 30, 2019	\$21,689,699
FY20 Estimated Revenues and Other Sources	22,484,182
FY20 Estimated Expenditures and Other Uses *	(20,910,744)
Projected Available Fund Balance at June 30, 2020	\$23,263,137
FY21 Estimated Revenues and Other Sources	24,210,326
FY21 Estimated Expenditures and Other Uses *	(24,715,704)
Projected Available Fund Balance at June 30, 2021	\$22,757,759

** 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

Portfolio Overview E-2

Development Services E-4

Economic & Community Development E-11

Human Relations E-18

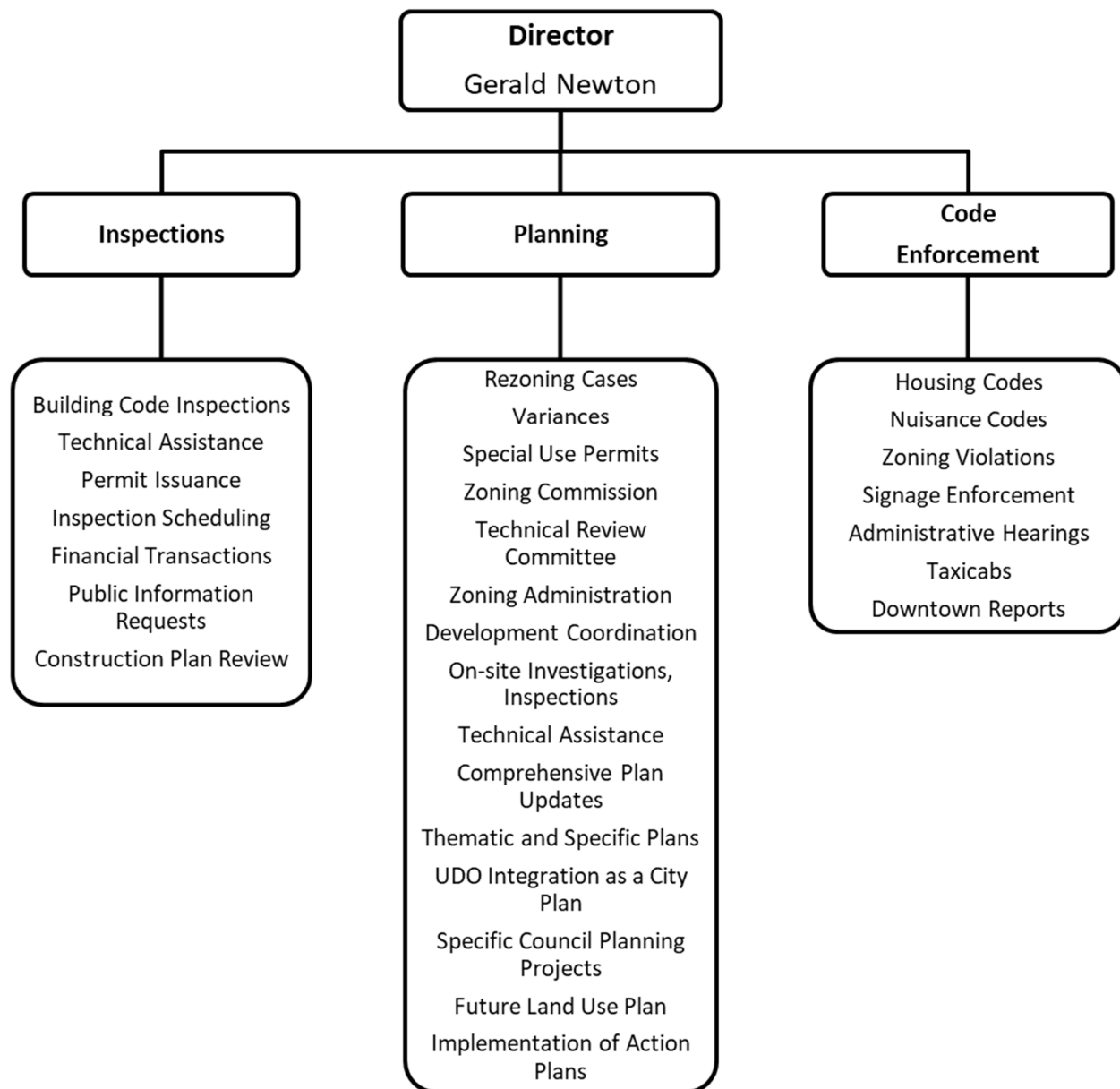
Community Investment

	2018-19 <u>Actual</u>	2019-20 <u>Original Budget</u>	2020-21 <u>Recommended Budget</u>	2020-21 <u>Adopted Budget</u>	% Change vs 2019-20 <u>Original Budget</u>
Expenditures by Department					
Development Services	\$4,055,511	\$4,461,991	\$4,715,516	\$4,725,850	5.9%
Economic and Community Development	1,310,862	2,471,151	1,628,555	1,759,460	-28.8%
Human Relations	354,647	345,946	350,440	351,086	1.5%
Total Expenditures	\$5,721,020	\$7,279,088	\$6,694,511	\$6,836,396	-6.1%
Expenditures by Type					
Personnel Services	\$4,171,365	\$4,463,262	\$4,626,534	\$4,638,419	3.9%
Operating	327,933	405,874	448,284	448,284	10.4%
Contract Services	820,258	1,379,174	1,097,537	1,097,537	-20.4%
Capital Outlay	0	0	37,692	37,692	100.0%
Transfers to Other Funds	252,149	845,090	316,112	316,112	-62.6%
Debt Service	0	0	0	0	0.0%
Other Charges	149,315	185,688	168,352	298,352	60.7%
Total Expenditures	\$5,721,020	\$7,279,088	\$6,694,511	\$6,836,396	-6.1%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$1,879,280	\$2,174,332	\$1,930,523	\$1,930,523	-11.2%
Other General Fund Funding	3,558,495	4,814,659	4,451,295	4,593,180	-4.6%
General Fund Subtotal	5,437,775	6,988,991	6,381,818	6,523,703	-6.7%
Central Business Tax District	283,245	290,097	312,693	312,693	7.8%
Total Funding Sources	\$5,721,020	\$7,279,088	\$6,694,511	\$6,836,396	-6.1%

Community Investment

					% Change vs 2019-20
Full-Time Equivalent Positions by Department	2018-19 <u>Actual</u>	2019-20 Original <u>Budget</u>	2020-21 Recommended <u>Budget</u>	2020-21 Adopted <u>Budget</u>	Original <u>Budget</u>
Development Services	53.0	53.0	55.0	55.0	3.8%
Economic and Community Development	3.7	4.2	4.2	4.2	0.0%
Human Relations	3.0	3.0	3.0	3.0	0.0%
Total Authorized FTEs	59.7	60.2	62.2	62.2	3.3%

Development Services



DEPARTMENT MISSION

The mission of the Development Services Department is to work with, and within, the community in order to achieve and maintain a high quality of life for existing and future residents and businesses by providing professional guidance and coordination of all planning, construction, and development activities, and to implement the city's regulations and codes while balancing economic, public, and private interests.

We are committed to providing accurate, consistent, prompt, and exemplary service to all of the city's stakeholders.

Further, we strive to objectively maintain established community and building safety standards with an emphasis on achieving voluntary code compliance through education, communication, and cooperation.

Program: Code Enforcement

General Fund \$1,540,706 / 16.7 FTEs

Purpose Statement:

The Code Enforcement program assists in providing solutions to a wide variety of housing code and nuisance code violations through positive interactions with property owners and occupants, the issuance of violations, enacting additional enforcement action as required, and the demolition of blighted and dangerous structures. Code Enforcement staff provides administrative and technical support to the Board of Appeals.

Highlights:

- Mobile Manor Park in process of city code compliant state.
- Nuisance property program in place to reduce number of junk vehicle and property violations.

City Goal:

The City of Fayetteville will make investments in today and tomorrow.

Objective:

To protect and improve the quality of life and environment through efficient and effective violation abatement.

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of code enforcement cases per FTE	1,286.00	1,240.00	1,200.00
# of code enforcement violation cases	14,155.00	14,800.00	14,000.00
# of voluntary demolition cases in response to code enforcement action	37.00	28.00	30.00
% of proactive code enforcement cases	66.00%	63.00%	63.00%

Development Services

Program: Inspections

General Fund \$2,032,908 / 25.7 FTEs

Purpose Statement:

The Inspections and Permitting program assists community stakeholders with the application and issuance of building permits, plan review to ensure code compliance for all construction activities, and performing inspections on all permitted repairs, additions, alterations, and new construction projects with the city.

Highlights:

- Segra Stadium is complete.
- Phase Two of the parking deck and high rise tower set to begin.
- Customers submitting for permits and plan review online.

City Goal:

The City of Fayetteville will make investments in today and tomorrow.

Objective:

To provide for the safety and health of residents by ensuring that all construction meets applicable codes and ordinances through the performance of issuing building permits, inspection scheduling, and conducting high-quality inspections.

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of permits issued	12,325.00	11,400.00	11,400.00
# of plan reviews (all trades)	283.00	528.00	400.00
% of all inspections completed within the established level of service	99.00%	99.00%	99.00%
% of construction plans reviewed within the established level of service	95.00%	95.00%	95.00%
% of permits issued within the established level of service	95.00%	95.00%	95.00%
Permitting and inspections customer satisfaction survey rating	9.77	9.80	9.80

Program: Planning

General Fund \$1,152,236 / 12.6 FTEs

Purpose Statement:

The Planning and Zoning program focuses on comprehensive planning, the review of site-specific development projects, the design and implementation of area-specific plans, annexations, and zoning related activities to include rezoning, conditional zonings, and special use permits. Departmental staff provides administrative and technical support to various boards and commissions to include the Planning Commission, Zoning Commission, Historic Resources Commission, and the Joint Appearance Commission.

Highlights:

- The Planning and Zoning Division is currently at full staff allowing the department to fully engage in a multi-faceted and coordinated approach to development review, current planning, long term planning and zoning activities.
- City staff has engaged in multiple major area plans including the Downtown Urban Design Plan, an initial I-295 corridor study, and the Comprehensive Plan update to the Future Land Use Map and Plan.
- City staff assisted and facilitated the annexation of approximately 253 acres of land from the Broadwell Property for proposed mixed use development over several phases.
- Designated as 2019 Tree City USA.
- Reviewed 132 pages of the Liaison to the Unified Development Ordinance with mayoral appointed task force, resulting in 23 changes to the code.
- Hosted Quasi-Judicial training for municipalities in Cumberland County and Certified Local Government Training for the Sandhill Region.

City Goal:

The City of Fayetteville will make investments in today and tomorrow.

Objective:

To effectively and strategically manage and support the growth of the City through land use plan development and revision, plan review, and support of various boards and commissions in accordance with adopted land use plans, ordinances, statutes, and professional knowledge.

Development Services

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of Planning/Zoning positions per 10,000 population	13.00	13.00	16.00
% of inspections conducted relative to the Special Used Permits and zoning conditions placed upon a property 1-year after their legislative approval	95.00%	95.00%	95.00%
% of plans reviewed within established deadlines	100.00%	100.00%	100.00%
% of staff recommendations accepted by City Council	93.00%	95.00%	95.00%

Development Services

	2018-19 <u>Actual</u>	2019-20 <u>Original Budget</u>	2020-21 <u>Recommended Budget</u>	2020-21 <u>Adopted Budget</u>	% Change vs 2019-20 <u>Original Budget</u>
Expenditures by Program					
Code Enforcement	\$1,140,401	\$1,319,501	\$1,540,706	\$1,540,706	16.8%
Inspections	1,771,695	1,966,285	2,022,574	2,032,908	3.4%
Planning	1,143,415	1,176,205	1,152,236	1,152,236	-2.0%
Total Expenditures	\$4,055,511	\$4,461,991	\$4,715,516	\$4,725,850	5.9%
Expenditures by Type					
Personnel Services	\$3,585,197	\$3,834,585	\$3,977,967	\$3,988,301	4.0%
Operating	228,318	278,911	321,612	321,612	15.3%
Contract Services	241,425	334,670	364,570	364,570	8.9%
Capital Outlay	0	0	37,692	37,692	100.0%
Transfers to Other Funds	0	10,000	10,000	10,000	0.0%
Debt Service	0	0	0	0	0.0%
Other Charges	571	3,825	3,675	3,675	-3.9%
Total Expenditures	\$4,055,511	\$4,461,991	\$4,715,516	\$4,725,850	5.9%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$1,874,805	\$2,165,174	\$1,921,365	\$1,921,365	-11.3%
Other General Fund Funding	2,180,706	2,296,817	2,794,151	2,804,485	22.1%
General Fund Subtotal	4,055,511	4,461,991	4,715,516	4,725,850	5.9%
Total Funding Sources	\$4,055,511	\$4,461,991	\$4,715,516	\$4,725,850	5.9%
Full-Time Equivalent Positions by Department					
Total Authorized FTEs	53.0	53.0	55.0	55.0	3.8%

Development Services

BUDGET HIGHLIGHTS

- Personnel reflects the addition of two Code Enforcement Administrator positions to focus on solid waste code compliance, the reclassification of four Senior Planner positions to three Planner II and one Planner I positions, and a frozen Plans Examiner position.
- Personnel includes \$87,843 for one-time employee bonuses, \$2,491 for healthcare plan rate adjustments and \$35,416 for retirement rate adjustments.
- Operating includes \$125,230 for vehicle maintenance and fuel, \$41,708 for telephone services, \$25,060 for printing and postage expenditures, \$25,400 for official notices and other advertising, \$31,495 for employee training and development and local mileage reimbursements, \$14,580 for photo copier services, and \$9,200 for membership, dues and subscriptions.
- Operating reflects additions totaling \$25,921 for the added positions, including \$7,048 for non-recurring expenditures for initial equipment purchases.
- Capital includes \$37,692 to purchase two pick up trucks for the added positions.
- Contract Services includes \$69,000 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 \$42,000 for planning consulting services to assist with land use plan updates, \$8,870 for a variety of small contract services.
- Transfers to Other Funds includes \$10,000 for local matching funds for a North Carolina Office of Historic Preservation grant.

Economic & Community Development



Economic & Community Development

DEPARTMENT MISSION

The Economic & Community Development Department is tasked with providing quality service and opportunities to the citizens of Fayetteville by administering programs that provide decent, safe, and affordable housing; neighborhood revitalization; support entrepreneurship and business growth; and expansion of the City's tax base.

Program: Community & Economic Investment

General Fund \$1,181,293 / 1.5 FTEs

Central Business Tax District \$312,693 / 0.0 FTEs

Purpose Statement:

This program focuses on developing and implementing economic development 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. 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:

- The Economic and Community Development staff provided business support services and technical assistance to include assessments, referrals, market opportunities and direct financial assistance to over 270 new and existing small businesses.
- The Department sponsored 19 low and moderate-income FTCC students continuing their education by assisting with the payment of tuition, books and other related school expenses. In addition, 12 welding students will be assisted with the purchase of protective gear to safely do their jobs.
- Continued to offer a gap loan and various matching grant programs to provide direct financial assistance and support the development, expansion and retention of small businesses with an increased focus on the revitalization of the city's corridors.
- Two loans and 14 grants have been approved for small businesses resulting in 8 jobs being created and 86 jobs retained by the small businesses that were assisted. There are 5 additional client applications in process with an expected 10 additional new jobs and at least 50 additional jobs that will be retained by the businesses.

City Goal:

The City of Fayetteville will have a responsive city government supporting a diverse and viable economy.

Objective:

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

Economic & Community Development

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of jobs created as a result of a small business grant or loan through Community Development programs	6.00	10.00	10.00
# of jobs retained as a result of a small business grant or loan through Community Development programs	114.00	50.00	50.00
# of loan and grant applications approved to assist small businesses through Community Development programs	29.00	12.00	20.00

Program: Economic & Community Development Administration

General Fund \$153,001 / 1.7 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:

- The Economic & Community Development Department continues to manage Federal, State and local funded programs successfully by completing all draws and submitting the required reports error free and by the due dates. Funded programs include City General Funds for Corridor Revitalization: \$100,000; Hazard Mitigation Grant Program (HMGP): \$16,745,000; CDBG-Disaster Recovery (CDBG-DR): \$15,000,000; Community Development Block Grant (CDBG): \$1,443,783 and HOME Investment Partnership Grant (HOME): \$769,913.
- The Department met its CDBG timeliness test in December 2019 and in advance of the statutory deadline of May 2. This means the City is spending the federal allocation in a timely manner to meet program objectives.
- Staff continues to seek funding opportunities to expand services to the citizens of Fayetteville.

City Goal:

The City of Fayetteville will have a responsive city government supporting a diverse and viable economy.

Objective:

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

Economic & Community Development

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of Community Development federal grant reports completed per year	6.00	6.00	6.00
% Community Development federal grant reports and draws submitted error free	100.00%	100.00%	100.00%
% of Community Development federal grant reports submitted by due date	100.00%	100.00%	100.00%
Meeting CDBG 1.5 timeliness test of spent funds by statutory deadline (May 2)	Yes	Yes	Yes

Program: Housing

General Fund \$112,473 / 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:

- The Economic and Community Development Department continues to provide funding to homeless shelters to purchase food and supplies and to date 25,000 meals have been served to the homeless with 387 beds currently available to provide overnight housing for the homeless.
- The Economic and Community Development Department continues administering Federal funds to increase the supply of affordable housing in the City. In Fiscal Year 2020 the Department partnered with Fayetteville Area Habitat for Humanity, Inc. to construct 29 single family homes in the B-Street area and Oakridge Estates subdivision. Habitat continues to be a valued partner in efficiently producing new affordable housing units in the City and providing homeownership to qualified families who may not otherwise own homes.
- The Program Year 2019 - 2020 HUD Action Plan approved by City Council authorized investment in 3 multifamily affordable housing developments that will reserve 216 units at affordable rates for low to moderate income residents upon completion of construction.
- Federal funds are used to eliminate slum and blight throughout the community and 20 structures have been demolished in fiscal year 2020 based upon requests from property owners.
- The Economic and Community Development Department administers various housing programs to provide emergency repair and rehabilitation of homes occupied by low to moderate income residents. In fiscal year 2020, the Department will assist 22 residents.
- The Water and Sewer Program continues to serve low and moderate-income homeowners with assessment and connection fee assistance. A total of 42 homeowners have been pre-screened for grant assistance and are in various stages of the approval process. To date, 11 homeowners have been approved.

Economic & Community Development

City Goal:

The City of Fayetteville will be a desirable place to live, work, and recreate.

Objective:

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

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of blighted structures demolished	6.00	10.00	10.00
# of units fully rehabilitated	9.00	5.00	5.00
# of units that were provided emergency repairs	65.00	50.00	60.00

Objective:

To increase homeownership opportunities through homebuyer education and counseling classes.

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of participants completing homebuyer education and counseling classes	92.00	80.00	80.00

Objective:

To increase the supply of affordable housing.

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of homeless in HUD Annual Point In Time Count	329.00	329.00	329.00
# of single family affordable housing units constructed in partnership with Community Housing Development Organizations (CHDOs)	3.00	10.00	10.00
# of total available beds for the homeless in Cumberland County	387.00	387.00	387.00

Economic & Community Development

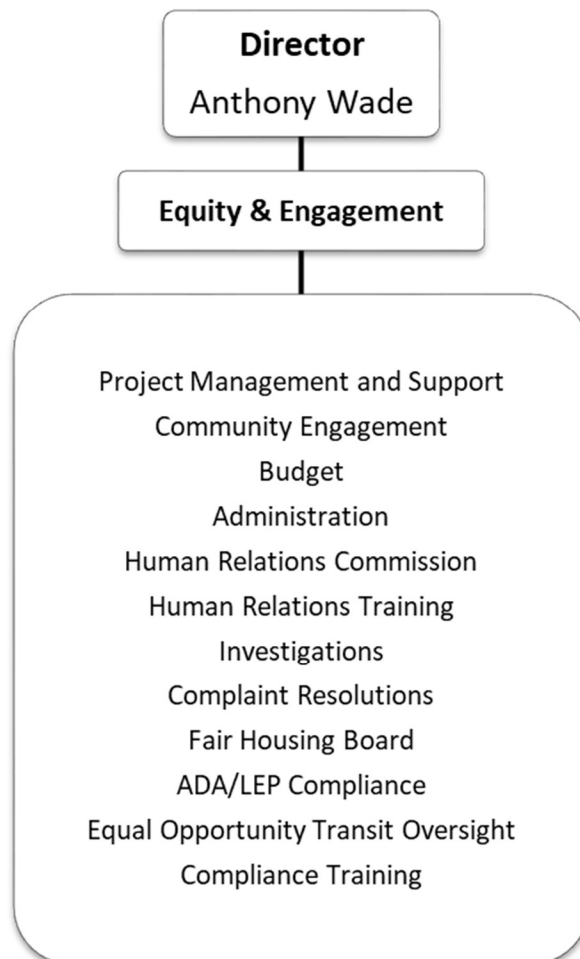
	2018-19 <u>Actual</u>	2019-20 <u>Original Budget</u>	2020-21 <u>Recommended Budget</u>	2020-21 <u>Adopted Budget</u>	% Change vs 2019-20 <u>Original Budget</u>
Expenditures by Program					
Community & Economic Investment	\$1,076,409	\$2,049,017	\$1,363,081	\$1,493,986	-27.1%
Economic & Community Development Administration	104,552	131,823	153,001	153,001	16.1%
Housing	129,901	290,311	112,473	112,473	-61.3%
Total Expenditures	\$1,310,862	\$2,471,151	\$1,628,555	\$1,759,460	-28.8%
Expenditures by Type					
Personnel Services	\$284,903	\$340,511	\$352,701	\$353,606	3.8%
Operating	65,160	90,043	92,558	92,558	2.8%
Contract Services	575,962	1,041,927	730,790	730,790	-29.9%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	252,149	835,090	306,112	306,112	-63.3%
Debt Service	0	0	0	0	0.0%
Other Charges	132,688	163,580	146,394	276,394	69.0%
Total Expenditures	\$1,310,862	\$2,471,151	\$1,628,555	\$1,759,460	-28.8%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	1,027,617	2,181,054	1,315,862	1,446,767	-33.7%
General Fund Subtotal	1,027,617	2,181,054	1,315,862	1,446,767	-33.7%
Central Business Tax District	283,245	290,097	312,693	312,693	7.8%
Total Funding Sources	\$1,310,862	\$2,471,151	\$1,628,555	\$1,759,460	-28.8%
Full-Time Equivalent Positions by Department					
Total Authorized FTEs	3.7	4.2	4.2	4.2	0.0%

Economic & Community Development

BUDGET HIGHLIGHTS

- Personnel includes \$7,687 for one-time employee bonuses, \$197 for healthcare plan rate adjustments and \$3,304 for retirement rate adjustments.
- Operating costs include \$20,000 for community signage, \$14,525 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 \$222,563 for the Campbell Soup incentive, \$100,000 for the Homeless Management Information System, \$70,000 for the Goodyear incentive, \$42,900 for housing strategy consulting, \$41,906 for the Springhill Suites tax incentive, \$26,621 for the youth internship program, and \$1,000 for Community Voices meetings, and \$5,000 for legal services for loan foreclosures. Contract Services funded by the CBTD include \$800 for tax collection fees and \$220,000 to contract for management of the downtown Arts and Entertainment District services and programs.
- Other Charges includes \$100,000 for the Fayetteville Cumberland Economic Development Commission, \$80,000 for Pathways for Prosperity to provide funding to Communities in Schools to support a Student Support Specialist position, \$50,000 for a homelessness initiative as yet to be determined by Council, \$35,353 for the Center of Economic Empowerment and Development (CEED) and \$10,000 for Fayetteville Cumberland Reentry Council.
- Transfers to Other Funds includes a \$139,274 transfer from the General Fund to support the CBTD fund, \$100,000 for Commercial Corridor Revitalization and a \$66,838 transfer to the General Fund from the Central Business Tax District for financing costs associated with the Franklin Street deck.
- A total of \$4,550 is budgeted for the Community Voices program.
- Grant-funded program and personnel expenses for 8.8 FTEs are not reflected in this budget.

Human Relations



DEPARTMENT MISSION

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

Program: Equity and Engagement

General Fund \$351,086 / 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, 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, Title II of the Civil Rights Act of 1964 and limited English proficiency, the Americans With Disabilities Act, employment, sexual harassment, cultural competencies, and other related topics for individuals, businesses, and organizations in public, private, non-profit, and educational sectors. 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:

- Dining and Dialogue: In February 2020, Human Relations hosted its first Dining and Dialogue event where over 80 diverse individuals engaged in facilitated conversations. Ten groups representing the public, private, nonprofit, for-profit, faith-based, and higher education sectors deliberated strategies and recommendations for building and / or sustaining welcoming and inclusive community environments.
- "The Hate U Give" Film Screening and Community Engagement Series: The series is an innovative approach to race / police-community relations. An ongoing City-sponsored experiential learning experience that ignites discussion around the film in facilitated dialogue groups. A collaboration between public safety, higher education, human relations and the faith-based community serves as an excellent way to engage adults, youth, and law enforcement in a vibrant, interactive discussion involving race and police-community relations. Discussions quickly expand to other themes including youth, family, bias, diversity, equity and inclusion. The outcome is a safe environment in which

Human Relations

stereotypes are challenged, differences are valued, and similarities are celebrated. Three sessions were conducted in 2019 and attended by 200 individuals. The extremely diverse attendee composition included youth, adults, business leaders, higher education faculty and students, the judiciary, public safety professionals, human relations commissioners, fair housing board members, military personnel, city management and others. Participants engaged in excellent and crucial conversations regarding race, youth, family, police-community relations, diversity, equity, and inclusion.

- **Multilingual Assistance:** Human Relations provides multilingual assistance to city and county government efforts to facilitate resident safety awareness in situations ranging from warnings during hurricane season to the current pandemic. Following the first joint City / County press conference on March 16, 2020 related to the coronavirus (COVID-19) in which the community received information from local elected officials and medical leaders, departmental staff and volunteers provided the first of continuing public safety updates for residents in Spanish and Arabic. These services have also been provided during hurricane season where staff worked in the Emergency Operation Centers, providing information through broadcast and social media platforms to ensure residents are aware of information that may save lives.

City Goal:

The City of Fayetteville will drive collaborative citizen and business engagement.

Objective:

To achieve an increase in pre/post testing knowledge among educational event participants annually.

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
% of participants receiving at least a 20% increase in pre/post testing knowledge for Human Relations educational events	90.00%	85.00%	85.00%

Objective:

To achieve and maintain a high satisfaction rating for all educational programs annually.

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
% of participants indicating they are very satisfied or satisfied with educational events per the Human Relations customer survey	98.00%	100.00%	85.00%

Objective:

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

Human Relations

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of Human Relations educational events	22.00	16.00	16.00
% of Human Relations educational event participant survey responses indicating satisfied or very satisfied	100.00%	100.00%	95.00%

Objective:

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

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of Human Relations Community Event participants	2,587.00	1,500.00	1,500.00
# of Human Relations Community Events	13.00	10.00	8.00
# of outreach materials distributed through social media, informational materials, or staff outreach at Human Relations Community Events	31,332.00	20,000.00	10,000.00
# of volunteer hours spent on Human Relations Community Events and outreach opportunities	318.00	318.00	318.00

Objective:

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

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of cases: landlord/tenant, fair housing, fair employment	17.00	10.00	8.00
# of Human Relations staff hours spent handling resident requests for assistance and/or investigating complaints	225.00	225.00	225.00
# of landlord/tenant, fair housing, fair employment, and other assistance resident requests to Human Relations	547.00	547.00	547.00
% of Human Relations resident assistance requests responded to within two business days	100.00%	100.00%	90.00%

Human Relations

	2018-19 <u>Actual</u>	2019-20 <u>Original Budget</u>	2020-21 <u>Recommended Budget</u>	2020-21 <u>Adopted Budget</u>	% Change vs 2019-20 <u>Original Budget</u>
Expenditures by Program					
Community Services	\$0	\$0	\$0	\$0	0.0%
Equity	0	0	0	0	0.0%
Equity and Engagement	354,647	345,946	350,440	351,086	1.5%
Total Expenditures	\$354,647	\$345,946	\$350,440	\$351,086	1.5%

Expenditures by Type

Personnel Services	\$301,265	\$288,166	\$295,866	\$296,512	2.9%
Operating	34,455	36,920	34,114	34,114	-7.6%
Contract Services	2,871	2,577	2,177	2,177	-15.5%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	0	0	0	0	0.0%
Debt Service	0	0	0	0	0.0%
Other Charges	16,056	18,283	18,283	18,283	0.0%
Total Expenditures	\$354,647	\$345,946	\$350,440	\$351,086	1.5%

Funding Sources

General Fund					
General Fund Functional Revenues	\$4,475	\$9,158	\$9,158	\$9,158	0.0%
Other General Fund Funding	350,172	336,788	341,282	341,928	1.5%
General Fund Subtotal	354,647	345,946	350,440	351,086	1.5%
Total Funding Sources	\$354,647	\$345,946	\$350,440	\$351,086	1.5%

Full-Time Equivalent Positions by Department

Total Authorized FTEs	3.0	3.0	3.0	3.0	0.0%
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BUDGET HIGHLIGHTS

- Personnel includes \$5,491 for one-time employee bonuses, \$141 for healthcare plan rate adjustments and \$2,824 for retirement rate adjustments.
- Operating includes \$6,940 for expenses for the Annual Community Recognition Awards Reception, \$7,702 for travel, training and local mileage reimbursements, \$4,900 for supplies, \$4,200 for advertising expenditures, \$3,802 for memberships, dues and subscriptions, \$3,000 for food for various committee and commission meetings, and \$1,710 for photo copier services.
- Contract Services includes \$2,000 for sign language and Limited English Proficiency interpreting, \$100 for expenses for the Annual Community Recognition Awards Reception, and \$77 for pre-employment screening.
- Other Charges include \$9,158 for a projected scholarship, \$5,500 for the City's contribution for the United Way's 2-1-1 program and \$3,550 for community engagement events.
- A total of \$16,098 is budgeted for the annual reception, projected to be funded by ticket sales and donations of \$9,158, and General Fund support of \$6,940.

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Operations

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Fire & Emergency Management F-11

Parks, Recreation & Maintenance F-20

Police F-29

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Transit F-56

Operations

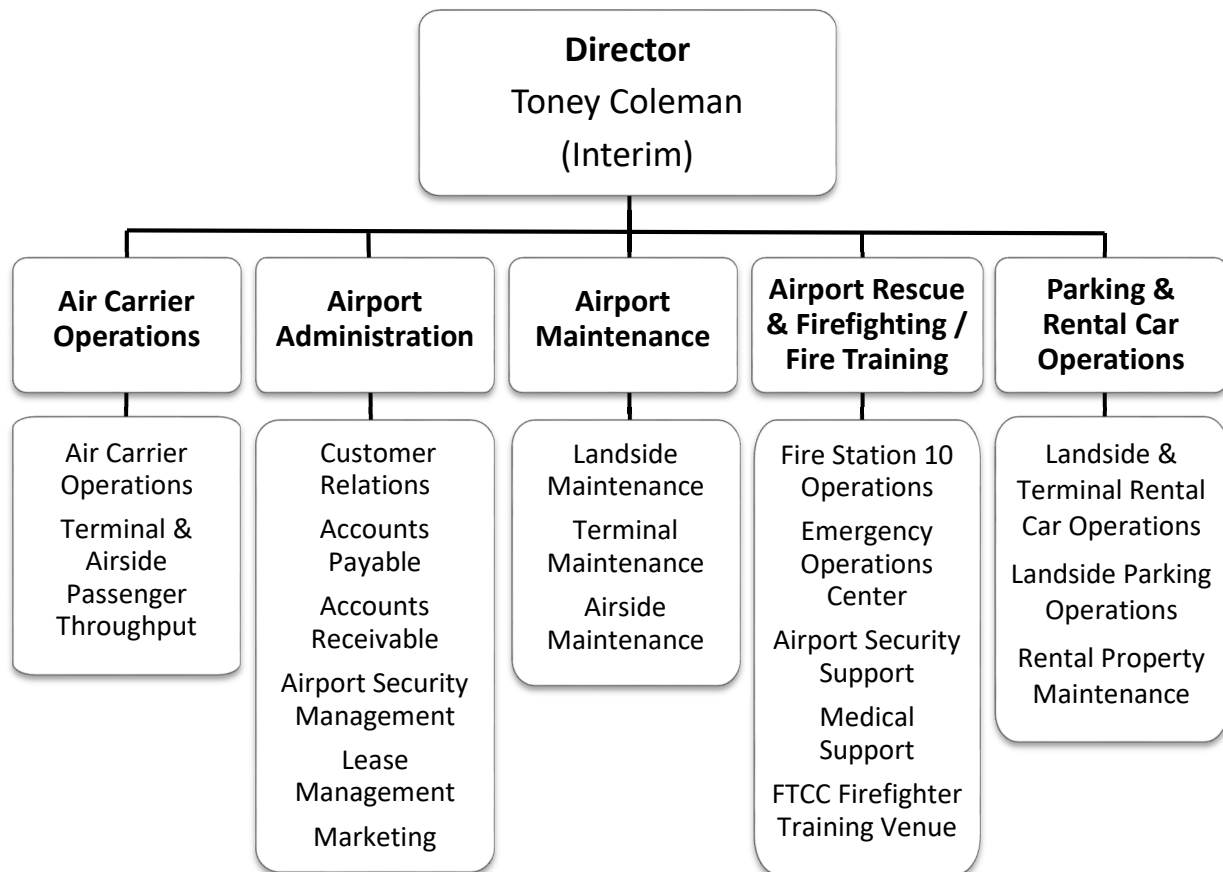
	2018-19	2019-20	2020-21	2020-21	% Change
	<u>Actual</u>	<u>Original</u>	<u>Recommended</u>	<u>Adopted</u>	<u>vs 2019-20</u>
Expenditures by Department		<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Original</u>
					<u>Budget</u>
Airport	\$7,196,068	\$11,525,233	\$8,003,097	\$8,006,757	-30.5%
Fire	31,355,267	29,471,704	32,011,695	32,026,482	8.7%
Parks, Recreation & Maintenance	17,589,273	21,380,693	21,354,415	21,544,783	0.8%
Police	54,314,419	55,561,174	56,071,254	56,151,612	1.1%
Public Services	38,201,828	43,891,517	43,805,434	44,028,579	0.3%
Transit	9,867,629	10,750,770	11,521,673	11,544,388	7.4%
Total Expenditures	\$158,524,484	\$172,581,091	\$172,767,568	\$173,302,601	0.4%

Expenditures by Type					
Personnel Services	\$95,172,014	\$101,077,310	\$104,647,766	\$104,912,676	3.8%
Operating	24,327,005	26,208,373	26,909,413	26,913,846	2.7%
Contract Services	10,034,418	9,122,896	9,164,471	9,210,471	1.0%
Capital Outlay	8,251,785	7,157,124	7,651,424	7,684,409	7.4%
Transfers to Other Funds	16,162,893	22,871,413	17,546,228	17,746,228	-22.4%
Debt Service	1,775,387	3,075,914	3,093,574	3,093,574	0.6%
Other Charges	2,800,982	3,068,061	3,754,692	3,741,397	21.9%
Total Expenditures	\$158,524,484	\$172,581,091	\$172,767,568	\$173,302,601	0.4%

Operations

	2018-19 <u>Actual</u>	2019-20 <u>Original Budget</u>	2020-21 <u>Recommended Budget</u>	2020-21 <u>Adopted Budget</u>	% Change vs 2019-20 <u>Original Budget</u>
Funding Sources					
General Fund					
General Fund Functional Revenues	\$17,085,719	\$15,550,463	\$15,316,754	\$15,316,754	-1.5%
Other General Fund Funding	98,440,918	105,671,922	107,952,235	108,452,087	2.6%
General Fund Subtotal	115,526,637	121,222,385	123,268,989	123,768,841	2.1%
Airport Fund	7,196,068	11,525,233	8,003,097	8,006,757	-30.5%
Emergency Telephone System Fund	1,041,362	1,082,195	994,752	994,967	-8.1%
Environmental Services Fund	15,360,956	13,617,591	15,320,773	15,320,773	12.5%
Parking Fund	405,050	1,189,873	1,252,962	1,252,962	5.3%
Stormwater Fund	9,126,782	13,193,044	12,405,322	12,413,913	-5.9%
Transit Fund	9,867,629	10,750,770	11,521,673	11,544,388	7.4%
Total Funding Sources	\$158,524,484	\$172,581,091	\$172,767,568	\$173,302,601	0.4%
Full-Time Equivalent Positions by Department					
Airport	24.0	24.0	24.0	24.0	0.0%
Fire	325.0	326.0	326.0	326.0	0.0%
Parks, Recreation & Maintenance	162.0	164.0	162.0	162.0	-1.2%
Police	604.5	604.5	604.5	604.5	0.0%
Public Services	186.2	200.3	201.3	201.3	0.5%
Transit	124.0	122.0	122.0	122.0	0.0%
Total Authorized FTEs	1,425.7	1,440.8	1,439.8	1,439.8	-0.1%

Airport



DEPARTMENT MISSION

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

Program: Air Carrier Operations

Airport Fund \$1,697,527 / 8.9 FTEs

Purpose Statement:

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

Highlights:

- Provided customers with access to the Global Air Transportation System.
- Provided customers with basic airport amenities.
- Provided law enforcement and access control support.

City Goal:

The City of Fayetteville will be a desirable place to live, work, and recreate.

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.

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of enplaned and deplaned passengers	461,961.00	440,264.00	440,264.00
% of residents very satisfied or satisfied with the condition and usability of the Fayetteville Regional Airport per the biennial City Resident Satisfaction Survey	64.00%	65.00%	65.00%
Average # of daily flights	22.00	26.00	26.00
Load factor (percentage of seats sold)	72.70%	79.30%	79.30%

Airport

Program: Airport Administration

Airport Fund \$4,494,443 / 6.0 FTEs

Purpose Statement:

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

Highlights:

- Compiled with federal and state aviation regulations.
- Ensured tenant compliance with lease provisions.
- Applied for and administered federal and state grants, including an FAA grant for a major terminal renovation project.
- Provided expertise to the Airport Commission.
- Administered the five-year capital improvement plan.

City Goal:

The City of Fayetteville will be a desirable place to live, work, and recreate.

Objective:

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

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020</u> <u>Estimated</u>	<u>FY 2021</u> <u>Target</u>
Passenger Facility Charge revenue	\$740,169.69	\$968,390.10	\$968,390.10

Program: Airport Maintenance

Airport Fund \$522,250 / 2.2 FTEs

Purpose Statement:

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

Highlights:

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

City Goal:

The City of Fayetteville will be a desirable place to live, work, and recreate.

Objective:

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

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of total aircraft operations (takeoffs and landings)	37,375.00	31,964.00	31,964.00

Program: Airport Rescue and Fire Fighting/Fire Training

Airport Fund \$722,035 / 6.0 FTEs

Purpose Statement:

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

Highlights:

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

City Goal:

The City of Fayetteville will be a desirable place to live, work, and recreate.

Airport

Objective:

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

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
% of Airport Fire Station 10 three minute response tests met	100.00%	100.00%	100.00%

Program: Parking and Rental Car Operations

Airport Fund \$219,824 / 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 includes the maintenance of seven residential rental properties and acreage purchased with Airport grant funds.

Highlights:

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

City Goal:

The City of Fayetteville will be a desirable place to live, work, and recreate.

Objective:

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

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
% change in annual parking revenue at Fayetteville Regional Airport	(6.00%)	(5.60%)	(5.60%)
% change in annual rental car revenue at Fayetteville Regional Airport	13.68%	1.00%	1.00%

Airport

	2018-19 <u>Actual</u>	2019-20 <u>Original Budget</u>	2020-21 <u>Recommended Budget</u>	2020-21 <u>Adopted Budget</u>	% Change vs 2019-20 <u>Original Budget</u>
Expenditures by Program					
Air Carrier Operations	\$1,443,145	\$1,632,499	\$1,697,527	\$1,697,527	4.0%
Airport Administration	4,256,298	8,085,160	4,490,783	4,494,443	-44.4%
Airport Maintenance	376,988	564,739	522,250	522,250	-7.5%
Airport Rescue and Fire Fighting/Fire Training	657,312	704,753	722,035	722,035	2.5%
Non-Program Expenditures	276,475	324,398	350,678	350,678	8.1%
Parking and Rental Car Operations	185,850	213,684	219,824	219,824	2.9%
Total Expenditures	\$7,196,068	\$11,525,233	\$8,003,097	\$8,006,757	-30.5%
Expenditures by Type					
Personnel Services	\$1,687,449	\$1,813,908	\$1,849,162	\$1,852,822	2.1%
Operating	1,165,332	1,665,834	1,695,503	1,695,503	1.8%
Contract Services	185,874	194,262	204,261	204,261	5.1%
Capital Outlay	109,727	141,500	115,000	115,000	-18.7%
Transfers to Other Funds	3,414,912	7,005,929	3,451,371	3,451,371	-50.7%
Debt Service	0	0	0	0	0.0%
Other Charges	632,774	703,800	687,800	687,800	-2.3%
Total Expenditures	\$7,196,068	\$11,525,233	\$8,003,097	\$8,006,757	-30.5%
Funding Sources					
Airport Fund	\$7,196,068	\$11,525,233	\$8,003,097	\$8,006,757	-30.5%
Total Funding Sources	\$7,196,068	\$11,525,233	\$8,003,097	\$8,006,757	-30.5%
Full-Time Equivalent Positions by Department					
Total Authorized FTEs	24.0	24.0	24.0	24.0	0.0%

Airport

BUDGET HIGHLIGHTS

- Personnel includes \$48,821 for one-time employee bonuses and public safety pay adjustments, \$2,644 for healthcare plan rate adjustments and \$15,084 for retirement rate adjustments.
- Operating includes \$544,020 for utilities and stormwater fees, \$468,065 for maintenance of Airport facilities and equipment, and \$300,000 for advertising.
- Contract Services includes \$70,999 for technical consulting, \$31,832 for landscaping and tree removal services, \$13,000 for security screenings, \$5,000 for wildlife control, \$40,000 for unanticipated contract service requirements, \$19,000 for recruitment expenditures, \$20,000 for a new fuel metering system and \$4,000 for a variety of smaller and miscellaneous contracted services.
- Capital includes \$20,000 for elevator/escalator repairs, \$15,000 for a walk behind floor machine, \$30,000 for a pickup truck and \$50,000 for a backhoe with attachments.
- Transfers include \$3,101,371 to the Airport Capital Project Fund to fund terminal renovations, to include data infrastructure and airport public art; and \$350,000 for a paid parking access control system.
- Other Charges includes \$448,800 for reimbursements to the General Fund for police services and \$218,400 for indirect cost allocations.
- Non-program expenditures include charges not directly attributable to a specific program including indirect cost allocations, retiree benefits, and insurance and claim settlements.



Fire

DEPARTMENT MISSION

The mission of the Fayetteville Fire Department is to prepare for, reduce, and mitigate all risks facing the City of Fayetteville while serving with R.E.S.P.E.C.T.

Program: Community Risk Reduction

General Fund \$1,133,188 / 11.0 FTEs

Purpose Statement:

The Community Risk Reduction (CRR) program identifies and prioritizes risks within the City and works proactively with local community stakeholders to reduce the impacts to the residents.

Highlights:

- The department has documented 1,227 public fire education events, reaching 110,698 citizens utilizing suppression companies, public fire educator, CERT, and social media/advertising platforms.
- Smoke alarm installs increased by 76% (994 alarms) and community watch meetings by 106% (173 CW meetings)
- The department realized ZERO civilian fire fatalities in 2019. This was a first time in over 10 years.
- The Department installed/inspected 195 car seats to parents or caregivers, working to continue to keep Fayetteville's children Safe and Secure.
- The Department launched "Stand by Your Pan" campaign in 2019, to raise awareness of unattended cooking fires in the city.
- The department incorporated the use of Cape Fear Emergency Response Team (CERT) to increase our efforts to provide public fire and safety education to the citizens of Fayetteville.

City Goal:

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

Objective:

To increase safety and reduce property loss through increased fire & life safety inspections.

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of fire incidents occurring in inspectable occupancies	29.00	39.00	29.00
# of fire inspections conducted	6,835.00	6,366.00	6,800.00
% of residents very satisfied or satisfied with enforcement of fire code per the biennial City Resident Satisfaction Survey	59.00%	54.00%	75.00%
Average # of inspections conducted per fire inspector	976.00	909.00	970.00

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.

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of fires where smoke detectors alerted occupants	68.00	48.00	50.00
# of smoke detectors installed	1,026.00	1,000.00	1,000.00

Objective:

To reduce incidents of fire due to the leading preventable causes through proactive public education and outreach efforts.

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of Fire Department public education events	1,710.00	2,182.00	2,500.00
# of fires originating in the cooking area or kitchen	84.00	100.00	75.00
% of residents very satisfied or satisfied with City efforts to prevent fires per the biennial City Resident Satisfaction Survey	62.20%	59.00%	75.00%

Program: Emergency Management

General Fund \$268,995 / 2.0 FTEs

Purpose Statement:

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

Highlights:

- The department facilitated ongoing public assistance recovery projects from Hurricane Matthew and Hurricane Florence
- The department conducted outreach sessions with local houses of worship so that they can join the non-governmental agency efforts in providing disaster relief, as well as qualify for public assistance funding if damaged in a disaster.
- The department conducted business continuity and disaster impact outreach to help local businesses via the Building Business Rally; a Disaster Funders Forum; and direct technical support for two local businesses.

Fire

- The department facilitated local course offerings: Emergency Operations Center Management & Operations and Incident Command System Overview for Executives/Senior Officials by North Carolina Emergency Management and National Incident Management System (NIMS) Incident Command System courses delivered locally.
- The department coordinated updates for the regional hazard mitigation plan to ensure eligibility for future FEMA disaster relief funds.

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 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of citizens attending emergency management public outreach events	1,476.00	524.00	1,500.00
# of Emergency Management exercises and drills conducted	9.00	12.00	15.00

Program: Emergency Response Services

General Fund \$28,868,330 / 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 29,441 calls for service in CY 2019, a slight decrease from CY 2018. 69% of these calls were for medical responses including vehicle accidents.
 - The department facilitated annual physicals and 29 CFR 1910.134 Respiratory Fit Testing of all emergency response personnel.
 - The department secured land at Bragg Blvd and Blanton Rd. for the relocation of fire station #4.
 - The department acquired and deployed ballistic protection to increase firefighter safety at active assailant events.
 - The department administered Naloxone to 171 patients between January 1, 2019 to December 31, 2019.
 - The department responded to 248 cardiac arrest calls in CY 2019 with 12 patients making a full recovery.
-

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.

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of building fire calls coded 111 where fire was confined to the room of origin	129.00	54.00	95.00
90th percentile total first response time for emergency calls	336.00 seconds	337.00 seconds	312.00 seconds
Average Actual dollar loss/save ratio	93.61%	90.00%	94.00%

Objective:

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

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of actual fires per 1,000 population	2.23	2.50	2.00
# of fire inspections completed per 1,000 population	27.00	29.00	27.00
# of Total Fire Department calls for service	30,016.00	29,441.00	30,000.00
# of total Fire Department calls for service per 1,000 population	162.00	158.00	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	85.00%	87.00%	85.00%

Program: Fire Administration, Planning and Research

General Fund \$1,190,882 / 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, Office Systems, Planning and Research and Logistics Divisions.

Fire

Highlights:

- The department's Annual Compliance Report (ACR) was approved and accepted by the Center for Public Safety Excellence (CPSE) in FY 2019.
- Mike Hill was appointed to the position of Fire Chief, following a nationwide search.
- The department retained its Public Protection Classification rating of class "1" from the Insurance Services Office.
- The department developed and adopted the Fayetteville Fire Department 2020-2025 Strategic Plan.
- The department realigned its organizational structure to improve efficiency and accountability.

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.

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
% of requirements/performance measures met for ISO Classification Rating (Fire)	100.00%	100.00%	100.00%

Program: Fire Training and Development

General Fund \$565,087 / 5.0 FTEs

Purpose Statement:

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

Highlights:

- The Training Division certified and graduated 2 Fire Academies, resulting in 31 firefighters reporting to duty.
- Training highlights for 2019 include:
 - o 22 candidates received NC Firefighter I & II certification
 - o 44 incumbents advanced through the Firefighter Step plan
 - o 39 new driver operators completed the FFD D/O Qualification program
 - o 71 firefighters received EMT recertification
 - o 10 firefighters received initial EMT certification.
- The Training Division facilitated multiple promotional processes in FY2019 resulting in 24 new promotions at all ranks below Fire Chief.
- For 2019, the department has increased the number of members meeting the minimum training hour requirements to 95%, an increase of 24% since FY 2016. (FY 2016 71%).
- The Recruitment Officer organized and/or participated in over 50 targeted recruitment events, contacting over 1,300 interested individuals, resulting in a participation rate of 51.5% by women and underrepresented populations for the 2020 hiring cycle.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
% of female firefighters	3.90%	4.00%	6.00%
% of Fire personnel obtaining 240 hrs. of established training goal	96.00%	96.00%	100.00%
% of minority firefighters	17.50%	18.00%	20.00%

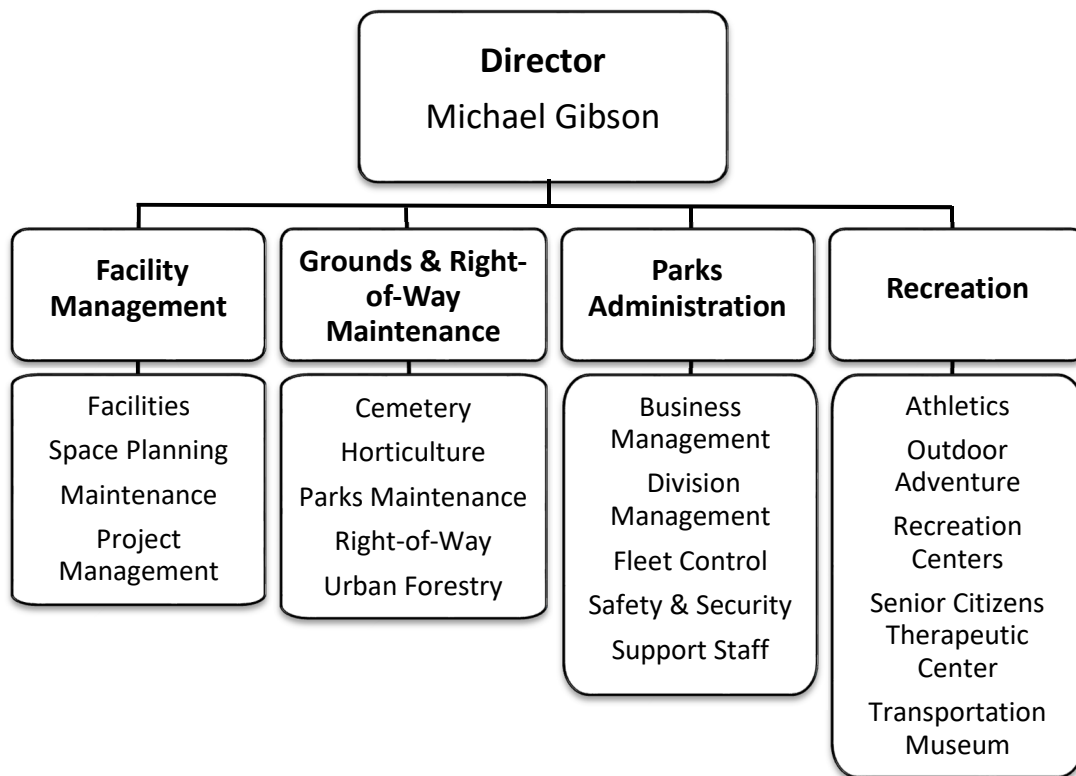
Fire

	2018-19 Actual	2019-20 Original Budget	2020-21 Recommended Budget	2020-21 Adopted Budget	% Change vs 2019-20 Original Budget
Expenditures by Program					
Community Risk Reduction	\$964,296	\$1,076,393	\$1,133,188	\$1,133,188	5.3%
Emergency Management	87,783	257,463	268,995	268,995	4.5%
Emergency Response Services	28,641,154	26,366,837	28,853,543	28,868,330	9.5%
Fire Administration, Planning and Research	1,173,141	1,260,027	1,190,882	1,190,882	-5.5%
Fire Training and Development	488,893	510,984	565,087	565,087	10.6%
Total Expenditures	\$31,355,267	\$29,471,704	\$32,011,695	\$32,026,482	8.7%
Expenditures by Type					
Personnel Services	\$23,606,895	\$23,677,732	\$24,705,110	\$24,719,681	4.4%
Operating	3,610,948	3,150,843	3,783,420	3,783,636	20.1%
Contract Services	889,072	885,627	945,900	945,900	6.8%
Capital Outlay	2,703,498	1,631,782	2,492,546	2,492,546	52.8%
Transfers to Other Funds	500,000	62,330	15,000	15,000	-75.9%
Debt Service	0	0	0	0	0.0%
Other Charges	44,854	63,390	69,719	69,719	10.0%
Total Expenditures	\$31,355,267	\$29,471,704	\$32,011,695	\$32,026,482	8.7%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$1,150,892	\$1,082,234	\$1,118,272	\$1,118,272	3.3%
Other General Fund Funding	30,204,375	28,389,470	30,893,423	30,908,210	8.9%
General Fund Subtotal	31,355,267	29,471,704	32,011,695	32,026,482	8.7%
Total Funding Sources	\$31,355,267	\$29,471,704	\$32,011,695	\$32,026,482	8.7%
Full-Time Equivalent Positions by Department					
Total Authorized FTEs	325.0	326.0	326.0	326.0	0.0%

BUDGET HIGHLIGHTS

- Personnel also includes \$1,131,012 for employee pay adjustments and one-time employee bonuses, \$15,322 for healthcare plan rate adjustments and \$205,778 for retirement rate adjustments.
- Personnel reflects the reclassification of an Assistant Fire Chief to a Fire Marshal during FY20 and mid-year freeze of a Deputy Fire Chief position following the retirement of the incumbent.
- Operating costs consist of expenditures to operate 17 stations includes \$1,006,952 for supplies and small equipment, \$377,580 for utilities and communications, \$221,438 for building, software, and general equipment maintenance and rentals, \$121,630 for travel, training and memberships, \$2,011,036 for vehicle maintenance and fuel, and \$45,000 to record an allocated share of State pension expenditures under the Firefighters and Rescue Squad Workers' Plan for financial reporting purposes that is offset by an equal revenue allocation. Costs projected for vehicle maintenance have increased \$610,692 over the original FY20 budget, primarily reflecting revised cost allocation methods for contracted vehicle maintenance.
- Contract Services includes \$758,197 for payments to volunteer fire departments for contracted fire protection, \$154,856 for medical services, and \$32,847 for a variety of small contract services.
- Capital includes \$2,492,546 for vehicles and equipment, including \$10,748 for training maze, \$7,076 for a gear extractor, \$17,500 for a scissor lift, \$17,478 for two low pressure airbags, \$18,910 for two rescue jacks, \$1,330,000 for one fire ladder truck, \$672,000 for one fire pumper truck, \$112,000 for a rescue truck, \$110,800 for four sedans, and \$196,034 for five sport utility vehicles.
- Other charges includes an indirect cost allocation of \$122,200 for Hazmat operations offset by a \$75,000 allocation of HazMat costs to the Stormwater Fund.

Parks, Recreation & Maintenance



Parks, Recreation & Maintenance

DEPARTMENT MISSION

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

Program: Facility Management

General Fund \$2,548,494 / 17.0 FTEs

Purpose Statement:

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

Highlights:

- Completed HVAC replacements at Myers Recreation, Fire Station 6 (redesigned system to correct an ongoing high moisture/mold problem in the station), Clark Park, Honeycutt Park, 214 Gray Street, Lake Rim Ranger Station, and the Senior Center on Blue St. Replacement of the Transportation Museum system will be complete by the close of FY20.
- Completed roof replacements at the Junior League building, College Lakes Recreation Center, Police Department Training Center, and the Police Department Horse Barn. Restoration of the roof at the historic Barges Tavern building will be complete by the end of FY20. Major roof repairs at City Hall will also be complete by the end of FY20.
- Installed a water proof coating in the roof top mechanical room at City Hall to prevent recurring water damage on the third floor.
- Coordinated with the Town of Stedman, FCPR staff, and Cruse & Associates to develop a plan for a new concession stand and restroom facility. Currently working with Purchasing to put together a bid package for construction of the facility.
- Cooperatively working with Alpha Builders to complete renovation of the E. E. Smith House.
- Inventoried and compiled a database of all HVAC equipment throughout the City. That same inventory process is currently underway for roofs of all City buildings.
- Currently working with the City Manager's Office to relocate the City's call center from PWC to the new Transit facility. Building Maintenance has provided measurements, suggestions, cost estimates, and other necessary items. This transition will include the construction of an office for the supervisor, installation of equipment, and improvements for lighting in the area. Work is estimated to be complete by the end of FY20.
- Collaborating with the City Manager's Office to develop the City's Americans with Disabilities Act (ADA) Transition Plan; ADA inspections will be completed for all City owned buildings by the end of FY20.

Parks, Recreation & Maintenance

City Goal:

The City of Fayetteville will be a desirable place to live, work, and recreate.

Objective:

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

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of work orders	1,995.00	2,389.00	2,000.00
% of work orders closed within one month	78.00%	75.00%	80.00%

Program: Grounds and Right-of-Way Maintenance

General Fund \$7,771,490 / 68.0 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 also responsible for loose leaf pickup, right-of-way mowing, and litter pickup.

Highlights:

- The conceptual designs for the Big Cross Creek Greenway is still in progress. The Greenway will connect Little Cross Creek to Smith Lake on Fort Bragg.
- Phase II construction of the Blount's Creek Trail began in FY20, connecting the trail to the Linear Park Trail. Awarded two grants to complete Blount's Creek Trail.
- The construction of the Cape Fear River Trail Connector is almost complete. This section of trail will connect the Linear Park Trail to the Cape Fear River Trail.
- Veteran Park Phase 2 design phase is in process.
- Litter Crew collecting trash faster and more efficiently utilizing new all-terrain vehicles (gators). The litter crews continue to collect trash from over 112 City streets.
- Edging and sweeping of sidewalks and catch basins will continue. Major and minor thoroughfares will be edged two times per year, and storm drains will be vacuumed six times per year.
- Mowing services provided on 67 NCDOT streets (191 miles/437 shoulder miles).
- Right-of-way service frequency improved from one time per month to one time per week.

City Goal:

The City of Fayetteville will be a desirable place to live, work, and recreate.

Parks, Recreation & Maintenance

Objective:

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

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of cemeteries, trails, roadway islands, greenspaces, parks, and right-of-way sites designated for a Level 2 maintenance standard	181.00	181.00	181.00
# of visits to cemeteries, trails, roadway islands, greenspaces, parks, and right-of-way sites achieving a Level 2 maintenance standard	23,678.00	24,500.00	25,000.00

Objective:

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

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of athletic fields, recreation centers, downtown round-a-bouts, and horticulture sites designated for a Level 1 maintenance standard	264.00	264.00	264.00
# of visits to athletic fields, recreation centers, downtown round-a-bouts, and horticulture sites achieving a Level 1 maintenance standard	23,034.00	17,170.00	16,000.00

Objective:

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

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of tons of litter removed from City streets	2,992.22	2,100.00	2,200.00

Parks, Recreation & Maintenance

Program: Parks Administration

General Fund \$5,086,263 / 17.0 FTEs

Purpose Statement:

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

Highlights:

- Projects continue to be completed as a result of the Parks & Recreation Bond referendum. The splash pad at the Gilmore Therapeutic Recreation Center and the Rowan Skate Park are complete and ready for use.
- Construction was completed on the fourth City pool, located at Lake Rim Park. The facility features a large water slide, an in-pool play structure, and a 6-lane competitive lap pool. Also features on site are large shade structures, tables, and chairs for citizen use.

City Goal:

The City of Fayetteville will be a desirable place to live, work, and recreate.

Objective:

To efficiently and effectively process office administrative tasks in sales.

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of community garden plots sold	67.00	64.00	67.00
# of park shelter rentals	226.00	380.00	260.00

Program: Recreation

General Fund \$6,125,871 / 60.0 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.

Parks, Recreation & Maintenance

Highlights:

- The department was awarded a grant from the Kaboom! organization, in partnership with CARMAX, that made it possible for a new playground and amenities to be installed at Seabrook Park through a community build project.
- Established a new partnership with the Jabeez Youth Foundation for after school tutoring at the G.B. Myers Recreation Center.
- Staff completed extensive research of other Parks & Recreation skate parks across the southern United States in order to establish best practices for operations in preparation for the opening of the Rowan Skate Park. Collaborative efforts included work with the Fire, Police and Safety divisions in order to establish guidelines.
- Operated an Emergency Shelter at Smith Recreation Center during Hurricane Dorian.
- Continued collaborative efforts with Cumberland County Emergency Operations to improve shelter operations in times of need.
- Continued work with Bethany Historical Society for improvements at the community park in Stedman, including a new play unit, walking trail, and parking area.
- Continued work with the Gray's Creek Ruritan Club for park improvements at Hall Park including a new play unit and picnic shelter.
- Continued work with the Town of Stedman for improvements at the school park, including a new restroom and concession facility.
- Continued partnership with Cumberland County Schools for winter swim practices, utilizing the 3-season temporary pool domes installed at both the Keith A. Bates Sr. Aquatic Center at College Lakes Recreation Center and the Westover Family Aquatic Center.
- Established a partnership with the Cumberland County Library to develop an educational Story Walk at Clark Park.
- Hosted Terry Sanford High School Fall sports at John Daskal Stadium as school facilities were unavailable due to ongoing construction.
- Jeremy Mincey, the Athletic Program Coordinator responsible for adaptive programming, was named Special Olympics Coordinator of the Year by Special Olympics North Carolina.
- Departmental operations were adjusted to address the COVID-19 pandemic, beginning in March.
- Collaborated with the Fayetteville Chamber of Commerce to host an African American Business Expo with over 40 businesses on museum grounds in conjunction with our Early African American Businesses History Exhibit. Collaborated with Cool Spring Downtown District in the creation of a Black History Month publication distributed by the Cool Spring Downtown District. Staff researched and developed a new exhibit for Black History Month, entitled Early African American Medical Professionals.
- Collaborated with the Fayetteville Area Convention and Visitors Bureau to present a History of the Hotel and Motel Industry in Fayetteville to the Fayetteville Area Hospitality Association.
- Coordinated a partnership between the Fayetteville Fire Heritage and Preservation Group to renovate portions of the Museum Annex to better exhibit the History of the Fayetteville Fire Department and celebrate the centennial of the City's historic LaFrance Fire Engine.

Parks, Recreation & Maintenance

- Coordinated the long term loan of a 1931 Ford Truck for display at the Museum Annex. This prompted a renovation of portions of the museum annex in addition to the renovation efforts for our permanent Agriculture in Cumberland County exhibit, also in the Museum Annex.
- Collaborated with the Cumberland County Library and Information Center to exhibit and present local history. Staff developed and displayed at the Headquarters Library an exhibit on Archaeology in Fayetteville/Cumberland County. Presentation topics include Military History, Architecture and the 50th Anniversary of the Jeffery McDonald Murders.
- Coordinate with the United States Army John F. Kennedy Special Warfare Center and School (USAJFKSWCS) to provide several tours within the fiscal year to groups of international soldiers training at Fort Bragg.
- Collaborated with local chapters of the Daughters of the American Revolution, Sons of the American Revolution, and Children of the American Revolution to host Constitution Day at the Market House.

City Goal:

The City of Fayetteville will be a desirable place to live, work, and recreate.

Objective:

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

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020</u> <u>Estimated</u>	<u>FY 2021</u> <u>Target</u>
# of athletic program participants	19,960.00	20,958.00	22,006.00
# of athletic programs offered	1,180.00	1,239.00	1,301.00
# of youth athletic games scheduled	4,321.00	4,537.00	4,764.00

Objective:

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

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020</u> <u>Estimated</u>	<u>FY 2021</u> <u>Target</u>
# of recreation program participants	23,806.00	24,996.00	26,246.00
# of recreation programs offered	1,552.00	1,630.00	1,711.00
# of swimming pool patrons	68,867.00	72,310.00	75,926.00

Parks, Recreation & Maintenance

	2018-19 Actual	2019-20 Original Budget	2020-21 Recommended Budget	2020-21 Adopted Budget	% Change vs 2019-20 Original Budget
Expenditures by Program					
Facility Management	\$2,238,246	\$2,458,786	\$2,548,494	\$2,548,494	3.6%
Grounds and Right-of-Way Maintenance	7,274,391	7,840,875	7,588,119	7,771,490	-0.9%
Non-Program Expenditures	11,096	32,739	12,665	12,665	-61.3%
Parks Administration	2,618,032	4,833,925	5,079,266	5,086,263	5.2%
Recreation	5,447,508	6,214,368	6,125,871	6,125,871	-1.4%
Total Expenditures	\$17,589,273	\$21,380,693	\$21,354,415	\$21,544,783	0.8%
Expenditures by Type					
Personnel Services	\$10,117,851	\$11,009,068	\$11,403,154	\$11,510,320	4.6%
Operating	4,769,733	5,298,094	4,993,939	4,998,156	-5.7%
Contract Services	1,063,557	1,474,611	1,497,513	1,543,513	4.7%
Capital Outlay	913,768	867,000	600,121	633,106	-27.0%
Transfers to Other Funds	483,255	948,477	1,164,028	1,164,028	22.7%
Debt Service	0	1,470,859	1,404,000	1,404,000	-4.5%
Other Charges	241,109	312,584	291,660	291,660	-6.7%
Total Expenditures	\$17,589,273	\$21,380,693	\$21,354,415	\$21,544,783	0.8%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$7,880,341	\$6,225,930	\$6,043,396	\$6,043,396	-2.9%
Other General Fund Funding	9,708,932	15,154,763	15,311,019	15,501,387	2.3%
General Fund Subtotal	17,589,273	21,380,693	21,354,415	21,544,783	0.8%
Total Funding Sources	\$17,589,273	\$21,380,693	\$21,354,415	\$21,544,783	0.8%
Full-Time Equivalent Positions by Department					
Total Authorized FTEs	162.0	164.0	162.0	162.0	-1.2%

Parks, Recreation & Maintenance

BUDGET HIGHLIGHTS

- Personnel includes \$261,698 for one-time employee bonuses, \$8,360 for healthcare plan rate adjustments, \$88,531 for retirement rate adjustments, and \$76,378 for fourth litter collection crew.
- Personnel reflect two positions frozen pending completion of Senior Center West.
- Operating costs include \$1,934,293 for utilities, \$1,007,920 for vehicle fuel and maintenance, and \$988,150 for supplies, including \$881,730 for general supplies, \$50,084 for uniforms, \$54,939 for food, and \$1,397 for general supplies for a fourth litter collection crew.
- Contract Services includes \$250,405 for recreation program instructor services, \$220,000 for sports officiating, \$349,785 for pool operations contracts with the YMCA for the Chalmers, Westover, Lake Rim and Bates pools, \$147,705 for alarm monitoring, \$65,000 for lot cleaning, \$28,664 for summer camp excursions, \$53,964 for portable toilets, \$73,101 for county landfill fees, \$42,100 for on-call maintenance services at the Airborne and Special Operations Museum (ASOM), \$36,793 for dumpster service, \$35,000 to enhance littering awareness/education, \$14,421 for credit card fees, \$29,720 for various sports contracts, \$1,250 for Arts Council Agreements, \$25,200 for background checks and \$243,013 for a variety of smaller and miscellaneous contracted services. Costs projected for vehicle maintenance have decreased \$325,608 from the original FY20 budget, primarily reflecting revised cost allocation methods for contracted vehicle maintenance.
- Capital includes \$600,121 for vehicle and equipment replacements and \$32,985 for a vehicle for fourth litter collection crew.
- Transfers to Other Funds includes \$591,165 to be set aside for the capital funding plan for bond projects, and \$572,863 for capital improvement projects, including \$60,000 for roof replacements, \$184,992 for building renovations, \$50,000 for a dog park, \$20,000 for the Little Cross Creek Greenway, \$116,821 for a 25% share of an automated truck wash, \$96,050 for playground repairs and refurbishing and \$45,000 for HVAC/boiler repairs and replacement.
- Debt Service reflects capital and interest payments on parks and recreation general obligation bonds.
- 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.
- Cost redistributions to the District include \$105,007 for the Blue Street Senior Center, \$67,176 for Chalmers Pool, \$158,604 for the Gilmore Therapeutic Recreation Center, \$12,361 for the Tokay Fitness Center, \$74,404 for the Westover Pool, \$85,700 for the Bates Pool, and \$84,479 for the Lake Rim Pool.
- Non-program expenditures consist of \$18,414 for retiree benefits for former district employees.
- General Fund Functional Revenues primarily reflect participant fees and rental fees for parks and recreation centers, recreation tax proceeds from the County and Eastover, and payments for contracted maintenance services for the North Carolina Department of Transportation, the ASOM, and the Airport and Transit departments.
- This budget includes \$4,501,861 for the County Parks and Recreation District; funded by \$3,594,500 of District and Eastover recreation tax proceeds, \$743,336 of participant and facility rental fees, \$7,500 of investment income, and an appropriation of \$156,525 from fund balance reserved for the District.



Police

DEPARTMENT MISSION

The Fayetteville Police Department is dedicated to improving the quality of life by creating a safe and secure environment for the citizens we serve. We will always act with integrity to reduce crime, create partnerships, and build trust, while treating everyone with respect, compassion and fairness.

Program: Emergency Communications

General Fund \$4,446,280 / 62.7 FTEs

Emergency Telephone System Fund \$994,967 / 1.3 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:

- Implemented Automated Secure Alarm Protocol (ASAP) to Public Safety Answering Point (PSAP), an automated alarm system.
- Repurposed an administrative position to fit the needs of the division.
- Recertified all Certified Training Officers in advance of the Association of Public Safety Communication Officials (APCO) Project 33 Accreditation.
- Implemented lactation/quiet room that fulfills FMLA requirements for City Hall.
- Ended 2019 calendar year at a 7% turnover rate.

City Goal:

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

Objective:

To maintain an effective response time for priority 1 calls.

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020</u> <u>Estimated</u>	<u>FY 2021</u> <u>Target</u>
# of priority 1 calls for service (Police Department)	61,637.00	56,000.00	56,000.00
% of residents very satisfied or satisfied with how quickly police respond to emergencies per the biennial City Resident Satisfaction Survey	56.00%	60.00%	60.00%
Average police response time for priority 1 calls	350.00 seconds	325.00 seconds	325.00 seconds

Objective:

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

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
Average time from CAD entry to dispatch for priority one calls	149.00 seconds	140.00 seconds	140.00 seconds

Program: Police Business Operations

General Fund \$3,808,965 / 32.5 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, department's budget and works collaboratively with various City departments and/or 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:

- Continued to fund the internship initiative, increasing the funding for the hours worked by interns. This allows the department to development and implement new projects.
- Implemented Sign Up Genius to staff all of the city's special events and baseball games. This application provides a streamlined and efficient way to manage manpower and share information on each of these venues.
- Completed the NIBRS transition which will allow the department to identify patterns and trends and have a more comprehensive overview of crime statics within the city.
- Implemented Pingboard; which is a software that allows the department to design the organization by creating multiple private organizational charts to manage hiring plans and perform succession planning.
- Conducted a Public Safety Facility Needs Assessment as the department has grown and in need of larger facilities.

Police

City Goal:

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

Objective:

To increase level of community awareness through education.

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of citizen complaints	87.00	80.00	80.00
# of departmental investigations	66.00	60.00	60.00
# of fire arm discharges annually	5.00	4.00	4.00
# of security assessments and safety briefings conducted	3.00	10.00	10.00
% of residents very satisfied or satisfied with Police efforts to prevent crime per the biennial City Resident Satisfaction Survey	52.90%	60.00%	60.00%

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.

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of active residential community watch groups	142.00	140.00	140.00
# of officers who left the department	48.00	50.00	50.00

Program: Police Field Operations

General Fund \$37,460,944 / 406.5 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.

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 a huge number of cases each year that range from 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:

- Total Part I Crimes decreased from 4,257 in 2018 to 3,889 in 2019.
- The City of Fayetteville experienced a 17.4% decrease in burglaries.
- In 2019, the Fayetteville Police Department investigated 25 homicides. The Fayetteville Police Department held a 75% clearance rate which is 12% higher in comparison to the national average.

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.

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
Property Crime Clearance Rate	29.56%	29.00%	29.00%

Objective:

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

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
Violent Crime Clearance Rate	70.59%	70.00%	70.00%

Objective:

To reduce property crime.

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of arsons (property crime)	55.00	55.00	55.00
# of larcenies (property crime)	6,597.00	6,531.00	6,531.00
# of motor vehicle thefts (property crime)	425.00	420.00	420.00
# of moving violations	16,815.00	16,800.00	16,800.00
# of residential burglaries (property crime)	1,841.00	1,840.00	1,840.00
# of total property crimes	8,919.00	8,910.00	8,910.00
% of residents very satisfied or satisfied with the frequency that police officers patrol their neighborhoods per the biennial City Resident Satisfaction Survey	41.00%	41.00%	41.00%

Police

Objective:

To reduce violent crime.

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of agg. Assaults (violent crime)	1,302.00	1,300.00	1,300.00
# of murders (violent crime)	22.00	20.00	20.00
# of rapes (violent crime)	111.00	110.00	110.00
# of robberies (violent crime)	246.00	245.00	245.00
# of total violent crimes	1,681.00	1,675.00	1,675.00
Total # of Part I Crimes	10,599.00	10,500.00	10,500.00

Program: Police Specialized Operations

General Fund \$9,440,456 / 101.5 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.

Highlights:

- The Police Activity League opened at 706 Langdon St. This facility will host athletic events, classes to develop life skills, and mentoring for youth of Fayetteville.
- Implemented mindfulness rooms for officers at two locations.
- Upgraded Civil Emergency Unit which is most often mobilized to observe and respond to public demonstrations.
- Renovated facilities to optimize space and allow for more efficient service delivery to citizens.
- Replaced the current fleet of radios and control stations across all City Departments.

City Goal:

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

Objective:

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

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of traffic collisions resulting in 1 or more deaths	19.00	19.00	19.00
% of residents very satisfied or satisfied with enforcement of local traffic laws per the biennial City Resident Satisfaction Survey	49.00%	49.00%	49.00%
Total # of traffic stops annually	17,305.00	17,131.00	17,131.00

Objective:

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

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of use of force incidents reviewed	48.00	45.00	44.00
% of minority sworn officers	33.60%	34.00%	34.00%
% of residents very satisfied or satisfied with the overall police relationship with the community per the biennial City Resident Satisfaction Survey	58.00%	61.00%	61.00%
% of residents very satisfied or satisfied with the overall quality of police protection per the biennial City Resident Satisfaction Survey	68.00%	70.00%	70.00%
% of women sworn officers	19.68%	20.00%	20.00%
Turnover rate for sworn officers	3.20%	3.00%	3.00%

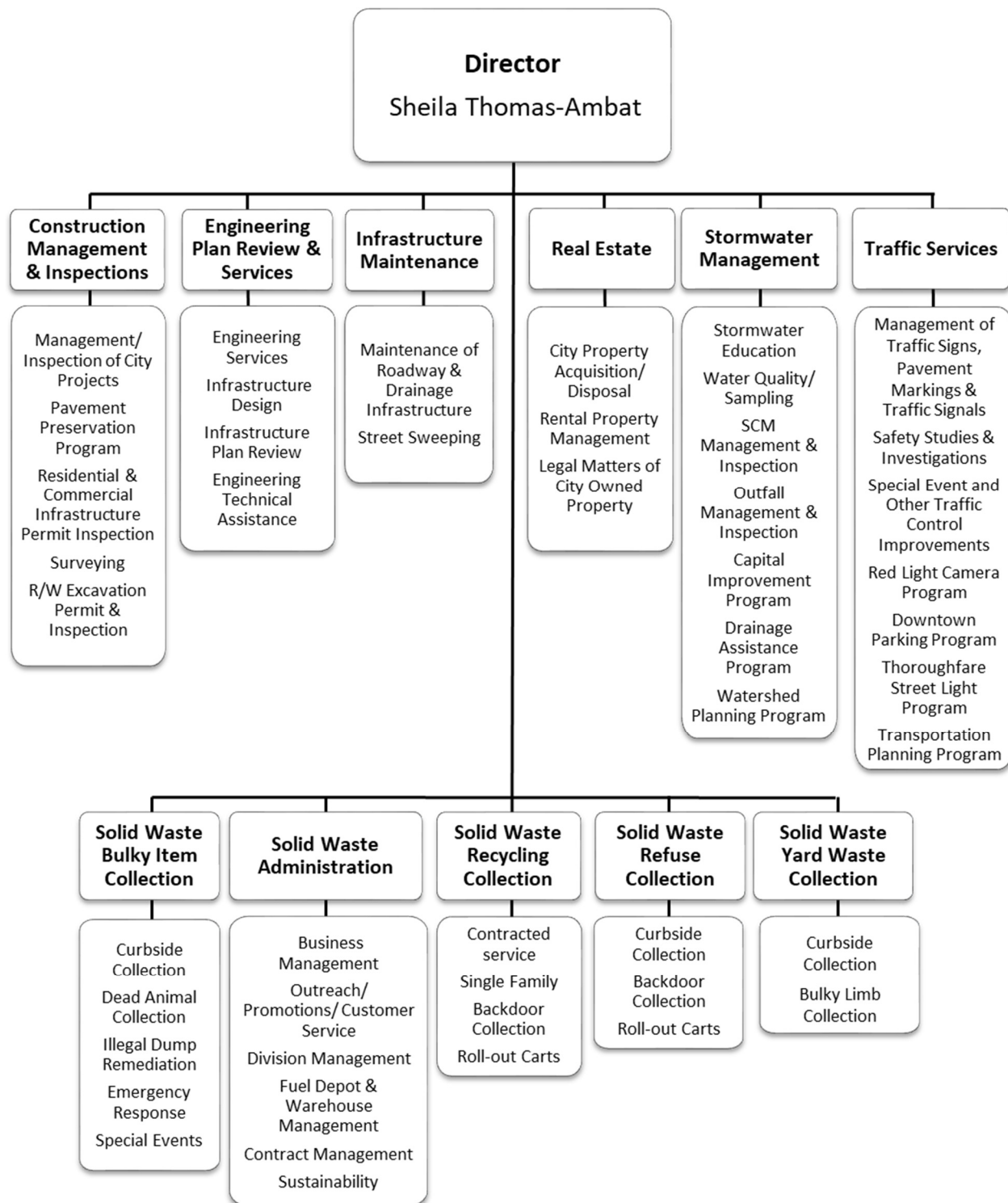
Police

	<u>2018-19 Actual</u>	<u>2019-20 Original Budget</u>	<u>2020-21 Recommended Budget</u>	<u>2020-21 Adopted Budget</u>	<u>% Change vs 2019-20 Original Budget</u>
Expenditures by Program					
Emergency Communications	\$4,996,190	\$5,367,915	\$5,422,517	\$5,441,247	1.4%
Police Business Operations	3,567,691	3,317,831	3,808,965	3,808,965	14.8%
Police Field Operations	36,634,752	37,417,816	37,399,316	37,460,944	0.1%
Police Specialized Operations	9,115,786	9,457,612	9,440,456	9,440,456	-0.2%
Total Expenditures	\$54,314,419	\$55,561,174	\$56,071,254	\$56,151,612	1.1%
Expenditures by Type					
Personnel Services	\$43,226,108	\$44,979,843	\$45,937,361	\$46,017,719	2.3%
Operating	7,549,288	7,794,680	7,198,309	7,198,309	-7.7%
Contract Services	572,237	407,275	515,914	515,914	26.7%
Capital Outlay	2,678,487	2,222,842	2,206,500	2,206,500	-0.7%
Transfers to Other Funds	63,951	12,151	64,149	64,149	427.9%
Debt Service	97,371	0	0	0	0.0%
Other Charges	126,977	144,383	149,021	149,021	3.2%
Total Expenditures	\$54,314,419	\$55,561,174	\$56,071,254	\$56,151,612	1.1%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$1,459,335	\$1,275,503	\$1,299,148	\$1,299,148	1.9%
Other General Fund Funding	51,813,722	53,203,476	53,777,354	53,857,497	1.2%
General Fund Subtotal	53,273,057	54,478,979	55,076,502	55,156,645	1.2%
Emergency Telephone System Fund	1,041,362	1,082,195	994,752	994,967	-8.1%
Total Funding Sources	\$54,314,419	\$55,561,174	\$56,071,254	\$56,151,612	1.1%
Full-Time Equivalent Positions by Department					
Total Authorized FTEs	604.5	604.5	604.5	604.5	0.0%

BUDGET HIGHLIGHTS

- Personnel reflects the following changes:
 - The reclassification of one Forensic Technician position to a Firearms Examiner position
 - Position title name change of the Budget Analyst position was changed to Police Analyst
- One position is appropriated in the Special Revenue Fund and is not included in the department FTE count.
- Personnel includes \$1,689,708 for employee pay adjustments and one-time employee bonuses, \$28,294 for healthcare plan rate adjustments, \$361,300 for retirement rate adjustments, and \$263,736 for special events which require extra personnel.
- Operating includes \$2,163,360 for vehicle maintenance and fuel; \$1,955,521 for various maintenance, licensing and repair expenditures; \$1,002,905 for general supplies, uniforms and ammunition; \$771,428 for other services for facility, equipment, tower space rent, and 800 MHz system hosting by the City of Durham; and, \$20,000 for two canines. Costs projected for vehicle maintenance have decreased \$478,830 from the original FY20 budget, primarily reflecting revised cost allocation methods for contracted vehicle maintenance.
- Contract Services includes \$76,998 for street naming and addressing services provided by Cumberland County, \$34,904 for location monitoring bracelets, \$54,252 for investigative records searches, \$50,000 to conduct assessment processes for Lieutenant and Sergeant promotions, \$32,078 for transcription services, \$25,000 for services provided by the Child Advocacy Center, \$34,460 for towing services, \$54,747 for pre-employment screenings, \$29,670 for records storage and shredding, \$9,000 for accreditation services, and \$63,843 for a variety of small contracted services.
- Capital includes \$2,206,500 for 62 replacement vehicles.
- Transfers to Other Funds includes \$64,149 for local matches for State grants.
- Other Charges includes \$100,000 for confidential/evidence funds, \$3,000 to support CrimeStoppers, \$15,113 for employee appreciation, \$20,908 for community relations activities, and \$10,000 of funding to be released for expenditures as funded by anticipated donations.

Public Services



DEPARTMENT MISSION

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

Program: Construction Management & Inspections

General Fund \$6,734,814 / 14.3 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. The program provides project management and monitors work for compliance to standards. Data collection is used to support paving decisions. Construction Management provides inspections for commercial sites ensuring sidewalk constructed within the right of way is built to City standards and are ADA compliant. 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:

- Provided construction oversight and inspection services for the installation of over 14,700 linear feet of sidewalk on Owen Drive, Sante Fe Drive, Louise Street, and Woodside Avenue. Provided inspection services for the installation of over 10,600 linear feet of sidewalk on commercial/private developments.
- Downtown Streetscape improvements completed in the 100 block of Hay Street.
- Resurfaced College Lakes Park and Recreation Center and Rowan Street Parking Lots (Skate Park).
- Resurfaced 13 miles of streets from Powell Bill funds.
- Provided construction inspections for Legend Avenue Phase II Roadway Project, Lakeshore Drive Drainage, Blackfrairs Drainage Project, Spruce Street Drainage Project, Martindale Drive Drainage Project, and installation of 17 bus stops to include sidewalk and ADA ramps.
- Inspected and monitored over 1,200 excavation permits.
- Surveyed multiple sites for design, construction staking and easement mapping and acquisition at various levels of complexity to include the following projects: Rowan Street Skate Park, Mazerick Park Tennis Complex, Senior Citizens East at FSU and Russell Street Parking II.

City Goal:

The City of Fayetteville will make investments in today and tomorrow.

Objective:

To provide timely and accurate construction review and inspection services that sustains a favorable development climate; supports the growing need of infrastructure improvements; and, improves mobility and efficient connectivity by installing sidewalks and preserving our city streets.

Public Services

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of linear feet of sidewalk installed	4,855.00	6,800.00	29,994.00
# of miles maintained inside City limits	743.00	743.00	743.00
# of miles resurfaced	13.16	7.00	16.00
# of street cuts/degradations inspected	1,161.00	500.00	1,300.00

Program: Engineering Plan Review & Services

General Fund \$841,237 / 10.4 FTEs

Purpose Statement:

This program provides full-scale engineering and technical support services to City departments, agencies and citizens. Services provided include the design of streets, sidewalks, trails, bridges and storm drainage facilities. This program ensures provision of design standards, the review of plans submitted for new development in accordance with the City's Stormwater Ordinance, inspections of stormwater control measure (SCM) construction, and management of performance securities. The program also maintains the official City maps.

Highlights:

- Reviewed 60 new infrastructure permit applications and 81 re-submittals for private developments across the City. 94% of the applications were reviewed in less than 20 days. Current review times for new submittals are completed in under 10 days and under 5 days for re-submittals. Reviewed and provided comments on 65 cases through the City's Transportation Review Committee.
- Performed final SCM inspections on 47 development projects, releasing performance securities totaling approximately \$3,700,000. Performed final sidewalk inspections on 16 projects, releasing performance securities totaling approximately \$480,000.
- Processed and intake of 16 new SCM performance securities totaling \$946,519. Processed and intake of four new sidewalk performance securities totaling \$139,180. Actively managing 133 SCM performance securities totaling approximately \$8,700,000. Actively managing 21 sidewalk performance securities totaling approximately \$680,000.
- Reduced post warranty period SCM performance securities held by the City by 51% through staff inspections and collaboration with the development community.
- Completed review of 22 encroachment agreement applications; 100% completed in less than 20 days.
- Provided data-driven analysis supporting accountable, long-range strategic resource planning for the Pavement Preservation Program to include implementation of preservation strategies and addition of a Pavement Preservation Manager.

- Awarded the construction contracts for Sykes Pond Road Bridge project and the Cape Fear River Multipurpose Trail Part “C”. Completed designs for Rosehill Road Sidewalk and Downtown Streetscape.
- Construction projects completed: Legend Avenue Realignment, Ann Street Bridge Replacement and Louise Street Bridge Replacement.
- Participated with PWC in the construction and project management for Annexation Areas 20 and 21.

City Goal:

The City of Fayetteville will make investments in today and tomorrow.

Objective:

To provide timely and accurate permit review and approval issuance in an effort to sustain a favorable development climate and support the business environment; develop infrastructure improvement plans to an established target level of effectiveness and quality; and, identify and achieve efficiencies through innovation and technology utilization, by increasing data-driven decisions, using mapping and asset inventory.

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of infrastructure permit applications (plan submittal)	63.00	35.00	105.00
# of infrastructure permit resubmittals (plan submittal)	81.00	40.00	120.00
# of project designs completed	10.00	7.00	18.00
% of plan reviews completed in 20 days or less (Peer benchmark is 80%)	92.00%	100.00%	100.00%

Program: Infrastructure Maintenance

General Fund \$3,140,735 / 26.2 FTEs

Stormwater Fund \$1,475,545 / 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.

Public Services

Highlights:

- Provided 24-hour emergency response during Hurricane Dorian and assisted in recovery efforts.
- Developed Standard Operating Procedures for our daily operations.
- Developed the Maintenance Worker Trainee program that will help Maintenance Workers obtain their CDL license for advancement in the Division.
- Successfully completed a dry run of all of our snow-fighting equipment in preparation for winter storms.
- Assisted with educational events for the City such as the Citizens Academy and Engineering Day.
- Provided support to other departments by hauling materials, providing asphalt maintenance to City project sites to include Segra Baseball Stadium, Rowan Street Skate Park, and Bethany Park.
- Spot repair crew performed storm drain pipework on Brookshire Street and Green Meadow Lane to alleviate flooding on City Streets.

City Goal:

The City of Fayetteville will make investments in today and tomorrow.

Objective:

To provide efficient and effective maintenance of the stormwater conveyance within the public right-of-way in an effort to reduce flooding and to optimize the maximum useful life of stormwater assets.

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
% of residents very satisfied or satisfied with cleanliness of stormwater drains and creeks in neighborhoods per the biennial City Resident Satisfaction Survey	37.10%	40.00%	40.00%

Objective:

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

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of curb lane miles swept	10,436.00	9,500.00	12,000.00
% of residents very satisfied or satisfied with the condition of sidewalks per the biennial City Resident Satisfaction Survey	46.00%	45.00%	45.00%
% of residents very satisfied or satisfied with the overall maintenance of City streets per the biennial City Resident Satisfaction Survey	33.00%	35.00%	37.00%
Linear feet of crack seal material placed	88,404.00	92,000.00	95,000.00
Tons of asphalt placed for potholes and street repairs	498.40	600.00	700.00

Program: Real Estate

General Fund \$264,811 / 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 and legal memorandums for Development Services requests. Continued to manage the leased properties for the City.
- Provided Real Estate Services to all departments within the City limits to include Fire, Transit, Legal Division and Parks and Recreation.
- Continued to negotiate and acquire needed easements for right of way, sidewalk and bus stops to include: B Street Sidewalk and Bus stop project, Rosehill Road Sidewalk Bus Stop Project, Owen Drive and Seventy First School Road Sidewalk Projects. Continued to acquire property for various Parks and Recreation Bond projects. to include Senior Center East.
- Acquired various properties throughout the City for major special projects along Bragg Boulevard and to include the new employee parking lot on Winslow and Russell Street.
- Continued research and meet with property owners and acquire needed permission forms and easements for Stormwater projects to include the Brookshire spot repair, Mirror Lake Dam Project, Nottingham/Rampart, Swan Island Court, Spot Repair projects and ~300 Drainage Assistance Services Requests.
- Completed all the related title research needed for Community Development Loan programs and Acquisition and Demolition Programs and aided with the acquisitions for the HMGP FEMA Project.
- Prepared and mailed 1,561 Notification Letters for sidewalk, stormwater, traffic and resurfacing projects.

City Goal:

The City of Fayetteville will make investments in today and tomorrow.

Objective:

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

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
% of title research requests completed in 10 days or less	60.00%	50.00%	70.00%

Public Services

Program: Solid Waste Administration

Environmental Services Fund \$713,616 / 7.7 FTEs

Purpose Statement:

Administration manages department resources to ensure service to all households in the most efficient and effective manner. Data collected through FayWorx, RouteSmart, FleetMind, and FayFixIt is evaluated to set goals, improve or enhance customer service, increase division efficiency, control costs, and determine budget needs.

Highlights:

- Improved FleetMind accountability through additional staff training and communication with vendor to clarify product expectations. Created long-term operation and maintenance, and capital replacement program for proper resource management.
- Hired Assistant Director-Public Services, Solid Waste Manager and 2 Crew Supervisors.
- Hosted Citizens Academy.
- All drivers attended Defensive Driving Class.
- 6.96 DART Rate (days away, restricted or transferred); lower than Target DART Rate used by OSHA.

City Goal:

The City of Fayetteville will be a desirable place to live, work, and recreate.

Objective:

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

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
Average # of training hours per employee	4.48	9.01	10.00

Program: Solid Waste Bulky Item Collection

Environmental Services Fund \$806,725 / 6.4 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:

- Combined Bulky and Limb collections under 1 supervisor to make processes more efficient.
- Installed FleetMind equipment in 6 Knuckle Boom trucks.
- Household crews used FleetMind equipment installed on trucks to document identified bulk trash piles to expedite timely collection of items.
- Bulky crews mitigated an average of 8 reported illegal dumping complaints weekly.

City Goal:

The City of Fayetteville will be a desirable place to live, work, and recreate.

Objective:

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

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of bulky collection points serviced	61,409.00	61,501.00	61,701.00
# of illegal dump sites identified and mitigated	412.00	430.00	450.00
# of tons of bulky items collected	2,678.96	2,391.40	2,400.00
% of surveyed residents that are very satisfied or satisfied with bulky collection services per biennial city survey	51.40%	51.40%	51.00%

Program: Solid Waste Recycling Collection

Environmental Services Fund \$2,691,967 / 1.0 FTEs

Purpose Statement:

This environmentally valuable program consists of curbside residential collection of recyclables, the collection of recycling from City-owned buildings and provision of recycling cart delivery/maintenance. Curbside recycling and City-owned building recycling are provided through a vendor contract. A new contract was awarded in 2017 for this service. 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. In FY 2019, 7,494.6 tons were collected from single family residences and City-owned facilities. These commodities return valuable resources back into the production stream to produce new products. By keeping this program viable, the City is extending the life of the Cumberland County Landfill and potentially delaying an inevitable increase in cost for hauling garbage to an out-of-county landfill.

Public Services

Highlights:

- Curbside recycling and City-owned building recycling are provided through a vendor contract. Contract was awarded in 2017 for this service. It is a 5 year contract that allows up to two additional two year extensions.
- 7,494.60 tons were collected in FY 2019 single family residences and City-owned facilities.
- Engaged in a recycle advertising campaign with Waste Management, Inc. to educate the public on proper recycling techniques.
- Encouraged residents to recycle more by offering an exchange of small blue carts for large blue carts for a minimal fee of \$20.

City Goal:

The City of Fayetteville will be a desirable place to live, work, and recreate.

Objective:

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

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of recycling collection points serviced	61,409.00	61,501.00	61,701.00
# of recycling tons collected	7,599.25	5,648.57	6,000.00
% of surveyed residents very satisfied or satisfied with recycling services per biennial city survey	72.00%	72.00%	72.00%
Diversion rate (# of tons recycled as % of total tons of refuse and recyclables)	30.00%	29.00%	30.00%

Program: Solid Waste Refuse Collection

Environmental Services Fund \$6,711,819 / 33.9 FTEs

Purpose Statement:

The residential waste collection program is responsible for daily pickup of curbside garbage generated by single family household residents. This program manages the logistics for the daily operations of garbage collection crews and the associated equipment needed to serve a total of 61,501 residential households per week. This program includes collection staff, route supervision, cart maintenance functions and the associated equipment to quickly resolve collection related customer concerns in the field. The employees in this program strive to provide excellent customer service.

Highlights:

- The division maintained better than a 99% collection accuracy.
 - Received 4 new automated collection trucks.
 - Equipment Operator II employees were cross-trained to operate automated side loaders.
 - Reduced household routes from 16 to 15 to increase efficiency.
-

City Goal:

The City of Fayetteville will be a desirable place to live, work, and recreate.

Objective:

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

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of damaged trash bins	5,852.00	5,326.00	5,100.00
# of residential waste collection points serviced	61,409.00	61,501.00	61,701.00
# of tons of refuse (does not include yard waste, bulky and recycling) collected per 1000 collection points	852.32	807.86	810.36
# of tons of residential refuse collected (does not include yard waste, bulky, or recycling)	52,340.40	49,684.04	50,000.00
% of surveyed residents that are very satisfied or satisfied with solid waste collection services per biennial city survey	80.00%	74.80%	74.00%

Program: Solid Waste Yard Waste Collection

Environmental Services Fund \$2,195,239 / 26.8 FTEs

Purpose Statement:

The residential yard waste collection program is responsible for daily pickup of curbside containerized yard & leaf debris and bulky limbs generated by our single family household residents. The program provides logistics to manage the necessary personnel and equipment to service a total of 61,501 residential households per week. The personnel in this program respond to all resident requests related to yard waste and bulky limb collections. The employees in this program use rear-loading and knuckle boom trucks for collection. The program is heavily impacted in the fall due to leaf debris. These crews must complete collections every week of the year despite inclement weather and holidays. The yard waste knuckle boom vehicles are first responders for down trees in hurricanes.

Highlights:

- The division maintained better than a 99% collection accuracy.
- Optimized routes from 12 to 10.
- Received 1 new Rear Loader collection truck.

City Goal:

The City of Fayetteville will be a desirable place to live, work, and recreate.

Public Services

Objective:

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

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of residential yard waste collection points serviced	61,409.00	61,501.00	61,701.00
# of tons of yard waste collected per 1,000 collection points	327.54	290.70	291.73
# of tons yard waste collected	20,113.64	17,878.50	18,000.00
% of surveyed residents that are very satisfied or satisfied with yard waste collection service per biennial city survey	62.70%	62.70%	62.00%

Program: Stormwater Management

Stormwater Fund \$9,536,953 / 44.4 FTEs

Purpose Statement:

This program is a comprehensive stormwater management program that addresses both water quantity (recurring flooding) problems as well as water quality (pollution prevention). The program is funded by a fee and includes a capital improvement component that provides engineered drainage infrastructure to prevent roadway flooding, protect lives, and reduce property damage. Stormwater infrastructure maintenance and repair is also provided as part of this effort. The program also ensures compliance with National Pollutant Discharge Elimination System (NPDES) permit requirements and environmental regulations for the City of Fayetteville. An educational and outreach element is also included to promote public participation and awareness of stormwater issues.

Highlights:

- Completed Permanent Culvert Repair on Shawcroft Road. Completed construction of the Mirror Lake Dam replacement project (Hurricane Matthew projects). Design completion of Devonwood Dam. Support and management of Hurricane Dorian activities.
- Managed ongoing design of eight stormwater CIP projects.
- Developed the Drainage Assistance Program, and began the inspection and eligibility determination process for a backlog of projects from the past 2 years.
- Continued work on the comprehensive citywide stormwater watershed master plan. Completed state of the art high level watershed model supporting data driven methodology for prioritization of sub watershed study areas.
- Maintained compliance for the City's NPDES MS4 Stormwater Discharge Permit, including the improvement of water quality.
- Inspected 475 restaurant facilities for stormwater compliance. 97% of the facilities were in compliance and the remaining 3% were successfully rehabilitated within 7 days of the inspection. Inspected 279 outfalls and collected 2,200 of water samples to monitor water quality in accordance with the permit.

- Worked in conjunction with the North Carolina Department of Environmental Quality to inspect dams located in the city limits and NPDES permitted industrial facilities to insure that stormwater water quality was being met upon discharge.
- Continued implementation of the public outreach portion of the NPDES permit through various means of advertising, event participation, and hands-on demonstrations, reaching over 25,000 citizens.

City Goal:

The City of Fayetteville will make investments in today and tomorrow.

Objective:

To improve stormwater systems to an established target level of effectiveness and quality in compliance with the National Pollutant Discharge Elimination System (NPDES) by achieving a reduction in pollution of our creeks and streams through continuous public education, monitoring, pollution identification and treatment.

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of drainage investigations completed	14.00	14.00	14.00
# of stormwater outreach participants	25,888.00	20,000.00	20,000.00
% of samples collected and analyzed to date	100.00	100.00	100.00
Average # of business days from IDDE request to investigation	3.00	3.00	3.00

Program: Traffic Services

General Fund \$4,059,334 / 19.2 FTEs

Parking Fund \$1,252,962 / 0.0 FTEs

Purpose Statement:

The Traffic Services Division provides a variety of traffic control and traffic engineering services to the community, which include maintenance of traffic signs, pavement markings, and traffic signals, as well as, the daily operation of the city wide computerized traffic signal system. They also provide temporary traffic control for road closures and special events. Other services they provide include traffic engineering support to other departments and agencies, completion of traffic study requests, and administration of downtown parking, the red light camera system, thoroughfare streetlights, traffic calming, and the commercial driveway permit program.

Public Services

Highlights:

- Installed traffic control for many special events including the Christmas Parade, Veterans Parade, Dogwood Festival, Zombie Walk, Folk Festival, and the MLK Parade.
- Performed preventive maintenance inspections on traffic signals in the computerized traffic signal system, and conducted nighttime sign surveillance of traffic signs on approximately 150 miles of city maintained roadways.
- Responded to 190 NC 811 tickets to locate underground traffic signal facilities.
- Monitored traffic flow and implemented traffic signal timings to reduce delay for motorists traveling along our most congested corridors, including Raeford Road, Bragg Boulevard, Santa Fe Drive, Cliffdale Road, Reilly Road, Ramsey Street and US 401 Bypass (Skibo Road/Country Club Drive/Pamalee Drive).
- Completed a downtown parking study, selected a new downtown parking vendor and began the implementation of paid on-street parking in the downtown area.
- Completed the Comprehensive Bicycle Plan, Biking Fayetteville.
- Completed the construction of a sidewalk project along Owen Drive (9,163 ft., 1.8 miles).
- Coordinated the installation of streetlights on Reilly Road between Morganton Road and the Ft. Bragg boundary.
- Responded to 681 Service Requests from the public, and other customers, for traffic calming, traffic signals, signs, markings, signal timing, red light cameras, parking and any other item related to traffic services.

City Goal:

The City of Fayetteville will make investments in today and tomorrow.

Objective:

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

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
% of residents very satisfied or satisfied with timing of traffic signals per the biennial City Resident Satisfaction Survey	32.00%	32.00%	32.00%
% of traffic signal intersection equipment inspected twice annually	100.00%	100.00%	100.00%
% of traffic signal intersection timing requests investigated and responded to in 1 day	80.00%	90.00%	90.00%

Objective:

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

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
% of residents very satisfied or satisfied with the overall flow of traffic in the City per the biennial City Resident Satisfaction Survey	24.00%	26.30%	26.30%
% of signs/markings work orders completed within five working days	91.00%	91.00%	90.00%

Public Services

	2018-19 Actual	2019-20 Original Budget	2020-21 Recommended Budget	2020-21 Adopted Budget	% Change vs 2019-20 Original Budget
Expenditures by Program					
Construction Management & Inspections	\$7,225,719	\$7,981,595	\$6,534,814	\$6,734,814	-15.6%
Engineering Plan Review & Services	710,174	1,183,616	841,237	841,237	-28.9%
Infrastructure Maintenance	3,024,841	4,042,014	4,601,726	4,616,280	14.2%
Non-Program Expenditures	1,332,485	1,358,255	1,401,415	1,401,415	3.2%
Non-Program Expenditures	1,609,708	1,516,189	2,214,702	2,201,407	45.2%
Real Estate	191,766	259,688	264,811	264,811	2.0%
Solid Waste Administration	682,270	803,327	713,562	713,616	-11.2%
Solid Waste Bulky Item Collection	764,548	577,548	806,725	806,725	39.7%
Solid Waste Recycling Collection	2,503,615	2,566,272	2,691,967	2,691,967	4.9%
Solid Waste Refuse Collection	5,036,066	5,988,114	6,698,578	6,711,819	12.1%
Solid Waste Yard Waste Collection	4,764,749	2,166,141	2,195,239	2,195,239	1.3%
Stormwater Management	6,805,298	10,589,582	9,528,362	9,536,953	-9.9%
Traffic Services	3,550,589	4,859,176	5,312,296	5,312,296	9.3%
Total Expenditures	\$38,201,828	\$43,891,517	\$43,805,434	\$44,028,579	0.3%
Expenditures by Type					
Personnel Services	\$10,165,209	\$12,507,129	\$13,137,029	\$13,173,469	5.3%
Operating	5,169,701	6,052,780	6,751,662	6,751,662	11.5%
Contract Services	6,888,239	5,792,529	5,627,908	5,627,908	-2.8%
Capital Outlay	1,846,305	2,284,200	2,213,737	2,213,737	-3.1%
Transfers to Other Funds	11,345,802	14,503,326	12,517,432	12,717,432	-12.3%
Debt Service	1,678,016	1,605,055	1,689,574	1,689,574	5.3%
Other Charges	1,108,556	1,146,498	1,868,092	1,854,797	61.8%
Total Expenditures	\$38,201,828	\$43,891,517	\$43,805,434	\$44,028,579	0.3%

Public Services

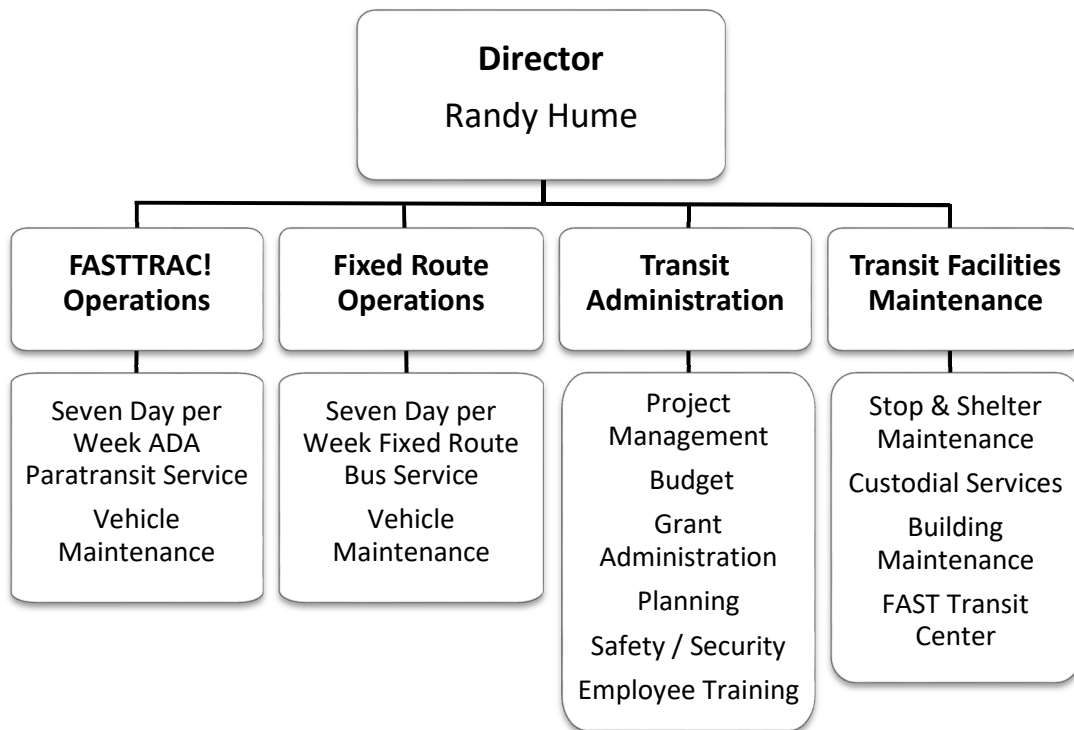
	2018-19 <u>Actual</u>	2019-20 <u>Original Budget</u>	2020-21 <u>Recommended Budget</u>	2020-21 <u>Adopted Budget</u>	% Change vs 2019-20 <u>Original Budget</u>
Funding Sources					
General Fund					
General Fund Functional Revenues	\$6,595,151	\$6,966,796	\$6,855,938	\$6,855,938	-1.6%
Other General Fund Funding	6,713,889	8,924,213	7,970,439	8,184,993	-8.3%
General Fund Subtotal	13,309,040	15,891,009	14,826,377	15,040,931	-5.3%
Environmental Services Fund	15,360,956	13,617,591	15,320,773	15,320,773	12.5%
Parking Fund	405,050	1,189,873	1,252,962	1,252,962	5.3%
Stormwater Fund	9,126,782	13,193,044	12,405,322	12,413,913	-5.9%
Total Funding Sources	\$38,201,828	\$43,891,517	\$43,805,434	\$44,028,579	0.3%
Full-Time Equivalent Positions by Department					
Total Authorized FTEs	186.2	200.3	201.3	201.3	0.5%

Public Services

BUDGET HIGHLIGHTS

- Personnel reflects the addition of a Technology Asset Specialist for FY21, and the reclassification of an Engineer II position to a Senior Project Engineer position during FY20.
- Personnel includes \$309,739 for one-time employee bonuses, \$14,728 for healthcare plan rate adjustments and \$112,835 for retirement rate adjustments.
- Operating includes \$4,161,540 for vehicle maintenance and fuel; \$438,674 for utilities, including \$284,100 for streetlights; \$994,014 for supplies and uniforms, including: \$457,000 for supplies and materials for street maintenance, signals, signs and street markings and \$298,548 for garbage, recycling and yard waste roll-out-carts; \$304,854 for general maintenance, including: \$53,615 for FleetMind software maintenance and RouteSmart on solid waste trucks, \$91,443 for general and software maintenance for the parking deck on Franklin Street and Hay Street, \$76,500 for Medical Arts parking lot resurfacing, and \$83,296 for miscellaneous maintenance contracts; \$295,055 for Solid Waste truck leases; \$169,476 for projected insurance and claims costs for the Environmental Services, Parking, and Stormwater Funds; and \$112,072 for travel, training, memberships and dues. Costs projected for vehicle maintenance have increased \$525,068 from the original FY20 budget, primarily reflecting revised cost allocation methods for contracted vehicle maintenance.
- Contract Services includes \$2,510,187 for contracted curbside recycling collection for an estimated 61,701 households, \$1,042,200 for the safelight program, \$645,492 for downtown parking enforcement and management of the parking deck on Franklin Street and Hay Street, \$316,360 for County landfill fees and stormwater billing services, \$240,000 for professional engineering services, \$110,000 for concrete and asphalt repairs, \$59,000 for signal maintenance, \$60,000 for pavement markings, \$35,000 for jetrodding, \$44,542 for railroad crossing maintenance agreements, \$119,400 for garbage refuse disposal, \$42,638 for Cumberland county tax collection fee, \$75,000 for traffic volume and speed studies and speed humps, \$69,000 USGS stream gauge management agreement, \$25,000 for ADA compliant bus pad and sidewalk upgrades, \$20,000 for high mask lighting fixtures, \$10,000 intersection signal plan revisions, and \$20,000 for material testing.
- Capital includes \$1,834,000 for 16 vehicles; \$379,237 for equipment replacements, including \$75,000 for a pay station and \$45,000 for capital maintenance of the brick façade on the Franklin Street Parking Deck, \$80,000 for curb boxes for Solid Waste vehicles, \$37,000 for an AVL Real Time GPS Navigation System, \$25,200 for FleetMind equipment, \$10,000 for fiber optic communication cable testing equipment, \$7,000 for a plotter; and \$1,000 for minor rights-of-way purchases.
- Transfers to Other funds includes \$4,425,000 for street resurfacing, \$4,100,000 for drainage improvements, \$819,000 for to replace five vehicles, \$ 112,500 for an AVL Real Time GPS Navigation System, \$33,500 for equipment, \$807,862 for sidewalk improvements, \$550,000 for municipal agreements, \$500,000 for Stormwater drainage assistance program, \$350,463 for a 75% share of the automated truck wash facility, \$332,960 for Ray Avenue stormwater drainage improvements, \$100,000 for bridge preservation program, \$100,000 for intersection improvements, \$75,000 for downtown streetscape, \$51,921 for Ray Avenue repair, \$50,500 for parking lot resurfacing, \$50,000 for thoroughfare streetlights, \$50,000 for a dam safety and preservation program and \$50,000 for multi-use lane markings.

- Debt Service includes: \$933,465 for the stormwater revenue bonds and state loans; \$628,663 for vehicle financing for solid waste trucks and the share of debt repayment for the 800 MHz system upgrade; and, \$127,446 for parking equipment financing.
- Other Charges includes \$1,079,000 for indirect cost allocations to the Stormwater and Environmental Services Funds, a \$75,000 HazMat program cost redistribution, and \$680,366 to balance projected Environmental Services Fund revenues to projected expenditures.
- 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.



DEPARTMENT MISSION

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

Program: FASTTRAC! Operations

Transit Fund \$2,718,509 / 26.0 FTEs

Purpose Statement:

The FASTTRAC! program provides service to persons eligible under the Americans with Disabilities Act (ADA) using a fleet of 18 vehicles. This service operates on the same days and hours as our 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:

- Continued to implement enhancements to Routematch scheduling software to improve responsiveness and on-time performance.
- Added three minivans to FASTTRAC! service that may be operated by staff without commercial driver licenses.
- Developed new fare collection procedures that will eliminate use of fareboxes on FASTTRAC!
- Reduced telephone wait times by 65%.
- Received four new replacement ADA vehicles.

City Goal:

The City of Fayetteville will be a desirable place to live, work, and recreate.

Objective:

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

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020</u> <u>Estimated</u>	<u>FY 2021</u> <u>Target</u>
# of FASTTRAC! calls received for reservations	38,834.00	38,490.00	40,000.00

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.

Transit

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of FASTTRAC! passengers	63,146.00	74,033.00	77,408.00
# of FASTTRAC! revenue hours	30,611.00	31,522.00	32,185.00
% of trips provided which operate on time	85.00%	87.00%	90.00%

Program: Fixed Route Operations

Transit Fund \$6,666,732 / 66.5 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, Cliffdale 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:

- Added 20 shelters and 8 benches.
- Added 24 ADA accessible bus stops.
- Introduced new Student Semester Pass sold by mobile ticketing.
- Reversed trend of declining transit ridership.
- Ordered five replacement buses.
- Implemented new bus operator pay plan.

City Goal:

The City of Fayetteville will be a desirable place to live, work, and recreate.

Objective:

To increase total fixed route ridership.

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of Fixed Route passengers	1,390,968.00	1,404,177.00	1,421,730.00
# of Fixed Route revenue hours	95,680.00	97,100.00	97,186.00
% of fare recovery (total passenger fare revenue/by total operating cost)	11.70%	10.80%	11.00%

Objective:

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

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of valid customer complaints related to on-time performance	10.00	12.00	12.00
% of routes which operate on time	74.40%	73.00%	75.00%

Program: Transit Administration

Transit Fund \$1,305,872 / 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:

- Resolved Transit Center construction dispute within current project budget.
- Prepared for a Federal Transit Administration (FTA) comprehensive grant compliance review.
- Presented Holiday Hearts lighted trees and music event at FAST Transit Center.
- Implemented mobile ticketing for purchase of passes by mobile device.
- Submitted competitive grant requests for Volkswagen Settlement funding and FTA No or Low Emissions funding that will enable FAST to transition from diesel to battery-electric buses.

City Goal:

The City of Fayetteville will be a desirable place to live, work, and recreate.

Objective:

To reduce preventable vehicle accidents and passenger incidents.

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of vehicular accidents per 100,000 miles	4.50	4.75	4.20

Program: Transit Facilities Maintenance

Transit Fund \$812,956 / 20.5 FTEs

Purpose Statement:

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

Transit

Highlights:

- Maintained all bus stops, benches and shelters around the FAST System.
- Ensured all systems at the FAST Transit Center are maintained to full function and efficiency, including elevators, automatic doors, information systems, lighting, plumbing and HVAC.
- Continued to work with Public Services for advancing the installation of ADA accessible bus stops and benches and shelters.
- Enhanced focus on retrieving abandoned shopping carts from areas near bus stops.

City Goal:

The City of Fayetteville will be a desirable place to live, work, and recreate.

Objective:

To increase the number of bus shelters and ADA accessible bus stops.

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020</u> <u>Estimated</u>	<u>FY 2021</u> <u>Target</u>
% of ADA accessible bus stops	44.80%	47.06%	49.50%

Transit

	2018-19 <u>Actual</u>	2019-20 <u>Original Budget</u>	2020-21 <u>Recommended Budget</u>	2020-21 <u>Adopted Budget</u>	% Change vs 2019-20 <u>Original Budget</u>
Expenditures by Program					
FASTTRAC! Operations	\$2,040,194	\$2,198,977	\$2,718,509	\$2,718,509	23.6%
Fixed Route Operations	5,823,192	6,427,768	6,644,125	6,666,732	3.7%
Non-Program Expenditures	31,129	26,858	40,319	40,319	50.1%
Transit Administration	1,293,054	1,321,143	1,305,872	1,305,872	-1.2%
Transit Facilities Maintenance	680,060	776,024	812,848	812,956	4.8%
Total Expenditures	\$9,867,629	\$10,750,770	\$11,521,673	\$11,544,388	7.4%

Expenditures by Type

Personnel Services	\$6,368,502	\$7,089,630	\$7,615,950	\$7,638,665	7.7%
Operating	2,062,003	2,246,142	2,486,580	2,486,580	10.7%
Contract Services	435,439	368,592	372,975	372,975	1.2%
Capital Outlay	0	9,800	23,520	23,520	140.0%
Transfers to Other Funds	354,973	339,200	334,248	334,248	-1.5%
Debt Service	0	0	0	0	0.0%
Other Charges	646,712	697,406	688,400	688,400	-1.3%
Total Expenditures	\$9,867,629	\$10,750,770	\$11,521,673	\$11,544,388	7.4%

Funding Sources

Transit Fund	\$9,867,629	\$10,750,770	\$11,521,673	\$11,544,388	7.4%
Total Funding Sources	\$9,867,629	\$10,750,770	\$11,521,673	\$11,544,388	7.4%

Full-Time Equivalent Positions by Department

Total Authorized FTEs	124.0	122.0	122.0	122.0	0.0%
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Transit

BUDGET HIGHLIGHTS

- Personnel includes \$192,264 for one-time employee bonuses, \$7,969 for healthcare plan rate adjustments and \$61,417 for retirement rate adjustments.
- Operating includes \$868,830 for vehicle parts and contracted maintenance, \$818,550 for fuel costs, \$194,284 for general equipment maintenance and software licenses and maintenance, \$43,031 for uniforms, \$101,600 for supplies and small equipment and \$220,867 for insurance and claim settlements.
- Contract Services includes \$10,000 for legal services, \$7,540 for medical services, \$36,000 for bus shelter maintenance services to be performed by the Parks, Recreation and Maintenance Department, \$220,820 for security services for the new Transit Center and \$42,000 for security services on buses, \$8,700 for system map and talking bus updates for route adjustments, \$800 for landscaping, \$7,300 for contracted garbage collection, \$5,520 for entrance mat cleaning, \$2,400 for Holmes Security monitoring, \$4,080 for background checks, \$3,275 for Carlie C's pass sales, \$5,880 for reverse 911 services, \$12,600 for collection of vehicle license taxes by the NCDMV, and \$6,060 for a variety of smaller and miscellaneous contracted services.
- Transfers to Other Funds includes \$334,248 for required local match funds for capital and planning grants.
- Other Charges includes \$884,200 for indirect cost allocations, offset by a \$217,200 cost redistribution to the planning grant.
- Non-program expenditures consist of \$40,319 for retiree benefits.
- Revenue for fiscal year 2021 includes rent payments of \$9,450 from American Coach Lines, and \$124,320 from Greyhound.



Support Services & Administration

Support Services & Administration

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Support Services & Administration

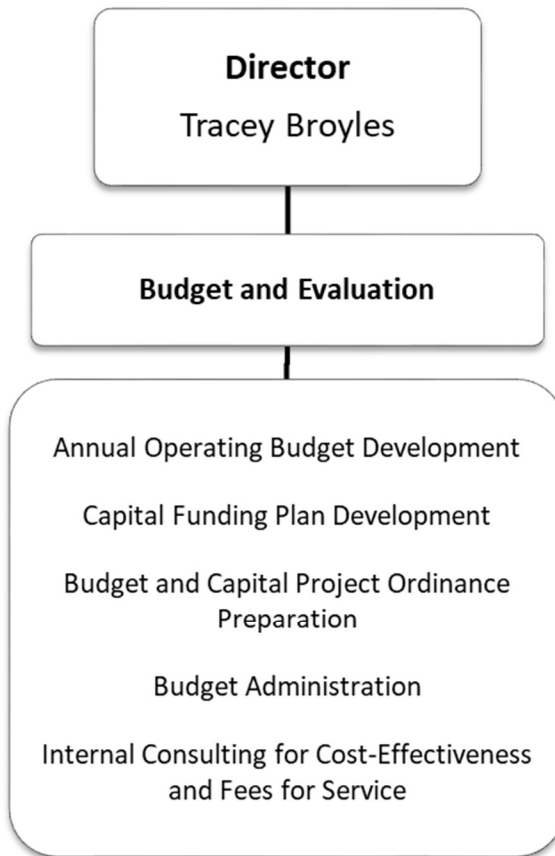
	2018-19 Actual	2019-20 Original Budget	2020-21 Recommended Budget	2020-21 Adopted Budget	% Change vs 2019-20 Original Budget
Expenditures by Department					
Budget & Evaluation	\$502,540	\$502,169	\$512,276	\$513,374	2.2%
City Attorney's Office	1,395,597	1,333,700	1,337,657	1,339,379	0.4%
City Manager's Office	2,160,790	2,269,665	2,378,928	2,383,213	5.0%
Corporate Communications	928,053	920,374	890,150	891,873	-3.1%
Finance	5,209,489	13,503,568	14,384,057	14,388,853	6.6%
Human Resources Development	18,271,828	22,084,927	22,435,292	22,437,667	1.6%
Information Technology	5,702,655	6,320,379	8,721,815	8,727,413	38.1%
Mayor, Council & City Clerk	691,569	1,080,921	927,153	1,207,359	11.7%
Total Expenditures	\$34,862,521	\$48,015,703	\$51,587,328	\$51,889,131	8.1%

Expenditures by Type					
Personnel Services	\$9,809,442	\$10,171,342	\$10,653,141	\$10,694,480	5.1%
Operating	21,307,955	33,022,220	34,533,460	34,533,460	4.6%
Contract Services	1,851,819	2,517,977	2,843,231	2,904,491	12.9%
Capital Outlay	0	52,000	0	0	-100.0%
Transfers to Other Funds	1,928,937	2,115,659	3,398,722	3,398,722	60.6%
Debt Service	0	0	0	0	0.0%
Other Charges	(35,632)	136,505	158,774	357,978	162.2%
Total Expenditures	\$34,862,521	\$48,015,703	\$51,587,328	\$51,889,131	8.1%

Support Services & Administration

	2018-19 <u>Actual</u>	2019-20 <u>Original Budget</u>	2020-21 <u>Recommended Budget</u>	2020-21 <u>Adopted Budget</u>	% Change vs 2019-20 <u>Original Budget</u>
Funding Sources					
General Fund					
General Fund Functional Revenues	\$112,140	\$107,000	\$87,000	\$87,000	-18.7%
Other General Fund Funding	15,154,246	16,138,720	19,337,549	19,638,813	21.7%
General Fund Subtotal	15,266,386	16,245,720	19,424,549	19,725,813	21.4%
Fleet Maintenance Fund	328,427	7,067,847	7,400,000	7,400,216	4.7%
Risk Management Fund	19,267,708	24,702,136	24,762,779	24,763,102	0.2%
Total Funding Sources	\$34,862,521	\$48,015,703	\$51,587,328	\$51,889,131	8.1%
 Full-Time Equivalent Positions by Department					
Budget & Evaluation	5.1	5.1	5.1	5.1	0.0%
City Attorney's Office	9.0	8.0	8.0	8.0	0.0%
City Manager's Office	17.9	17.9	18.9	18.9	5.6%
Corporate Communications	9.5	9.0	9.0	9.0	0.0%
Finance	26.0	27.0	27.0	27.0	0.0%
Human Resources Development	18.0	18.0	18.0	18.0	0.0%
Information Technology	28.0	29.0	29.0	29.0	0.0%
Mayor, Council & City Clerk	3.0	3.0	3.0	3.0	0.0%
Total Authorized FTEs	116.5	117.0	118.0	118.0	0.9%

Budget & Evaluation



DEPARTMENT MISSION

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

Program: Budget and Evaluation

General Fund \$513,374 / 5.1 FTEs

Purpose Statement:

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

Highlights:

- Supported City Management and City Council during the development of the FY 2020 Annual Operating Budget that was adopted by the City Council in June, 2019.
- Led the FY 2021-2025 Capital Improvement Plan (CIP) development process, including presentation of the recommended funding plan and document to Council in February, 2020; providing continued support for Council amendment of the proposed plan as the plan is scheduled for Council adoption in June, 2020.
- Providing continued support for the budget development process for the FY 2021 Annual Operating Budget, beginning December, 2019 and concluding in June, 2020.
- Providing continued support for departments with preparation of multi-year project appropriations, including parks and recreation bond projects and hurricane recovery projects.
- Provided budgetary analysis in support of cross-departmental teams for the transition of fleet maintenance services to a private contractor from PWC, and for the development of intergovernmental service agreement (IGSA) proposals to provide custodial and grounds maintenance services for Fort Bragg.
- Participated in the development of requirements for a Request for Proposals for a replacement enterprise resource planning system (ERP) and evaluation of bid responses to provide vendor and system recommendations to the City Manager.

City Goal:

The City of Fayetteville will be a financially sound city providing exemplary city services.

Objective:

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

Budget & Evaluation

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of General Fund portfolios or other funds that exceed annual budget appropriation	0.00	0.00	0.00
% variance in General Fund actual expenditures, year-end encumbrances and assignments vs. budgeted expenditures (excluding other financing uses)	(0.76%)	(3.87%)	(3.00%)
% variance in General Fund vs. budgeted revenues (excluding other financing sources)	2.08%	(0.19%)	3.00%
General Fund unassigned fund balance as a % of the subsequent year's budget	14.72%	12.87%	12.00%

Budget & Evaluation

	2018-19 <u>Actual</u>	2019-20 <u>Original Budget</u>	2020-21 <u>Recommended Budget</u>	2020-21 <u>Adopted Budget</u>	% Change vs 2019-20 <u>Original Budget</u>
Expenditures by Program					
Budget and Evaluation	\$502,540	\$502,169	\$512,276	\$513,374	2.2%
Total Expenditures	\$502,540	\$502,169	\$512,276	\$513,374	2.2%

	2018-19 <u>Actual</u>	2019-20 <u>Original Budget</u>	2020-21 <u>Recommended Budget</u>	2020-21 <u>Adopted Budget</u>	% Change vs 2019-20 <u>Original Budget</u>
Expenditures by Type					
Personnel Services	\$489,728	\$484,004	\$497,130	\$498,228	2.9%
Operating	12,150	17,440	14,241	14,241	-18.3%
Contract Services	550	580	760	760	31.0%
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	112	145	145	145	0.0%
Total Expenditures	\$502,540	\$502,169	\$512,276	\$513,374	2.2%

Funding Sources

General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	502,540	502,169	512,276	513,374	2.2%
General Fund Subtotal	502,540	502,169	512,276	513,374	2.2%
Total Funding Sources	\$502,540	\$502,169	\$512,276	\$513,374	2.2%

Full-Time Equivalent Positions by Department

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

BUDGET HIGHLIGHTS

- Personnel includes \$9,334 for one-time employee bonuses, \$240 for healthcare plan rate adjustments, and \$4,739 for retirement rate adjustments.
- Operating includes general office supplies, software maintenance fees, telephone, printing and photo copier expenditures, memberships and dues, and travel and training.



City Attorney's Office

DEPARTMENT MISSION

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

Program: Legal Reviews, Advice and Opinions

General Fund \$672,363 / 5.0 FTEs

Purpose Statement:

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

Highlights:

- In an effort to move the City forward with the baseball stadium economic development project for downtown, the City Attorney's office provided timely review and advice on the private development agreements surrounding the baseball stadium.
- In an effort to move the City forward with the downtown parking garage, the City Attorney's office provided timely review and advice on the documents surrounding the garage.
- 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 government board in a timely manner.

City Goal:

The City of Fayetteville will be a financially sound city providing exemplary city services.

Objective:

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

City Attorney's Office

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# 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%	97.00%	97.00%
% of reported staff hours expended for advice and opinions for governing body	7.17%	8.51%	8.51%
% of reported staff hours expended for advice and opinions for operations departments	36.77%	30.02%	30.02%
% of reported staff hours expended for advice and opinions for the administration and support services departments	33.23%	25.10%	25.10%
% of reported staff hours expended for advice and opinions for the community investment departments	22.83%	36.37%	36.37%

Program: Litigation

General Fund \$667,016 / 3.0 FTEs

Purpose Statement:

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

Highlights:

- In the best interest of the City, the City Attorney's Office provided litigation services in a timely, professional, and effective manner through in-house and outside counsel.

City Goal:

The City of Fayetteville will be a financially sound city providing exemplary city services.

Objective:

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

City Attorney's Office

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of employment claims open	3.00	1.00	1.00
# of environmental court cases open	373.00	336.00	336.00
# of full-time attorneys providing litigation services	6.00	6.00	6.00
# of State/Federal cases open	19.00	20.00	20.00
% of employment claims closed	67.00%	50.00%	50.00%
% of environmental court cases closed	42.00%	39.00%	39.00%
% of litigation represented in-house	98.00%	97.00%	97.00%
% of State/Federal cases closed	37.00%	15.00%	15.00%

City Attorney's Office

	2018-19 Actual	2019-20 Original Budget	2020-21 Recommended Budget	2020-21 Adopted Budget	% Change vs 2019-20 Original Budget
Expenditures by Program					
Legal Reviews, Advice and Opinions	\$669,002	\$664,309	\$672,363	\$672,363	1.2%
Litigation	726,595	669,391	665,294	667,016	-0.4%
Total Expenditures	\$1,395,597	\$1,333,700	\$1,337,657	\$1,339,379	0.4%

Expenditures by Type

Personnel Services	\$999,640	\$910,409	\$916,080	\$917,802	0.8%
Operating	61,234	68,945	67,131	67,131	-2.6%
Contract Services	334,183	353,747	353,747	353,747	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	540	599	699	699	16.7%
Total Expenditures	\$1,395,597	\$1,333,700	\$1,337,657	\$1,339,379	0.4%

Funding Sources

General Fund

General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	1,395,597	1,333,700	1,337,657	1,339,379	0.4%
General Fund Subtotal	1,395,597	1,333,700	1,337,657	1,339,379	0.4%
Total Funding Sources	\$1,395,597	\$1,333,700	\$1,337,657	\$1,339,379	0.4%

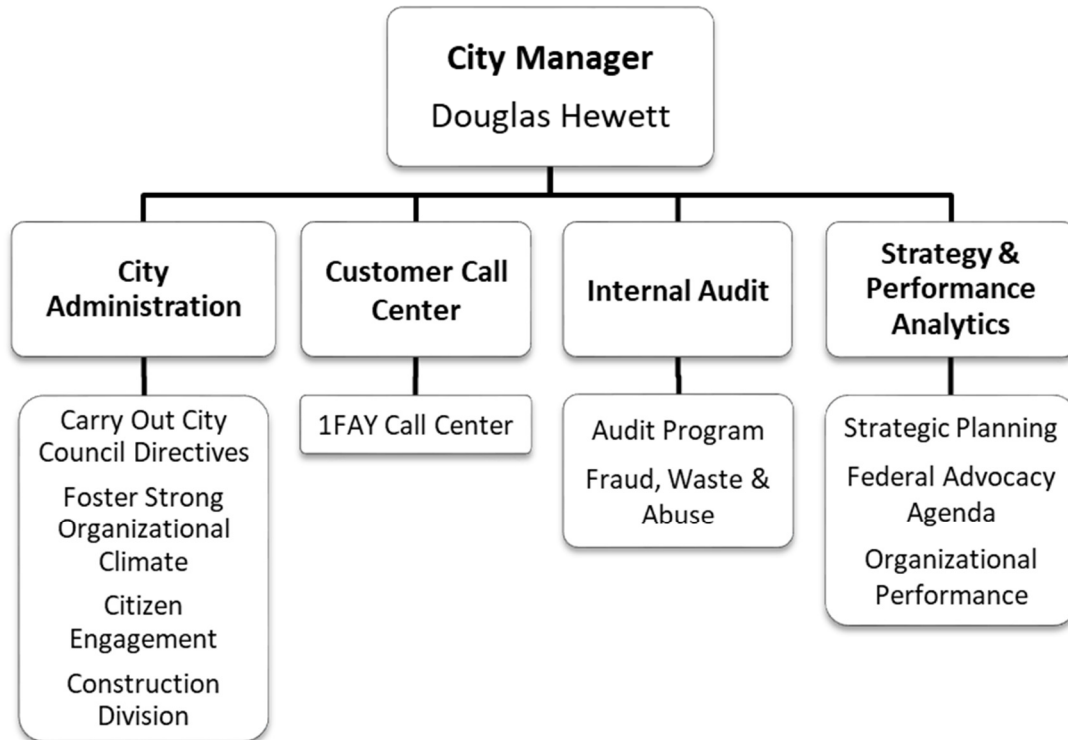
Full-Time Equivalent Positions by Department

Total Authorized FTEs	9.0	8.0	8.0	8.0	0.0%
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City Attorney's Office

BUDGET HIGHLIGHTS

- Personnel reflects a frozen Police Attorney position.
- Personnel includes \$14,641 for one-time employee bonuses, \$376 for healthcare plan rate adjustments, and \$8,793 for retirement rate adjustments.
- Operating includes \$48,000 for supplies, which primarily consists of case research reference materials, and \$9,431 for employee travel and training.
- Contract Services consists of \$353,647 for contracted legal services.



City Manager's Office

DEPARTMENT MISSION

The City Manager's Office provides leadership, defined by responsible stewardship of resources, innovation, and transparency, that results in operational excellence.

Program: 1FAY Call Center

General Fund \$338,684 / 5.0 FTEs

Purpose Statement:

The 1Fay Call Center serves as the focal point for providing residents with an efficient customer service experience for non-emergency public service requests and a coordinated resource to resolve city-related concerns via telephone, email, online or the FayFixIt app.

Highlights:

- The Call Center transitioned from its former location at the Public Works Commission to teleworking for two and a half months at the end of FY 2020. The Center will soon move into its new permanent location in the Transit Center on Franklin Street, with new furniture, computers and software to provide enhanced services to customers.
- Use of new software and implementation of industry standards to track performance measures will improve efficiency and result in higher levels of customer satisfaction.
- Staff will continue process reviews to assist departments in reducing call volumes by improving customer reliance on the Call Center and the FayFixIt applications.

City Goal:

The City of Fayetteville will be a financially sound city providing exemplary city services.

Objective:

To provide courteous and timely customer service experiences.

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of 1FAY calls/client interactions	50,722.00	70,000.00	52,000.00
# of total FayFixIt tickets	8,497.00	15,000.00	12,000.00
% of abandoned calls	30.00%	30.00%	27.00%
1FAY Call Center customer satisfaction rating	94.00%	93.00%	94.00%
Average talk time per call for the 1FAY call center	220.00 seconds	220.00 seconds	200.00 seconds
Average wait time per call for the 1FAY call center	190.00 seconds	180.00 seconds	160.00 seconds

Program: City Administration

General Fund \$1,347,045 / 8.3 FTEs

Purpose Statement:

The City Administration program provides the daily executive leadership, inspiration, strategic planning, administrative policy guidance, personnel oversight and fiscal management necessary to establish a data-driven, results-based organization capable of accomplishing the City Council's vision and priorities.

Highlights:

- Segra Stadium was completed and hosted it's Opening Game on April 18, 2019. The City of Fayetteville signed a memorandum of understanding with the Houston Astros to maintain a Class A team at the ballpark for 30 years. Besides being the home field for the Astros affiliate, the Fayetteville Woodpeckers, the ballpark hosted the Big South Conference Baseball Tournament on May 21–25, 2019. For the 2019 season, the Woodpeckers finished fourth in the Carolina League for attendance, and total attendance exceeded the 250,000 projected.
- The City's first Skate Park was completed in Rowan Park to much excitement in the community, however, a ribbon cutting was not held due to the COVID-19 pandemic.
- The Hay St. Parking Deck was opened and ready for additional private investment in the City's downtown.
- 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. 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.
- Multiple departments assisted with selecting a consultant to identify vendors to assist with developing an ERP Strategy and a possible replacement/improvement strategy.

City Goal:

The City of Fayetteville will be a financially sound city providing exemplary city services.

Objective:

To increase the employee survey mean response of employee job satisfaction.

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
Mean response of employees satisfied with their job (0 = very dissatisfied, 6 = very satisfied)	4.42	4.42	4.42

City Manager's Office

Objective:

To increase the employee survey mean response of employees who plan to continue working for the City.

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
Mean response of employees who plan to stay with the City (0 = very dissatisfied, 6 = very satisfied)	4.63	4.63	4.63

Objective:

To increase the employee survey mean response of employees who think the City is well managed.

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
Mean response of employees who think the City is well managed (0 = strongly disagree, 6 =strongly agree)	3.85	3.85	3.85

Objective:

To increase the positive response rate in the City's biennial Resident Survey with the level of public involvement in City government.

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
% of residents satisfied with the level of public involvement in City Government	25.90%	28.60%	28.60%

Objective:

To increase the positive response rate in the City's biennial Resident Survey with the overall quality of customer service provided by employees.

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
% of residents satisfied with overall quality of customer service	48.00%	49.60%	49.60%

Objective:

To increase the positive response rate in the City's biennial Resident Survey with the overall quality of services provided by the City of Fayetteville.

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
% of residents satisfied with the overall quality of services provided	53.50%	60.90%	60.90%

Objective:

To maintain a strong general obligation bond rating.

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
General obligation bond ratings	AA+/Aa1	AA+/Aa1	AA+/Aa1

Program: Internal Audit

General Fund \$360,681 / 3.1 FTEs

Purpose Statement:

The Internal Audit Office is an independent appraisal function designed to establish and monitor effective internal controls, which seek to ensure accuracy and compliance with requirements of City policies, North Carolina General Statutes, laws and regulations, contracts and grant requirements, and to reduce the possibility of fraud, waste and abuse. The Internal Audit Office's work is vital to maintaining citizen trust and confidence the 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 Residential Solid Waste Fees; Police Department Confidential Funds; Police Department Payroll; Accounts Payable Timeliness; Vector Fleet Contract, WEX Fuel Card Follow-up and Permitting and Inspections Follow-up audits.
- 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 Auditor; and attendance at the Association of Local Government Auditors 2020 Annual Conference in Greensboro, NC in May 2020.
- 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 2019, October 2019, January 2020 and April 2020 where the Code Violation Enforcement and Collections; Residential Solid Waste Fees; Police Department Confidential Funds; Police Department Payroll, and Fire and Finance WEX Fuel Card Follow-up audits and related action plans were presented. In addition, the FY 2019 Comprehensive Annual Financial Report was presented to the Audit Committee at the November 2019 Audit Committee meeting.

City Manager's Office

- Prepared the Internal Audit Annual Report provided to City Council as an administrative report on March 16, 2020.
- 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.
- Conducted a review as requested by the Security Committee of the City's proxy card systems.

City Goal:

The City of Fayetteville will be a financially sound city providing exemplary city services.

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 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of fraud, waste, and abuse allegations investigated	18.00	10.00	10.00

Objective:

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

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
% of Internal Audit recommendations accepted by management	100.00%	100.00%	100.00%

Program: Strategy & Performance Analytics

General Fund \$336,803 / 2.5 FTEs

Purpose Statement:

The Strategic 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.

City Manager's Office

Highlights:

- Initiated a PerformanceStat program for the City whereby departments come together to share performance data and best practices.
- Continued to partner with the 96th Civil Affairs Battalion to examine land use impacts of the I-295 corridor.
- Facilitated creation of the Fayetteville Fire Department's strategic plan.
- Earned the ICMA Excellence in Performance Management Award.

City Goal:

The City of Fayetteville will be a financially sound city providing exemplary city services.

Objective:

To build a high performing organization by training employees in quality tools and methodologies.

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of employees trained in quality tools and methodologies	102.00	90.00	90.00

Objective:

To enhance data driven decisions and maximize performance through effective performance reports.

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
% of organizational strategy and performance reports approved by City Council	100.00%	100.00%	100.00%

Objective:

To provide positive technical assistance and consulting experiences to City operations, employees, and residents.

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
% agree or strongly agree with the statement "Overall, this was a positive engagement" on the SPA customer survey	90.00%	90.00%	90.00%

City Manager's Office

	2018-19 Actual	2019-20 Original Budget	2020-21 Recommended Budget	2020-21 Adopted Budget	% Change vs 2019-20 Original Budget
Expenditures by Program					
1FAY Call Center	\$235,302	\$273,696	\$338,684	\$338,684	23.7%
City Administration	1,322,198	1,331,170	1,342,760	1,347,045	1.2%
Internal Audit	287,985	325,849	360,681	360,681	10.7%
Strategy & Performance Analytics	315,305	338,950	336,803	336,803	-0.6%
Total Expenditures	\$2,160,790	\$2,269,665	\$2,378,928	\$2,383,213	5.0%

Expenditures by Type					
Personnel Services	\$1,899,097	\$1,919,380	\$2,020,103	\$2,024,388	5.5%
Operating	106,932	141,086	132,451	132,451	-6.1%
Contract Services	147,687	154,274	223,349	223,349	44.8%
Capital Outlay	0	52,000	0	0	-100.0%
Transfers to Other Funds	0	0	0	0	0.0%
Debt Service	0	0	0	0	0.0%
Other Charges	7,074	2,925	3,025	3,025	3.4%
Total Expenditures	\$2,160,790	\$2,269,665	\$2,378,928	\$2,383,213	5.0%

Funding Sources

General Fund

General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	2,160,790	2,269,665	2,378,928	2,383,213	5.0%
General Fund Subtotal	2,160,790	2,269,665	2,378,928	2,383,213	5.0%
Total Funding Sources	\$2,160,790	\$2,269,665	\$2,378,928	\$2,383,213	5.0%

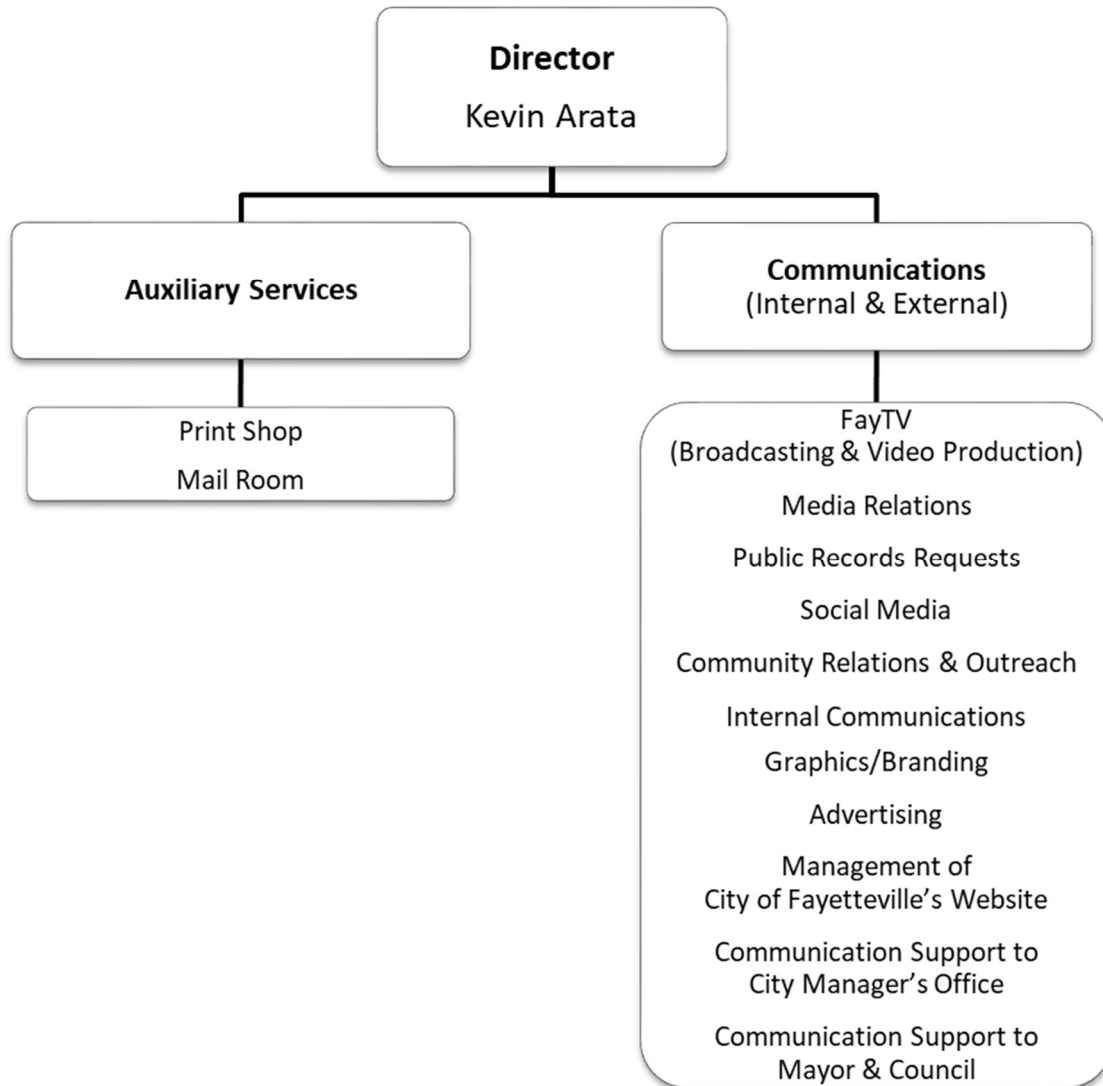
Full-Time Equivalent Positions by Department

Total Authorized FTEs	17.9	17.9	18.9	18.9	5.6%
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BUDGET HIGHLIGHTS

- Personnel reflects the addition of a management analyst position during FY20 and also includes \$36,419 for one-time employee bonuses, \$890 for healthcare plan rate adjustments, and \$19,393 for retirement rate adjustments.
- Personnel costs and FTE counts for five positions for the Construction Division are fully funded by Capital Project Fund Ordinances and are not reflected in operating budget expenditures or position totals. Please refer to Section K for a list of those positions.
- Operating includes \$21,700 for supplies, \$8,050 for computer equipment and furniture for the Construction Division, \$13,129 for memberships and dues, and \$39,547 for travel and training.
- Contract Services includes \$75,000 for call center efficiency improvements, \$37,500 for strategic planning and senior management retreat consulting, \$45,000 for potential studies, \$8,349 for the fraud hotline, \$15,000 for contracted specialty audits, \$12,000 for the Dogwood Festival, \$10,000 for organizational development, \$20,000 for the employee survey, and \$500 for contracted services with the Arts Council.

Corporate Communications



Corporate Communications

DEPARTMENT MISSION

Corporate Communications' mission is 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 through the media and social media, the timely fulfillment of public records requests, brand and reputation management, public outreach and citizen engagement through multiple venues, in addition to helping departments shape consistent internal communications with their employees.

Program: Auxiliary Services

General Fund \$129,337 / 2.0 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:

- Part-time employee retired from mail room. The Graphics Production Supervisor has taken over the mail room duties, and Corporate Communications' Senior Administrative Assistant has taken on the responsibilities of the billing portion of the mail room duties from part-time employee who recently retired.
- Installed new equipment in print shop. As part of Systel's new print contract the Print Shop has obtained new printers that have greatly increased the shop's print capabilities.
- Hired and trained personnel from County's Work Force Development Program. The Graphics Production Supervisor has trained two personnel from the County's Work Force Development program in print shop duties over the course of the year; one of whom worked for 6 months in the position before landing another job outside of the city, and the second who worked here for 3 months before being hired by an outside firm.

City Goal:

The City of Fayetteville will drive collaborative citizen and business engagement.

Objective:

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

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020</u> <u>Estimated</u>	<u>FY 2021</u> <u>Target</u>
# of print impressions	658,065.00	650,000.00	650,000.00
% of internal customers very satisfied or satisfied with Print Shop services	91.43%	90.00%	90.00%

Corporate Communications

Program: Communications

General Fund \$762,536 / 7.0 FTEs

Purpose Statement:

Communications includes both external and internal communications. External communications is accomplished through public outreach and marketing and public relations services through various Corporate Communications functions, brand and reputation management and citizen engagement. External venues for engagement include, but are not limited to, engaging with the media and monitoring media output, video production services through FayTV and social media, graphic design, engagement with the public via social media, the preparation and execution of marketing plans, crisis communications, sponsorships and citizen engagement, and management of the City's website in concert with the Information Technology Department. Internal communications provides public relations services to City departments to aid them with employee communications to boost employee morale, keep employees connected to the organization and keep them informed of key strategic initiatives.

Highlights:

- Website redesign. In partnership with Information Technology, Corporate Communications is in the final stages of the city's website redesign (FayettevilleNC.gov). Part of the redesign includes transforming the Fire, Police and Transit websites into sub-sites, which is a more advanced level of website not previously available for those departments. The website will be completed by May 2020 and we are already requesting funds for the next redesign, 5 years from now, to keep the site ready and relevant for our citizens.
- FayTV is now available on streaming platforms. FayTV staff researched and procured a new platform that allows us to stream FayTV to Apple TV, Fire TV, Roku and Android TV so that cord-cutting citizens can access our government access channel. Viewers are no longer restricted to watching FayTV on cable TV. Additionally, the hardware we procured that brought us the ability to stream to these platforms also allows us to stream High Definition quality content to our viewers vice Standard Definition in the past, to play video on demand for all of our TV shows, allows for a reliable FayTV.net streaming capability on the website, and allows for livestream capabilities to Facebook and YouTube.
- Regional rebranding. Corporate Communications continues to work with the 11 partner organizations across the county to rebrand the region. In close consultation with FCEDC, the County, Cool Spring Downtown District, Convention & Visitors Bureau and The Arts Council, this project will be completed in the spring/summer of 2020. At that time we will collectively launch the rebranding of the region.
- Hired new Public Information Specialist. The previous PIS relocated after almost 15 years of employment with the City and Corporate Communications hired a new PIS, who most recently worked for a local television station and is incorporating those television reporter / producer talents into Corporate Communications' media relations efforts.
- Assisted with Airport website redesign. Assisted with redesign of the Airport's stand-alone website; the majority of the work was done by the Airport's Marketing Specialist along with the Information Technology Department.

Corporate Communications

- Developing Public Records Request Standard Operating Procedure. In coordination with UNC School of Government, Corporate Communications has developed a new SOP that will revolutionize the manner in which we fulfill overly burdensome records requests.
- Redesigned City Conversations to a more informal walk-about format. After almost two years of formal sit-down studio interviews, we have re-formatted our show to a more informal walk-about style that is better able to showcase city departments and programs.
- Purchased drone for obtaining aerial footage. Corporate Communications purchased a drone this year, which allows us to film high quality aerial footage (video and photographs). Two of our employees have also earned their drone licenses, allowing them to legally operate the drone.

City Goal:

The City of Fayetteville will drive collaborative citizen and business engagement.

Objective:

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

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of Citizens' Academy graduates	75.00	75.00	100.00
# of press releases	199.00	225.00	250.00
# of public records requests received by the public in the Next Request cloud-based public records request system, to which we have responded and fulfilled	867.00	895.00	950.00
% of residents very satisfied or satisfied with the availability of information about City programs and services per the biennial City Resident Satisfaction Survey	41.00%	0.00%	0.00%

Objective:

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

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of programs aired on FayTV	286.00	330.00	340.00
# of YouTube subscribers gained	335.00	300.00	310.00
# of YouTube views	123,123.00	108,000.00	115,000.00
% of residents indicating they receive information about the City via FayTV per the biennial City Resident Satisfaction Survey	26.00%	0.00%	0.00%

Corporate Communications

Objective:

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

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of followers on the City of Fayetteville Instagram account	1,174.00	2,000.00	2,300.00
# of followers on the City of Fayetteville Twitter account	10,166.00	11,000.00	13,000.00
# of likes on the City of Fayetteville Facebook page	29,476.00	31,500.00	35,000.00
# of views on Social Media videos	577,300.00	200,000.00	600,000.00

Objective:

To increase total webpage views (Fayettevillencl.gov and FCPR.us).

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of downloads of City App	10,409.00	4,000.00	5,000.00
# of total webpage views (FayettevilleNC.gov)	3,283,660.00	4,000,000.00	5,000,000.00
# of website visits (FayettevilleNC.gov)	1,292,413.00	1,500,000.00	2,000,000.00

Corporate Communications

	2018-19 <u>Actual</u>	2019-20 <u>Original Budget</u>	2020-21 <u>Recommended Budget</u>	2020-21 <u>Adopted Budget</u>	% Change vs 2019-20 <u>Original Budget</u>
Expenditures by Program					
Auxiliary Services	\$89,156	\$132,069	\$129,337	\$129,337	-2.1%
Communications	838,897	788,305	760,813	762,536	-3.3%
Total Expenditures	\$928,053	\$920,374	\$890,150	\$891,873	-3.1%

Expenditures by Type

Personnel Services	\$682,155	\$695,961	\$706,649	\$708,372	1.8%
Operating	173,636	177,587	167,500	167,500	-5.7%
Contract Services	39,195	69,476	39,476	39,476	-43.2%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	53,485	0	0	0	0.0%
Debt Service	0	0	0	0	0.0%
Other Charges	(20,418)	(22,650)	(23,475)	(23,475)	3.6%
Total Expenditures	\$928,053	\$920,374	\$890,150	\$891,873	-3.1%

	2018-19 <u>Actual</u>	2019-20 <u>Original Budget</u>	2020-21 <u>Recommended Budget</u>	2020-21 <u>Adopted Budget</u>	% Change vs 2019-20 <u>Original Budget</u>
Funding Sources					
General Fund					
General Fund Functional Revenues	\$109,740	\$85,000	\$85,000	\$85,000	0.0%
Other General Fund Funding	818,313	835,374	805,150	806,873	-3.4%
General Fund Subtotal	928,053	920,374	890,150	891,873	-3.1%
Total Funding Sources	\$928,053	\$920,374	\$890,150	\$891,873	-3.1%

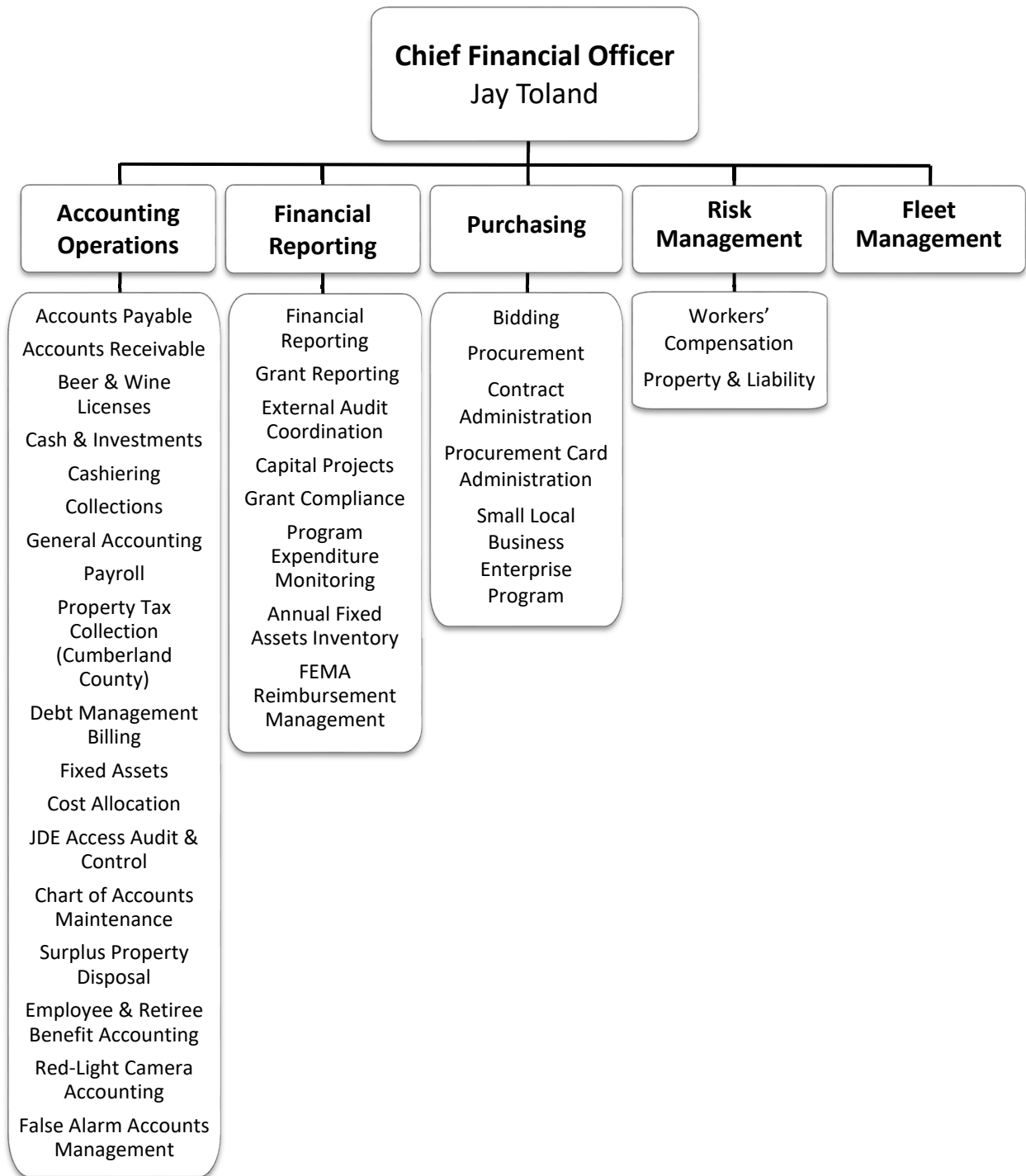
Full-Time Equivalent Positions by Department

Total Authorized FTEs	9.5	9.0	9.0	9.0	0.0%
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Corporate Communications

BUDGET HIGHLIGHTS

- Personnel also includes \$14,641 for one-time employee bonuses, \$423 for healthcare plan rate adjustments and \$6,580 for retirement rate adjustments.
- Operating includes \$45,608 for advertising expenditures; \$23,310 for photocopier expenditures, which are primarily for print shop operations; \$24,473 for equipment maintenance and software licenses and maintenance; \$16,859 in other services for print shop and mail room equipment leases; \$7,447 for training and local mileage reimbursements; \$9,968 for supplies, including \$980 for one-time supplies, \$2,150 for food, \$838 for uniforms, and \$6,000 for general supply items; and \$14,068 for small equipment and computer accessories.
- Contract Services includes \$25,000 for coordinated rebranding efforts with other local agencies, \$7,300 for closed captioning services, and \$7,176 for social media archiving.
- Other Charges reflects \$83,600 for postage and printing inventories, offset by \$107,400 in service charges to other departments.



Finance

DEPARTMENT MISSION

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

Program: Accounting Operations

General Fund \$2,143,205 / 15.6 FTEs

Purpose Statement:

The Accounting Operations program processes and records financial transactions, including payroll, cost and insurance allocation, bank account reconciliations, assessments, treasury function, accounts payable, collections, and accounts receivable. 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 2019 Comprehensive Annual Financial Report (CAFR).
- FY 2019 investment of idle cash earned an additional \$1,000,000 over the budgeted amount.
- In FY 2019, the Accounts Receivable (A/R) division processed over 2,530 A/R invoices totaling over \$28 million. A/R invoiced and collected over \$114,380 in lot cleaning, demolition and street assessments and associated interest in FY 2019.
- For FY 2019, the Accounts Payable (A/P) division processed over 47,100 vouchers. A/P continues to expand electronic payment opportunities; approximately 47% of vendor payments are now being processed by electronic funds transfer, making funds available to the City's vendors on the next business day.
- In CY 2019, the City received payments for 185 debts in the amount of \$20,162 using the NC Department of Revenue's Debt Setoff Program to collect payments that may otherwise be uncollectible.
- Staff completed bond issuances including \$16 million in general obligation bonds for Parks and Recreation construction projects including a Senior Center and Skateboard Park, a \$2.27 million refunding of general obligation bonds with an estimated savings of \$200,000. They also completed a \$2.55 million vehicle and equipment installment financing and a \$1.56 million installment agreement for 800MHZ radios and equipment.
- In FY 2019, the City transferred over \$1.96 million of Red Light Citation proceeds to Cumberland County Schools.
- One staff member received the Certified Local Government Finance Officer certification.
- During fiscal year 2019, staff attended the following courses at the UNC School of Government: Budgeting in Local Government, Governmental Accounting and Financial Reporting, Comprehensive Annual Financial Report, Effective Supervisory Management Program, and Local Government Auditing, Reporting and Review.

- During fiscal year 2019, staff attended the following trainings offered by the City: Supervisory Operational Skills Certification Program, Six Sigma certification series, and 7 Habits of Highly Effective People.
- During fiscal year 2019, staff attended additional trainings including: Office of the State Controller E-Commerce Conference, Administrative Assistant's Conference, Debt Setoff Workshop, Managing Public Records, and the NC Local Government Investment Association Winter Conference.

City Goal:

The City of Fayetteville will be a financially sound city providing exemplary city services.

Objective:

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

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
% of property tax collection in the year of assessment	99.36%	99.36%	99.00%

Objective:

To maximize the return on investment on the City's idle cash and timely and accurate revenue recording.

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of debt payments processed late	0.00	0.00	0.00
% of available cash invested	88.14%	90.00%	90.00%
Dollar amount of interest earned	\$4,136,313.00	\$2,953,055.00	\$2,340,000.00

Objective:

To provide timely account reconciliation, cost and insurance allocations, payment to vendors, assessments, and account receivable collection.

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of days cost allocations posted past due date	0.00	0.00	0.00
# of monthly bank account reconciliations past due date	8.00	7.00	3.00

Finance

Program: Financial Reporting

General Fund \$489,407 / 4.9 FTEs

Purpose Statement:

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

Highlights:

- External auditors issued an unmodified opinion on the FY 2019 Comprehensive Annual Financial Report (CAFR).
- Received the Certificate of Achievement for Excellence in Financial Reporting for the FY 2018 Comprehensive Annual Financial Report (CAFR).
- Prepared the FY 2019 CAFR and submitted it for consideration for the Certificate of Achievement for Excellence in Financial Reporting.
- Successfully administered 106 federal, state and local grants, with over \$31 million in grant revenue in FY 2019, with no single audit findings.
- Continued to monitor over 254 capital and special revenue projects totaling over \$331 million in total budget.
- Instrumental in completing bond and financing draws totaling over \$45 million as of June 30, 2019.
- Staff attended the following courses offered by the City: Six Sigma Yellow Belt Certification and the Supervisory Operational Skills Certificate program.
- During fiscal year 2019 staff, attended the following courses offered by the UNC School of Government: Governmental Accounting and Financial Reporting, and Comprehensive Annual Financial Report.

City Goal:

The City of Fayetteville will be a financially sound city providing exemplary city services.

Objective:

To provide accurate and timely financial information.

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of days past due date for quarterly financial statement	0.00	0.00	0.00
# of days past due date for submission of CAFR to LGC	0.00	0.00	0.00
# of financial compliance findings reported in prior year audit	0.00	0.00	0.00
# of project ordinances closed	35.00	30.00	38.00
Did the CAFR achieve GFOA award in prior year?	Yes	Yes	Yes
Was the audit opinion unmodified in prior year?	Yes	Yes	Yes

Objective:

To provide accurate financial information.

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of completed projects closed	0.00	0.00	0.00
# of financial compliance findings reported in prior year annual audit	0.00	0.00	0.00

Program: Fleet Management

Fleet Maintenance Fund \$7,400,216 / 1.0 FTEs

Purpose Statement:

The fleet management program is responsible for acquisition, maintenance, and disposal of the City's fleet assets. The program aims to reduce overall fleet maintenance costs, improve vehicle and equipment availability, increase overall fleet operating efficiency, reduce capital expenditures for fleet assets, and improve services offered to City departments using fleet vehicles and equipment.

Highlights:

- Transitioned vehicle maintenance for the City fleet from the Public Works Commission, to contracted maintenance through a City's internal service fund beginning 7/1/2019.

City Goal:

The City of Fayetteville will be a financially sound city providing exemplary city services.

Finance

Objective:

To provide industry best practice fleet management services to obtain the maximum functional and economic service from fleet and equipment, resulting in the optimal period of retention and lowest life cycle costs.

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
% of fleet preventative maintenance performed within 10 days of established schedule	0.00%	75.00%	90.00%
% of fleet preventative maintenance turnaround within set standards	0.00%	75.00%	90.00%
% of fleet work orders requiring re-work	0.00%	0.50%	0.50%
Fleet average monthly % downtime	0.00%	2.83%	2.75%
Fleet daily average % availability	0.00%	96.25%	96.75%

Program: Purchasing

General Fund \$650,571 / 4.0 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 Purchasing division facilitated Local, Small and Disadvantaged Enterprise Program (LSDBE) outreach efforts during “How to do Business with the City of Fayetteville” information sessions and held a natural disaster outreach session in conjunction with the Economic and Community Development Office.
- 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. During fiscal year 2019 they registered 101 vendors, of which, 76% are from the local area.
- Purchasing actively supported the “Small Local Business Enterprise Program” and tracked and reported on local spending. Over 32% of prime construction contracts were awarded to local vendors. 33.9% of purchase orders and 55.5% of P-card spending occurred in the local Metropolitan Statistical Area (Cumberland and Hoke Counties). An additional 14% of spending remained within North Carolina.
- Purchasing is tracking and managing contracts for ongoing projects including: \$35 million in Baseball related projects, \$18.5 million for Hay Street Parking Deck and Downtown Redevelopment, \$15 million for Airport Terminal Renovations, \$12.5 million for two Senior Centers, \$6 million for Tennis Court Complex, \$10 million for Cross Creek Bank Stabilization and Grave Relocation, and \$2.4 million for the Cape Fear River Trail.

- One staff member attended the following course offered by the City: Six Sigma Yellow Belt Certification.

City Goal:

The City of Fayetteville will be a financially sound city providing exemplary city services.

Objective:

To complete the purchasing cycle (both routine and non-routine) within 2 days 90% of the time.

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
Average number of days to process a purchase order (City)	2.00	2.00	2.00

Program: Risk Management

Risk Management Fund \$3,701,242 / 1.5 FTEs

Purpose Statement:

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

Highlights:

- Risk Management continues to enforce the City of Fayetteville light duty program for Workers' Compensation employees 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 2020, 85% of loss time claims have been processed through the light duty program.
- Staff continue to utilize the DOT database to monitor all essential drivers employed by the City, reducing 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 continues to see a downward trend in workers comp 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.

City Goal:

The City of Fayetteville will be a financially sound city providing exemplary city services.

Objective:

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

Finance

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
Average cost to administer a Liability Claim	\$415.36	\$455.00	\$455.00
Property and liability closing ratio (# claims closed / # new claims)	114.00%	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.

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
Average cost to administer a Medical Only Claim	\$400.80	\$398.00	\$398.00
Workers' compensation closing ratio (# claims closed / # new claims)	90.00%	78.00%	78.00%

Finance

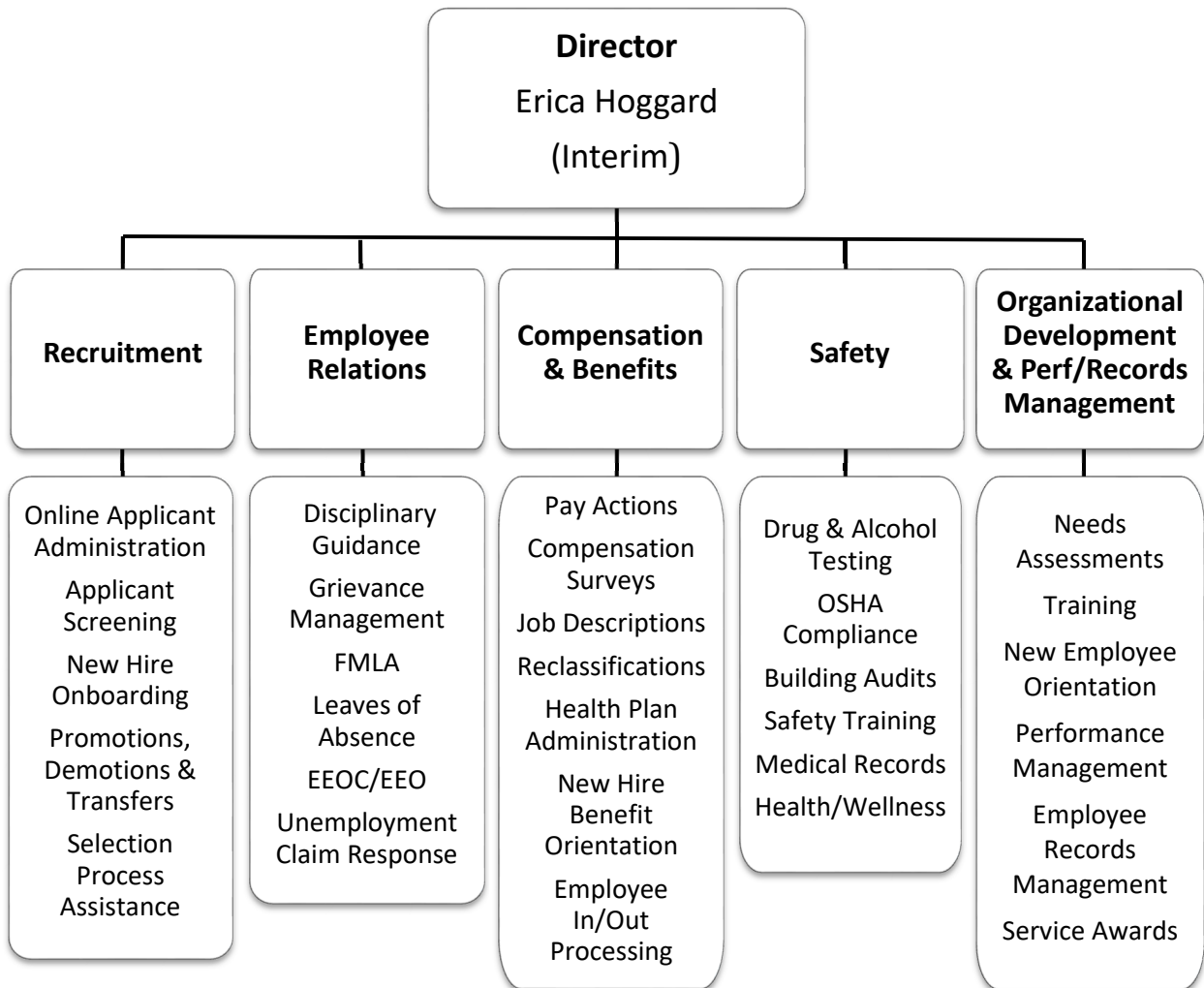
	2018-19 Actual	2019-20 Original Budget	2020-21 Recommended Budget	2020-21 Adopted Budget	% Change vs 2019-20 Original Budget
Expenditures by Program					
Accounting Operations	\$1,860,445	\$1,734,134	\$2,138,802	\$2,143,205	23.6%
Financial Reporting	472,456	482,134	489,407	489,407	1.5%
Fleet Management	328,427	7,067,847	7,400,000	7,400,216	4.7%
Non-Program Expenditures	72	12,687	4,368	4,212	-66.8%
Purchasing	363,168	322,752	650,571	650,571	101.6%
Risk Management	2,184,921	3,884,014	3,700,909	3,701,242	-4.7%
Total Expenditures	\$5,209,489	\$13,503,568	\$14,384,057	\$14,388,853	6.6%
Expenditures by Type					
Personnel Services	\$1,852,493	\$1,925,988	\$2,085,456	\$2,090,408	8.5%
Operating	2,435,312	10,722,487	10,842,471	10,842,471	1.1%
Contract Services	672,226	753,020	1,025,327	1,025,327	36.2%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	246,625	40,700	371,750	371,750	813.4%
Debt Service	0	0	0	0	0.0%
Other Charges	2,833	61,373	59,053	58,897	-4.0%
Total Expenditures	\$5,209,489	\$13,503,568	\$14,384,057	\$14,388,853	6.6%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$0	\$20,000	\$0	\$0	-100.0%
Other General Fund Funding	2,696,069	2,519,020	3,278,780	3,283,183	30.3%
General Fund Subtotal	2,696,069	2,539,020	3,278,780	3,283,183	29.3%
Fleet Maintenance Fund	328,427	7,067,847	7,400,000	7,400,216	4.7%
Risk Management Fund	2,184,993	3,896,701	3,705,277	3,705,454	-4.9%
Total Funding Sources	\$5,209,489	\$13,503,568	\$14,384,057	\$14,388,853	6.6%
Full-Time Equivalent Positions by Department					
Total Authorized FTEs	26.0	27.0	27.0	27.0	0.0%

Finance

BUDGET HIGHLIGHTS

- Personnel includes \$40,478 for one-time employee bonuses, \$1,268 for healthcare plan rate adjustments and \$19,234 for retirement rate adjustments.
- Operating includes \$6,847,305 for contracted vehicle maintenance services for the internal service fund, \$44,900 for utilities at the Fleet Maintenance facility, \$218,249 for rent of the Fleet Maintenance facility, \$1,745,800 for claims administration, payments, and reinsurance costs for workers' compensation, \$1,576,827 for property and liability insurance, claims administration and settlements, \$168,540 for repairs to city vehicles and property to be subrogated against responsible parties, \$26,153 for employee training and local mileage reimbursements, and \$40,225 for equipment and software maintenance agreements.
- Contract Services includes \$300,000 to fund a disparity study, \$424,400 for property tax collection services, \$25,000 for asset disposal services, \$61,500 for broker services for property and liability coverage, \$107,230 for the annual financial audit, \$24,100 for contracted administration of community development loans, \$15,000 for medical service bill reviews, \$10,000 for armored car services, \$20,000 for a financial advisor, \$3,000 for bank fees, \$6,700 for the paystub and W2 online portal and \$10,000 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 \$125,125 for a transfer to a capital project fund to fund a new ERP system and \$246,625 for a transfer to a capital project fund to fund a new revenue management system.

Human Resources Development



Human Resources Development

DEPARTMENT MISSION

To assist and support departments with attracting and retaining 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 \$393,005 / 4.9 FTEs

Risk Management Fund \$19,981,465 / 1.7 FTEs

Purpose Statement:

Compensation and Benefits ensure competitive pay and benefits are offered to assist with attracting and retaining a skilled workforce. This program also includes the wellness component that provides health and wellness programs and activities to assist with promoting a healthy workforce.

Highlights:

- Completed a review of benchmark survey data and adjusted the pay ranges based on the market. This is an integral component of providing more competitive pay and attracting and retaining quality employees.
- Reviewed benefit plans for maximum value for employees while controlling costs to the City. Renewed and enhanced benefits with a less than 1% increase to the health plan, less than 3% increase to the dental plan and no increase to the vision plan. Implemented cost saving changes to the pharmacy benefit.
- Continued delivery of monthly Lunch & Learns on various topics to educate employees on health eating options, financial wellness, and various topics for overall wellness.
- Conducted a Health & Safety Fair to increase employee awareness about health and safety.
- Provided guidance to staff on benefit plans and on compensation matters to ensure compliance with federal and state laws in such areas as Fair Labor Standards Act (FLSA), Department of Labor's Wage and Hour Division (DOL), and Section 125 of the IRS code.

City Goal:

The City of Fayetteville will be a financially sound city providing exemplary city services.

Objective:

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

Human Resources Development

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
% change in annual health plan renewal cost	2.83%	12.00%	10.00%
Mean response of employees that are satisfied with employee benefits provided (0 = very dissatisfied, 6 = very satisfied)	4.07	0.00	4.00

Objective:

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

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
% of positions reviewed for marketplace competitive	27.00%	25.00%	25.00%
Mean response of employees that are satisfied with their pay (0 = very dissatisfied, 6 = very satisfied)	3.08	0.00	3.20
Mean response of employees that feel they are paid fairly for the work they do (0 = very dissatisfied, 6 = very satisfied)	3.17	0.00	3.20

Objective:

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

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of 401(k) and 457 information sessions offered	28.00	30.00	30.00
Mean response of employees that understand what employee benefits provide (0 = very dissatisfied, 6 = very satisfied)	4.65	0.00	4.50

Program: Employee Relations

General Fund \$176,562 / 2.1 FTEs

Purpose Statement:

Employee Relations assists departments with maintaining an employer-employee relationship that contributes to efficient and consistent resolution of issues, satisfactory productivity, and agreed upon outcomes for successful performance.

Human Resources Development

Highlights:

- Areas managed within this program include performance improvement plans (PIPs), disciplinary actions, considerations of dismissals (CODs) and dismissals, initial intake of employee complaints, supervisory guidance on employee relations matters, resolution of workplace issues, serious incident investigations, coordination of grievance and appeal hearings, and ensuring awareness of City policies and procedures.
- Responsible for a high volume (averaging 250 cases annually) of intake and guidance for continuous and intermittent leaves of absence and for educating departments and employees about requirement for such leaves and the return to work process.
- Led training of 23 participants during Supervisory Operational Skills training on such topics as Ethics, Serious Incident Investigations, Progressive Discipline, the City's Grievance Process, and FMLA. Increased Human Resource presence in the field by meeting with employees and supervisors at their work site during trainings, performance/disciplinary discussions, and investigations.
- Ensured documentation for the Division of Employment Security was completed by required deadlines and ensured compliance with matters and reporting that fall under the Equal Employment Opportunity Commission (EEOC), Americans with Disabilities Act (ADA), and Family and Medical Leave Act (FMLA).

City Goal:

The City of Fayetteville will be a financially sound city providing exemplary city services.

Objective:

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

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of CODs processed per FTE	11.00	17.00	17.00
Retention rate	88.00%	90.00%	90.00%

Program: Recruitment

General Fund \$397,553 / 3.3 FTEs

Purpose Statement:

Recruitment assists departments with attracting and efficiently hiring a workforce dedicated to delivering high quality services to the community in support of the City's mission.

Human Resources Development

Highlights:

- A high volume of applications continue to be processed annually (average 13,000). Staff continued to partner with Fort Bragg, colleges/universities, other local agencies, and attend job fairs to announce and promote vacancies.
- Collaborated with departments to develop standard interview guides/packets to ensure well qualified hires.
- Collaborated with departments on comprehensive assessment centers for public safety and executive level positions.
- Monitored departmental hiring practices to review for consistency and compliance with EEOC requirements.

City Goal:

The City of Fayetteville will be a financially sound city providing exemplary city services.

Objective:

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

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of employment applications received per year	12,201.00	14,500.00	13,000.00
# of hires per month	28.00	35.00	30.00
# of job postings per year	199.00	240.00	210.00
# of positions filled per year	339.00	375.00	350.00
% of positions departments filled at or before 60 days (from initial posting date to start date)	25.00%	25.00%	25.00%
Average department fill time in days (from initial posting date to start date)	97.00	105.00	90.00

Program: Safety

Risk Management Fund \$285,015 / 2.3 FTEs

Purpose Statement:

The Safety program eliminates or reduces workplace hazards that could cause injury to an employee through the enforcement of Federal Occupational Safety and Health Act (OSHA) regulations, implementation of City safety policies, direct observation of workspaces and by providing targeted employee safety training in addition to managing the City substance abuse program to ensure a place of employment consistent with the Drugfree Workplace Act.

Human Resources Development

Highlights:

- Workplace safety promoted by offering annual classroom and online training to all employees.
- Workplace hazards reduced through annual comprehensive safety audits of work spaces.
- 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 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 be a financially sound city providing exemplary city services.

Objective:

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

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of employees attending safety training classes	485.00	750.00	750.00
% reduction of workplace injuries	(8.10%)	10.00%	10.00%
DART Score (Days Away, Restriction or Transfer)	4.91%	3.56%	3.56%

Program: Training and Organizational Development

General Fund \$412,899 / 3.7 FTEs

Purpose Statement:

Provide training opportunities that foster career growth and longevity, enhance work-related skills and abilities, and allow employees to provide more efficient and effective services.

Highlights:

- Offered over 50 classes annually to all employees, at various career development levels, for the purposes of career growth and performance improvement.
- Conducted supervisory development training to provide 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.
- Conducted certification series offering intermediate skill sets to City Administrative staff.

Human Resources Development

- Promoted employee appreciation and recognition through an Administrative Professional's luncheon, an employee appreciation luncheon, and semi-annual service awards ceremonies.
- Made coaching staff more accessible to City departments by offering onsite training courses, specific to their individual needs.

City Goal:

The City of Fayetteville will be a financially sound city providing exemplary city services.

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.

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of Core Value Award recipients	3.00	3.00	3.00
% of positive responses from employees attending annual picnic	73.00%	76.00%	70.00%

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.

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of employee job results received from departments	1,325.00	1,500.00	1,500.00
Mean response of employees that believe the organization deals effectively and consistently with employees who have poor job performance (0 = strongly disagree, 6 =strongly agree)	2.96	0.00	3.00
Mean response of employees that feel performance is fairly evaluated and delivered in a timely manner (0 = strongly disagree, 6 =strongly agree)	4.38	0.00	4.00
Mean response of employees that understand how the City's performance evaluation system works (0 = strongly disagree, 6 = strongly agree)	4.35	0.00	4.00

Objective:

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

Human Resources Development

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of course hours per month (Measure was changed)	64.00	60.00	65.00
# of employees completing compliance training programs	0.00	1,250.00	0.00
# of training programs offered	56.00	55.00	60.00

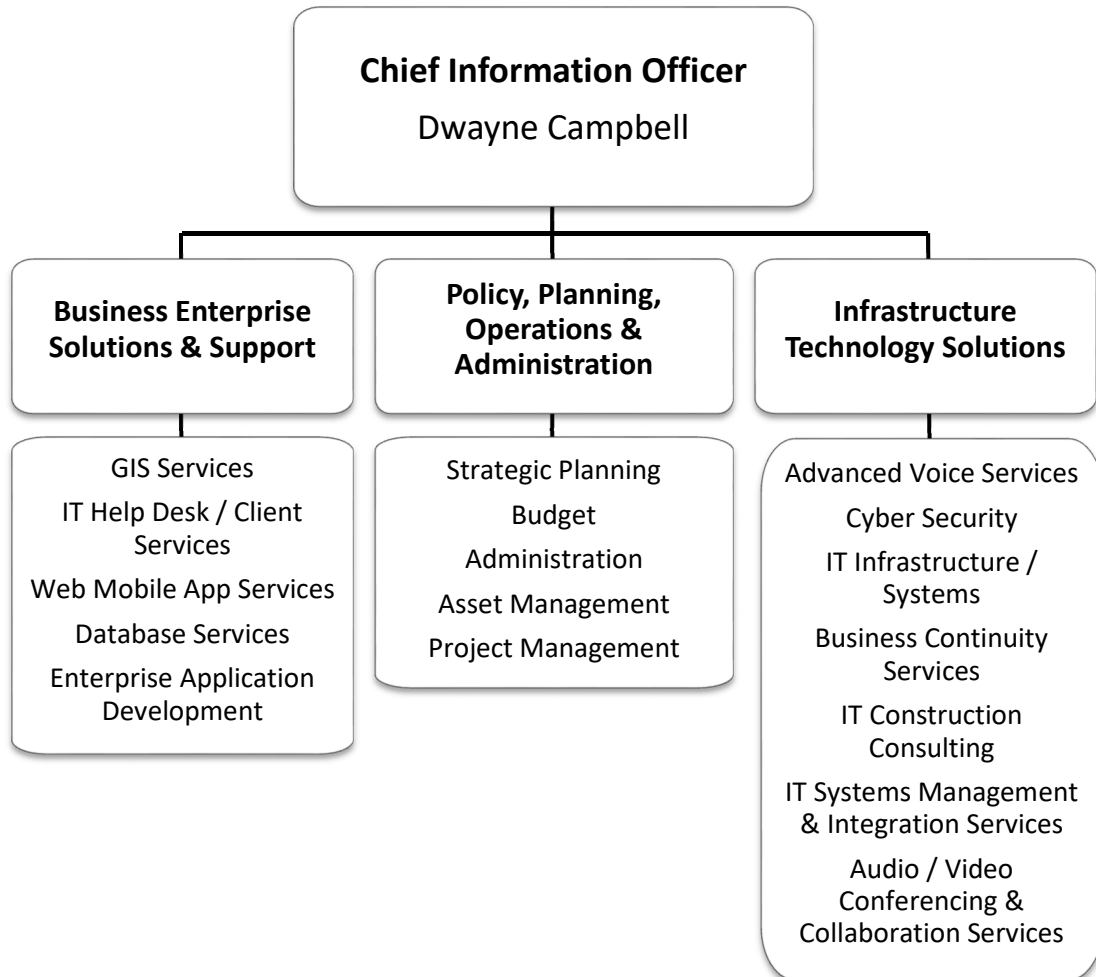
Human Resources Development

	2018-19 Actual	2019-20 Original Budget	2020-21 Recommended Budget	2020-21 Adopted Budget	% Change vs 2019-20 Original Budget
Expenditures by Program					
Compensation/Benefits	\$16,810,338	\$19,719,629	\$20,374,147	\$20,374,470	3.3%
Employee Relations	182,827	178,178	176,562	176,562	-0.9%
Non-Program Expenditures	374,026	1,155,435	791,808	791,168	-31.5%
Recruitment	350,028	371,550	395,324	397,553	7.0%
Safety	246,308	286,524	284,552	285,015	-0.5%
Training and Organizational Development	308,301	373,611	412,899	412,899	10.5%
Total Expenditures	\$18,271,828	\$22,084,927	\$22,435,292	\$22,437,667	1.6%
Expenditures by Type					
Personnel Services	\$1,320,847	\$1,371,519	\$1,406,103	\$1,409,118	2.7%
Operating	16,314,032	19,217,675	19,839,013	19,839,013	3.2%
Contract Services	237,238	274,724	298,139	298,139	8.5%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	363,387	1,066,300	784,875	784,875	-26.4%
Debt Service	0	0	0	0	0.0%
Other Charges	36,324	154,709	107,162	106,522	-31.1%
Total Expenditures	\$18,271,828	\$22,084,927	\$22,435,292	\$22,437,667	1.6%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	1,189,113	1,279,492	1,377,790	1,380,019	7.9%
General Fund Subtotal	1,189,113	1,279,492	1,377,790	1,380,019	7.9%
Risk Management Fund	17,082,715	20,805,435	21,057,502	21,057,648	1.2%
Total Funding Sources	\$18,271,828	\$22,084,927	\$22,435,292	\$22,437,667	1.6%
Full-Time Equivalent Positions by Department					
Total Authorized FTEs	18.0	18.0	18.0	18.0	0.0%

Human Resources Development

BUDGET HIGHLIGHTS

- Personnel includes \$25,623 for one-time employee bonuses, \$1,623 for healthcare plan rate adjustments and \$12,755 for retirement rate adjustments.
- Operating includes \$19,601,825 for claims administration, payments and reinsurance costs for employee and retiree health, life and dental benefits; \$35,416 for supply items; \$25,700 for safety shoe and boot replacements; \$93,125 for travel and development, including \$81,134 for city-wide internal development and training; and \$6,730 for small computer equipment.
- Contract Services includes \$18,240 for the Employee Assistance Program, \$28,580 for flexible spending account administration, \$52,600 for medical services related to employee health and safety, \$111,630 for healthcare plan consulting, \$6,500 for wellness initiatives and \$74,800 for benefit enrollment administration and Affordable Care Act reporting services.
- Other Charges includes \$8,000 for Affordable Care Act fees; \$54,389 for employee relations activities, including the employee picnic and the service award program; \$875 for community relations expenditures and \$43,258 to balance projected expenditures to revenues for the Risk Management Healthcare Fund.
- Transfers to other funds consists of \$970,000 for an interfund loan from the Risk Management Fund to the General Fund for the stadium funding plan and \$49,875 for costs associated with the new Enterprise Resource Planning system.



Information Technology

DEPARTMENT MISSION

Provide quality, cost effective technology solutions and services that facilitate the creation of dynamic partnerships between the citizens, the business community and City employees.

Program: Business Enterprise Solutions and Support

General Fund \$1,888,951 / 10.4 FTEs

Purpose Statement:

The Business Enterprise Solutions & Support program (BESS) has four divisions including Client Services, Enterprise Application Development & Support, Web, and GIS. The members of this program provide support for client computers, tablets, laptops, peripherals, and other computer related devices. We develop and implement department and enterprise business software solutions. The primary goal of this program is to deliver value to our customers through efficient, effective and innovative high-quality technology services.

Highlights:

- Completed Fayetteville beautiful enhancements, which allows citizens to adopt a street or site for the citywide cleanup day.
- Developed downtown parking maps and apps to assist with parking for downtown Baseball games.
- Implemented City Hall Proxy card system upgrades to enhance building security at City facilities.
- Launched Zoom Video and Audio Conferences to assist with remote meetings.

City Goal:

The City of Fayetteville will be a financially sound city providing exemplary city services.

Objective:

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

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of technology solutions developed, implemented and supported	54.00	60.00	64.00

Program: Information Technology Policy, Planning, Operations, and Administration

General Fund \$2,930,852 / 7.4 FTEs

Purpose Statement:

The Policy, Planning, Operations & Administration (PPOA) 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 laws. They coordinate IT departmental service delivery enterprise-wide and ensure that customer expectations are met or exceeded; and help the IT department develop and maintain relationships with the City customer base while resolving customer complaints and develop business plans for IT requests. Asset management assists in the development of and implement procedures for tracking City assets, to perform quality control throughout their lifecycles. This program serves as the connection to IT for all administration and business operations including general management oversight and resource management for IT and facilitates IT policy creation and updates.

Highlights:

- Migrated Fuel Master from PWC to City of Fayetteville.
- Launched the Regional Airport Web Site redesign project (FayFly.com).
- Launched IDT & Cityworks Portal.
- Launched new version of Code Enforcement Mobile App.

City Goal:

The City of Fayetteville will be a financially sound city providing exemplary city services.

Objective:

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

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of process improvement initiatives completed through IT	22.00	15.00	20.00

Information Technology

Program: Infrastructure Technology Solutions

General Fund \$3,907,610 / 11.2 FTEs

Purpose Statement:

The Infrastructure Technology Solutions program serves as the primary point of contact for core infrastructure technology services and support. Members of this program plan, design, engineer, implement, and support the interoperability and connectivity of the organization computer infrastructure. Areas of support include server and desktop virtualization; site to site data and voice network connectivity (wired and wireless); telephony services including video and voice conference bridging, internet service, e-mail, remote mobility services; public computer labs and public wireless services; and other related computer hardware and system support. The ITS Team also oversees the organization's electronic security posture to prevent unauthorized access, alteration or destruction of data resources, and the planning, development, and implementation of tools for data restoration and business continuity at the infrastructure and datacenter level.

Highlights:

- Completed network infrastructure build for Fayetteville Regional Airport as part of the airport renovation project.
- Installed IT infrastructure for new fleet location at Pepsi Lane.
- Deployed new GIS Infrastructure.
- Introduced Online Security Training to the organization through the use of Knowbe4.com.

City Goal:

The City of Fayetteville will be a financially sound city providing exemplary city services.

Objective:

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

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
% of compliance with quarterly security audits	60.00%	80.00%	92.00%
% uptime of network connected devices and applications	99.98%	99.98%	99.99%

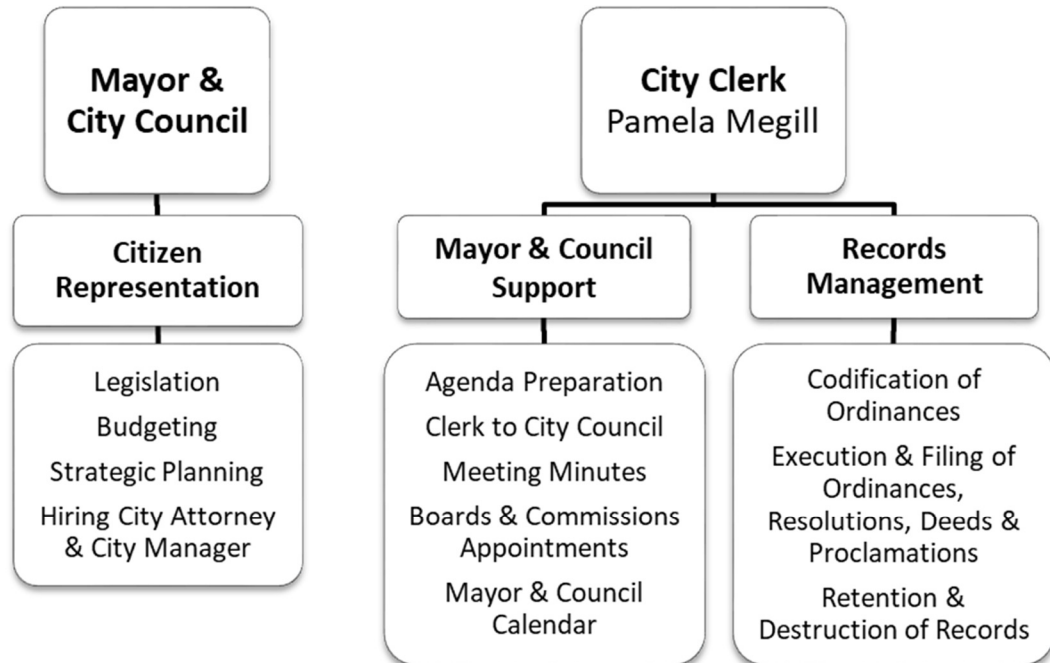
Information Technology

	2018-19 <u>Actual</u>	2019-20 <u>Original Budget</u>	2020-21 <u>Recommended Budget</u>	2020-21 <u>Adopted Budget</u>	% Change vs 2019-20 <u>Original Budget</u>
Expenditures by Program					
Business Enterprise Solutions and Support	\$1,044,793	\$1,467,392	\$1,888,951	\$1,888,951	28.7%
Information Technology Policy, Planning, Operations, and Administration	2,050,232	2,267,329	2,925,254	2,930,852	29.3%
Infrastructure Technology Solutions	2,607,630	2,585,658	3,907,610	3,907,610	51.1%
Total Expenditures	\$5,702,655	\$6,320,379	\$8,721,815	\$8,727,413	38.1%
Expenditures by Type					
Personnel Services	\$2,088,622	\$2,328,742	\$2,455,705	\$2,461,303	5.7%
Operating	2,004,093	2,435,438	3,190,278	3,190,278	31.0%
Contract Services	412,852	613,756	827,190	827,190	34.8%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	1,265,440	1,008,659	2,242,097	2,242,097	122.3%
Debt Service	0	0	0	0	0.0%
Other Charges	(68,352)	(66,216)	6,545	6,545	-109.9%
Total Expenditures	\$5,702,655	\$6,320,379	\$8,721,815	\$8,727,413	38.1%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$2,400	\$2,000	\$2,000	\$2,000	0.0%
Other General Fund Funding	5,700,255	6,318,379	8,719,815	8,725,413	38.1%
General Fund Subtotal	5,702,655	6,320,379	8,721,815	8,727,413	38.1%
Total Funding Sources	\$5,702,655	\$6,320,379	\$8,721,815	\$8,727,413	38.1%
Full-Time Equivalent Positions by Department					
Total Authorized FTEs	28.0	29.0	29.0	29.0	0.0%

Information Technology

BUDGET HIGHLIGHTS

- Personnel reflects a position title name change of the Network Engineer to IT Sr. Systems Administrator.
- Personnel also includes \$47,582 for one-time employee bonuses, \$1,364 for healthcare plan rate adjustments and \$22,725 for retirement rate adjustments.
- Operating includes: \$2,736,613 for hardware and software maintenance and licensing including an addition of \$505,223 for software licensing for the replacement Enterprise Resource Planning system (ERP); \$83,818 for a variety of small computer equipment; \$197,330 for telephone services and repairs; \$47,125 for departmental travel and training; and, \$48,300 for technology training for user departments.
- Contract Services includes technical consulting and programming, telephone maintenance and wiring, and other support services. Significant contracts include: \$176,300 for network security analysis and remediation; \$120,000 for assistance to migrate all PC's to the new Fayettevillenc.gov domain; \$133,000 for contracted help-desk support services; \$80,000 to upgrade data center infrastructure (e.g. switches and storage); \$73,000 for continued development of FayWorx system; \$50,000 for PC deployment support; \$45,000 for electronic forms workflow development; \$40,000 for legacy system migration services; \$19,000 for TracStat upgrades; and, \$10,000 for iSeries server managed services and \$45,000 for programming support for the JD Edwards system.
- Transfers to Other Funds consists of transfers to capital project funds totaling \$2,242,097 for various TIP projects including \$399,914 for the computer replacement plan, \$265,000 for city domain migration, \$25,482 for city wireless network expansion project, \$10,000 for access control system, \$134,598 for time and attendance, \$183,500 for desktop virtualization, \$3,000 for the server room uninterruptible power supply replacement, \$53,526 for PC as a service program, \$80,000 for the e-mail system upgrade, \$78,038 for the internet phone system, \$84,324 for the direct fiber connection sites, \$85,000 for an application packaging factory, \$160,000 for a virtual server expansion, and \$679,715 for disaster recovery initiatives.
- Other Charges consists \$6,545 for employee appreciation and community relations expenditures.



Mayor, Council & City Clerk

DEPARTMENT MISSION

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

Program: Citizen Representation

General Fund \$976,544 / 1.0 FTEs

Purpose Statement:

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

Highlights:

- Adopted the FY2020 Strategic Plan and FY2020 Annual Operating Budget.
- Established the new Millennial Commission.
- Held public meetings via Zoom and Facebook Live platforms during the COVID-19 pandemic to continue transparency and engagement.
- Responded to public records requests in coordination with Corporate Communications and the City Clerk.

City Goal:

The City of Fayetteville will drive collaborative citizen and business engagement.

Objective:

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

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
% of residents that are very satisfied or satisfied with the overall quality of life per the biennial City Resident Satisfaction Survey	40.60%	50.00%	50.00%
% of residents that feel the City is moving in the right direction per the biennial City Resident Satisfaction Survey	50.40%	51.00%	52.00%

Program: Mayor & Council Support

General Fund \$173,616 / 1.5 FTEs

Mayor, Council & City Clerk

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 drive collaborative citizen and business engagement.

Objective:

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

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of Boards and Commissions applicants	156.00	169.00	100.00
# of vacant boards and commissions seats filled annually	96.00	68.00	65.00

Objective:

To ensure information is distributed in a timely manner.

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
% of agenda packets provided to City Council and available to the public at least five days in advance of the Council meeting	81.25%	100.00%	100.00%

Objective:

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

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
% of minutes prepared and presented for Council approval within scheduled time frame	75.00%	96.00%	98.00%

Mayor, Council & City Clerk

Objective:

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

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of meeting notices prepared	211.00	136.00	200.00

Program: Records Management

General Fund \$57,199 / 0.5 FTEs

Purpose Statement:

The City Clerk's Office archives permanent records and advises other departments on record retention. This office oversees the record facility on Grove Street and executes contracts and other documents as well as maintaining minutes, deeds, contracts and other official records in the legal vault. Records Management issues cemetery deeds, coordinates codification of the Fayetteville City Code, assists 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.
- Initiated discussions with Information Technology Department on a project to streamline records retention both physical and digital.

City Goal:

The City of Fayetteville will drive collaborative citizen and business engagement.

Objective:

To comply with North Carolina General Statutes for Records Management.

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of ordinances and resolutions prepared	105.00	120.00	120.00

Objective:

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

Key Performance Measures:	<u>FY 2019</u>	<u>FY 2020 Estimated</u>	<u>FY 2021 Target</u>
# of boxes of out-of-date records destroyed	512.00	293.00	250.00

Mayor, Council & City Clerk

	2018-19 <u>Actual</u>	2019-20 <u>Original Budget</u>	2020-21 <u>Recommended Budget</u>	2020-21 <u>Adopted Budget</u>	% Change vs 2019-20 <u>Original Budget</u>
Expenditures by Program					
Citizen Representation	\$505,358	\$868,249	\$696,769	\$976,544	12.5%
Mayor & Council Support	144,818	160,547	173,185	173,616	8.1%
Records Management	41,393	52,125	57,199	57,199	9.7%
Total Expenditures	\$691,569	\$1,080,921	\$927,153	\$1,207,359	11.7%

Expenditures by Type

Personnel Services	\$476,860	\$535,339	\$565,915	\$584,861	9.3%
Operating	200,566	241,562	280,375	280,375	16.1%
Contract Services	7,888	298,400	75,243	136,503	-54.3%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	0	0	0	0	0.0%
Debt Service	0	0	0	0	0.0%
Other Charges	6,255	5,620	5,620	205,620	3558.7%
Total Expenditures	\$691,569	\$1,080,921	\$927,153	\$1,207,359	11.7%

Funding Sources

General Fund

General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	691,569	1,080,921	927,153	1,207,359	11.7%
General Fund Subtotal	691,569	1,080,921	927,153	1,207,359	11.7%
Total Funding Sources	\$691,569	\$1,080,921	\$927,153	\$1,207,359	11.7%

Full-Time Equivalent Positions by Department

Total Authorized FTEs	3.0	3.0	3.0	3.0	0.0%
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Mayor, Council & City Clerk

BUDGET HIGHLIGHTS

- Personnel includes \$23,791 for one-time employee bonuses for three full time staff members, \$613 for healthcare plan rate adjustments, and \$2,235 for retirement rate adjustments.
- Operating includes \$38,750 for supplies, including \$15,300 for food and refreshments at regular City Council meetings and events, and \$13,200 for replacement chairs for the City Council Chamber; \$8,312 for software maintenance agreements; \$48,550 for travel, training and local mileage reimbursements; and \$166,213 for organizational memberships and dues. Memberships and dues includes the addition of \$16,437 for the Mid-Carolina Council of Governments.
- Contract Services includes \$65,000 for federal advocacy services, \$61,260 for state advocacy services, \$6,000 for shredding, \$3,000 for City Manager evaluation services, and \$1,243 for other small contracted services.
- Other Charges consists of \$200,000 for racial equality and community healing initiatives, and \$5,620 for funding of employee appreciation and community relations activities.



Other Appropriations

Other Appropriations

Other Appropriations includes expenditure appropriations for items that do not directly relate to department programs and services. Descriptions of the items recommended for funding for fiscal year 2020 are listed below by expenditure category.

Personnel Services

- \$1,951,749 to fund projected costs of health and death benefits for employees who retired from General Fund departments.
- \$1,222,000 to fund separation allowance payments for retired law enforcement officers.
- \$31,500 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.
- \$15,237 to fund 25% of the Warehouse Coordinator position for duties associated with operating the City's fuel site.

Operating Expenditures

- \$1,168,128 for insurance and claim settlement funding for General Fund operations.
- \$227,010 for lease space for City departments in the Festival Park Plaza building.
- \$29,710 for miscellaneous utility expenditures and stormwater utility fees for General Fund facilities.
- \$26,200 for operating expenditures for the City's fuel site.

Contract Services

- \$82,000 for professional services for arbitrage calculations, bond counsel, financial advisors and sales tax reallocation services.
- \$16,000 for collection services.
- \$345 for miscellaneous inspection services for the City fuel site.

Capital

- \$40,000 for replacement fuel dispensers for the city fuel site.
- \$178,025 to install an auxiliary fuel site at the Pepsi Lane maintenance facility.

Transfers to Other Funds

- \$586,553 from the General Fund to the Environmental Services Fund for debt service on vehicle financings.
- \$557,600 from the General Fund to support operations in the Parking Fund.
- \$4,042,020 from the General Fund to the Transit Fund to support operations.
- \$32,548 from the Lake Valley Drive MSD Fund to the General Fund for an infrastructure improvement loan repayment.

Other Appropriations

- \$434,759 from the General Fund to a capital project fund to continue the improvements at the entry plaza at Segra Stadium.
- \$354,914 from the General Fund to the Risk Management Fund for interfund loan repayments and \$4,901 to be set aside for the Stadium Capital Funding plan for future debt service.

Debt Service

- \$11,659,214 for Capital Funding Plan debt service in the General Fund. Details of the debt service payments are included in Section J.

Other Charges

- \$7,814,294 for payments to the County and other municipalities for the sales tax agreement.
- \$159,769 for payments to Spring Lake for the Fort Bragg annexation agreement for sharing of state revenues (\$90,467 for Powell Bill proceeds, \$20,557 for Beer & Wine taxes, and \$48,745 for Video Programming utility taxes).
- \$1,184,000 for fuel inventory purchase for the City's fuel site, offset by \$1,246,700 in cost redistributions to City departments for fuel usage.
- \$2,891,200 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.
- \$158,400 for banking service charges for credit and debit card payments to the city.
- \$10,000 for potential taxes on acquired property.
- \$10,000 for property tax refunds.
- \$504,075 for the LEOSSA Fund for expected increases to fund balance.

Other Appropriations

	<u>2018-19 Actual</u>	<u>2019-20 Original Budget</u>	<u>2020-21 Recommended Budget</u>	<u>2020-21 Adopted Budget</u>	<u>% Change vs 2019-20 Original Budget</u>
Expenditures by Department					
Other Appropriations	\$34,997,272	\$33,563,710	\$34,272,682	\$34,295,451	2.2%
Total Expenditures	\$34,997,272	\$33,563,710	\$34,272,682	\$34,295,451	2.2%
Expenditures by Type					
Personnel Services	\$ 2,736,395	\$ 3,055,718	\$ 3,370,432	\$ 3,370,486	10.3%
Operating	1,064,230	1,635,127	1,451,048	1,451,048	-11.3%
Contract Services	37,219	88,845	98,345	98,345	10.7%
Capital Outlay	63,619	0	218,025	218,025	100.0%
Transfers to Other Funds	6,206,789	7,020,852	5,990,580	6,013,295	-14.4%
Debt Service	13,765,141	10,628,933	11,659,214	11,659,214	9.7%
Other Charges	11,123,879	11,134,235	11,485,038	11,485,038	3.2%
Total Expenditures	\$34,997,272	\$33,563,710	\$34,272,682	\$34,295,451	2.2%
Funding Sources					
General Fund					
General Fund Functional Revenues	\$ 605,447	\$ 1,310,177	\$ 1,224,284	\$1,224,284	-6.6%
Other General Fund Funding	30,384,347	28,206,232	28,398,575	28,421,344	0.8%
General Fund Subtotal	30,989,794	29,516,409	29,622,859	29,645,628	0.4%
Lake Valley Drive MSD Fund	55,532	82,500	32,548	32,548	-60.5%
PWC Assessment Fund	2,924,492	2,218,200	2,891,200	2,891,200	30.3%
LEOSSA Fund	1,027,454	1,746,601	1,726,075	1,726,075	-1.2%
Total Funding Sources	\$34,997,272	\$33,563,710	\$34,272,682	\$34,295,451	2.2%
Full-Time Equivalent Positions by Department					
Total Authorized FTEs	0.2	0.2	0.2	0.2	0.0%

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Fayetteville at a Glance

Fayetteville at a Glance

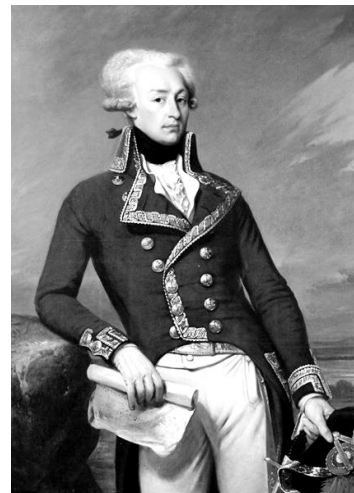
The City of Fayetteville is a thriving community located in the Sandhills region of southeastern North Carolina and is the seat of Cumberland County. The City is approximately 65 miles south of Raleigh, the State capital. The City of Charlotte, a major commercial center, is about 200 miles to the west. 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 four graduate degree

Fayetteville at a Glance

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.
- SEGRA Stadium, home to the Fayetteville Woodpeckers, opened to much fanfare in April 2019. The Houston Astros, owners of the Advanced Class A Woodpeckers team, signed a 30-year stadium lease with the City, ensuring their long-term commitment to our community.
- 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	209,028
Median Age*	30.1
Median Education*	26.8% with 4 or more yrs of college
Median Household Income*	\$44,057
Median Value of Owner Occupied Housing Unit*	\$129,700

*Source – U.S. Census Bureau, Bureau of Labor Statistics
2014-2018 American Community Survey Data for Fayetteville

Climate

Average Annual Sunny Days – 219
Average Annual Precipitation – 45.3 inches
Average Relative Humidity
Sunrise - 85%
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 2020)
Fayetteville – 4.9%
North Carolina – 4.4 %
United States – 3.5 %

Building Construction

<u>Year</u>	<u># of Permits</u>	<u>\$ Value</u>
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
2018	1,442	303.9M
2019	1,486	181.4M

Major Civilian Employers**

U.S. Dept. of Defense (Civilian)	14,157
Cape Fear Valley Health System	7,100
Cumberland County Board of Ed	6,800
Wal-Mart Associates Inc.	3,956
Goodyear Tire & Rubber Company	2,500
Cumberland County Government	2,163
Veterans Administration	2,000
City of Fayetteville	1,761
Fayetteville Tech. Community Coll.	1,426
Food Lion	1,196

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

**Source: City of Fayetteville Comprehensive Annual Financial Report 2019

Fayetteville's Ten Largest Taxpayers**

<u>Name</u>	<u>Type of Enterprise</u>	<u>Assessed Valuation 01/01/18</u>	<u>% of Total Valuation</u>
Cross Creek Mall LLC	Investment Company	\$157,474,251	1.12%
Fayetteville VA Co LLC	Property Rental	91,131,583	0.65%
Piedmont Natural Gas	Utility	61,082,459	0.44%
Wal-Mart	Retail	54,494,558	0.39%
Time Warner Cable Southeast	Utility	37,113,789	0.27%
Westlake at Morganton LLC	Property Rental	27,641,500	0.20%
Carolina Telephone	Utility	26,778,863	0.19%
Independence Place West Fayetteville	Property Rental	25,913,600	0.19%
DDRM Fayetteville Pavilion, LLC	Real Estate	25,790,300	0.18%
Hidden Creek Village	Property Rental	23,707,893	0.17%

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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 209,028 residents. Municipal services are financed through a variety of taxes, fees, intergovernmental assistance and charges for services. The City adopts an annual budget to plan for effective delivery of services, and to efficiently manage the revenues which support those services.

Constituencies often ask governmental entities, "What is a budget?" The answer to this question can have different meanings to different cities, counties, states or agencies. All governmental agencies prepare a budget. Only the number of governmental entities that prepare a budget limits the variety of budgetary systems and philosophies. Fayetteville's budget should be viewed as a tool to help plan, manage and control expenditures for the coming year. Using the budget as a guide, residents of Fayetteville can see how resources are allocated and which programs are to receive priority funding.

A Policy and Planning Tool

The annual budget is the City's service and financial plan for the year ahead - a strategic tool that matches the services desired by the community with the resources required to provide those services. As such, the budget is a plan of financial operation incorporating estimates of proposed expenditures for a given period and the proposed means of financing. The effective period of a budget is a single fiscal year. The budget should be looked upon as more than a financial plan, however, for it represents the process by

which legislative and administrative controls are established.

While the budget provides a legal framework for the expenditure of funds, it also provides a basis for fiscal procedures, a systematic reexamination of internal operations for improved efficiency and economy, a delegation of operating authority and responsibility, and a basis for central controls. Therefore, in addition to the budget's usefulness in planning, it becomes the basis for monitoring and controlling both the City's fiscal position and the levels of service provided as the fiscal year unfolds.

So, the budget is much more than just a legal requirement or a financial plan for raising and spending money. It is City Council's primary mechanism for describing the scope of services to be performed and the improvements to be made during the year. The budget is the major fiscal policy document of the City.

The budget process does not end with the adoption of the budget. It continues throughout the fiscal year. Budget preparation and implementation is a year round process of review, analysis and reassessment.

Development of the Budget

The annual budget process is completed over a five- to six-month period and begins with a review of the City Council policy agenda and the City management goals and priorities in support of that agenda. These goals and priorities provide guidance to departments as they develop work plans for the coming fiscal year to implement the direction provided by Council through its policy agenda.

Anticipated year-end revenues and expenditures for the current fiscal year are

Basics of Budgeting

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

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

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

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

Budget Approval

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

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

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

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

Budget Implementation and Monitoring

Once the City's budget is adopted it must be implemented, closely monitored and professionally managed. Monthly reports and monitoring procedures and various accounting checks and balances are utilized to ensure legal compliance with the appropriation authorizations.

The budget contains estimated revenues to be received and anticipated expenditures. Revenues are monitored throughout the fiscal year to detect significant fluctuations in receipts.

If upon close examination of the budget, it is discovered that revenues are not sufficient to support planned expenditures or planned expenditures are exceeding original projections, City administration reports such to the Mayor and City Council. City staff also makes recommendations for addressing the budget imbalance. If an unforeseen spending need arises or revenues are not sufficient to support planned expenditures, the City may transfer money from other activities or appropriate money from its reserves.

Basics of Budgeting

Basis of Budgeting

The City budgets revenues and expenditures on a modified accrual basis. Revenues are recognized in the accounting period in which they become measurable and available. Expenditures are recognized in the accounting period in which the liability is incurred, except for bond principal and interest, which are reflected as expenditures when due. This basis of budgeting is used for all funds of the City - governmental and proprietary.

Budgetary Amendment and Control

The General Fund is appropriated at the following portfolio grouping levels: Community Investment; Operations; Support Services and Administration; and Other Appropriations. Appropriation authorizations 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.

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.

Revenue Assumptions

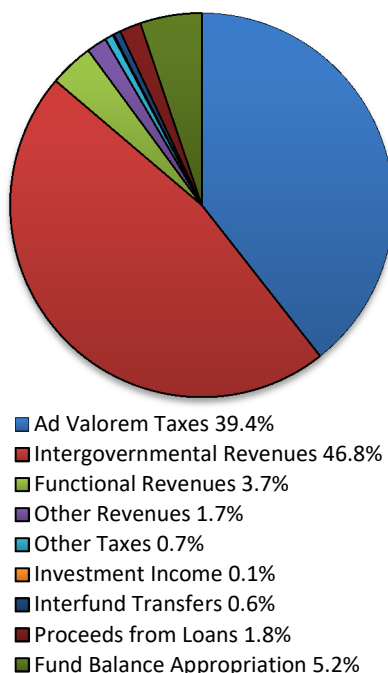
Overview

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 2021 fiscal year.

GENERAL FUND REVENUES

The two largest components of General Fund revenues and other financing sources are intergovernmental revenues estimated at 46.6 percent, and ad valorem taxes estimated at 39.6 percent of total revenues for fiscal year 2021. Functional revenues are estimated to provide 3.7 percent and fund balance appropriations are projected to account for 5.1 percent of total funding sources. The remaining 5.0 percent of funding sources are projected to be provided by a combination of financing proceeds and interfund transfers (other financing sources), other miscellaneous revenues and taxes, and investment income. Each of these funding sources is explained in greater detail in this section.

FY 2021 General Fund Funding Sources



Ad Valorem Taxes

The recommended tax rate for fiscal year 2021 is recommended to remain at 49.95 cents per 100 dollars of property valuation, with total taxable values estimated to be \$14,178,394,875 and collection rates estimated at 99.1 percent for real and personal property and 99.08 percent for motor vehicles.

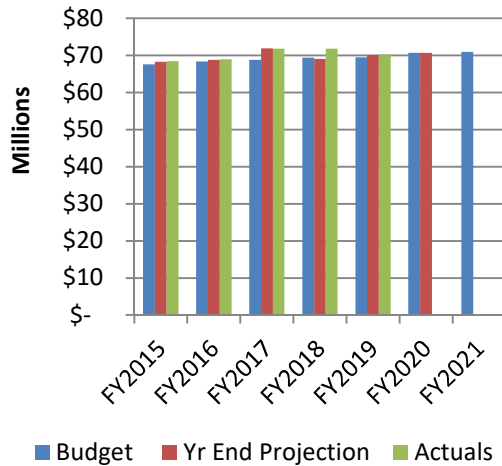
Fiscal year 2021 current year property tax collections are projected to be \$70,182,050, which is a negligible increase from the fiscal year 2020 year-end estimate. Prior year taxes and penalties are projected to total \$525,100.

Real and personal property taxable values are projected to be \$12,728,460,714, which represents an increase of \$49,101,989 or 0.39 percent as compared to estimated fiscal year 2020 values. The projected taxable property value is based upon tax valuation data provided by the Cumberland County Tax Office on May 13, 2020. Taxable values for personal property are projected to decline 5.0 percent due to anticipated impacts of the COVID-19 pandemic. The projected collection rate for fiscal year 2021 has been reduced to 99.1 percent from the fiscal year 2019 actual collection percentage of 99.475 percent due to anticipated local economic impacts of the pandemic as well.

Motor vehicle taxable property values for fiscal year 2021 are projected to be \$1,449,934,161, which represents a decline of \$12,050,878 or 0.8 percent from projected fiscal year 2020 values due to anticipated impacts of the COVID-19 pandemic. Staff has anticipated revenue declines in motor vehicle property taxes of 5.0 percent from March through September, 2020, with a gradual return to typical revenue growth patterns by the end of fiscal year 2021.

Revenue Assumptions

General Fund Property Tax Revenues



Other Taxes

Other tax revenues include vehicle license taxes, privilege licenses, and gross receipts tax on short-term lease and rental vehicles and heavy equipment.

Revenue projections for vehicle license taxes are projected to total \$637,900 for fiscal year 2021 based upon the current \$5 per vehicle per year license tax rate.

Since July 1, 2015, North Carolina municipal authority for privilege license taxes is limited to collection of beer and wine license fees, peddler and solicitor permit fees, and special event permits. Revenue projections for fiscal year 2021 total \$17,600.

Vehicle gross receipts tax revenues are collected on rental vehicles and heavy equipment and collections are projected to total \$691,700 for fiscal year 2021. This represents a decline of \$57,000 from fiscal year 2020 year-end projections, primarily reflecting expected impacts of the COVID-19 pandemic.

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 2021 total \$177,474, including \$132,540 from federal law enforcement agencies for agreements for interagency police services and \$44,934 in interest subsidies from the IRS.

Total estimated revenues for fiscal year 2020 equal \$1,156,655, and include estimated receipt of \$934,703 in reimbursements from the Federal Emergency Management Administration for Hurricanes Matthew and Florence recovery and restoration. These reimbursements are primarily to reimburse prior fiscal year expenditures recorded 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 2020, the City is also projected to receive \$218,532 in state assistance for Hurricanes Matthew and Florence recovery and restoration related primarily to prior year expenditures.

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

Revenue Assumptions

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 2020, it is estimated that state-wide sales tax growth has approached 8.1 percent. Per capita based distributions of Article 40 sales tax collections, however, have only increased by 7.7 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 2.9 percent through the first six months of fiscal year 2020, after adjusting actual receipts for projected impacts of timing adjustments for sales tax refunds.

Sales tax revenue projections for the remainder of fiscal year 2020 are difficult, at best, in light of the impact of the COVID-19 pandemic. The NCLM provided initial projections that sales tax losses could range from 5 to 20 percent for the final quarter of fiscal year 2020. Recently, the most conservative projection of losses for the final quarter of the current fiscal year has

increased to 30 percent. With this information at hand, the City's sales tax revenue projections assume that sales taxes collections for the last six months of the fiscal year for per capita based taxes will be 14.1 percent below the last six months of fiscal year 2019. Sales tax collections based on local sales are projected to be 19.2 percent below the last six months of fiscal year 2019 based upon expected impacts of the COVID-19 pandemic and timing adjustments of sales tax refunds.

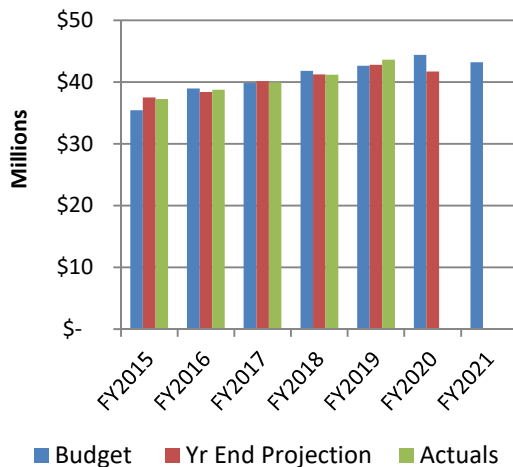
Total City sales tax revenues and hold harmless payments projected for fiscal year 2020 are \$41,669,740, 6.1 percent below the original budget of \$44,372,275. From these sales tax revenues, reimbursements to Cumberland County and other municipalities for their revenue losses due to past City annexations are projected to total \$7,696,314.

For fiscal year 2021, the NCLM provided projections of statewide sales tax collections ranging from an annual decline of 3.2 percent to growth of 1.5 percent, reflecting the high level of uncertainty with respect to ongoing impacts of the COVID-19 pandemic. City revenue projections have been developed assuming that sales tax revenues will be: 10 percent below prior year for the first quarter; 5 percent below prior year for the second quarter; equal to prior year for the third quarter; and, level with the last quarter of the prior year adjusted to add back the projected 30 percent decline due to COVID-19 impacts. For sales tax revenues based upon per capita distributions of statewide collections, fiscal year 2021 projections also assume a decline in the per capita distribution ratio of 0.8 percent, based on a three year average decline. On these bases, projections of total sales tax distributions to the county as a whole for fiscal year 2021 are projected to be up 3.8 percent over the COVID-19 impacted revenue projections for fiscal year 2020.

Revenue Assumptions

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 2021. For fiscal year 2021, the City is projected to receive \$43,206,154 in total revenues from sales taxes and hold harmless payments, up 3.7 percent over projected fiscal year 2020 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 \$7,814,294.

General Fund Sales Tax Distributions



Utility Tax Distributions

Total utility tax distributions from the State are projected to be \$13,345,600 in fiscal year 2020, down 1.62 percent from the fiscal year 2020 original budget projection of \$13,565,900. The projected budget variance primarily reflects shortfalls of 9.9 percent on taxes on telecommunication services and 0.6 percent on electric sales taxes. These year-end projections are informed by statewide projections prepared by the NCLM, adjusted for local variances. While sales taxes on

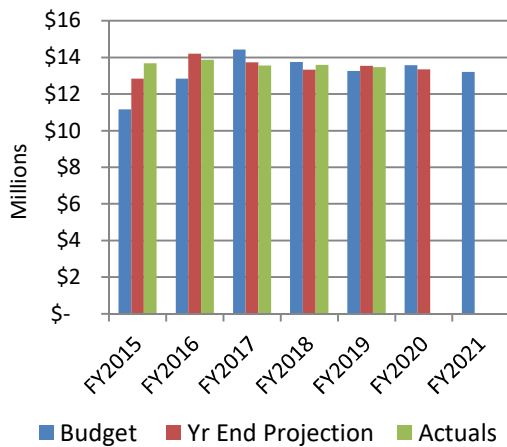
telecommunication services were projected to decline due to the abandonment of landline phones, the rate of decline is much steeper than the 3.9 percent assumed for the fiscal year 2020 budget development. For sales taxes on electricity, statewide growth is anticipated to be 1.7 percent over fiscal year 2019. The local revenue growth is projected to be 0.5 percent as any statewide revenues in excess of the fiscal year 2014 base year are allocated to municipalities on the basis of ad valorem tax levies; Fayetteville's tax levy is a smaller proportion of the statewide total than its baseline share of revenues.

For fiscal year 2021, \$13,203,900 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 (9.2 percent), video programming sales (1.7 percent) reflecting declining use of home telephones and home cable television services, and natural gas (1.5 percent). Growth of 1.0 percent is projected for statewide sales taxes on electricity sales, however, local revenues are projected to decline 0.6 percent based upon continued slower local growth in ad valorem tax levies and the statutory distribution method which allocates growth in revenues beyond the fiscal year 2014 baseline on the basis of ad valorem tax levies.

Based upon projections of video programming tax revenues to be generated from the population added through the Fort Bragg annexation, for fiscal year 2020 \$49,740 must be shared with Spring Lake in accordance with the Fort Bragg annexation agreement. For fiscal year 2021, the payment is expected to be \$48,745.

Revenue Assumptions

General Fund Utility Tax Distributions



Other State Shared Revenues

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 2021, the per capita rate is projected to be \$19.11 with a population estimate of 209,028; and, the per mile rate is projected to be \$1,580.13 with a municipal street mileage estimate of 744.64 miles. On this basis, Powell Bill revenues are expected to total \$5,171,153 in fiscal year 2021, a 1.1 percent decline from fiscal year 2020. This revenue source must be used for street and sidewalk construction, maintenance or related debt service.

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 a 0.5 percent increase in statewide beer and wine tax collections in the current fiscal year. For fiscal year 2021, the NCLM anticipates no change in beer and wine taxes from fiscal year 2020. On this basis, it is projected that the City will receive \$907,700

in beer and wine tax proceeds for both fiscal year 2020 and fiscal year 2021, as compared to the original fiscal year 2020 budget amount of \$927,159.

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 2021, projected payments related to Powell Bill and beer and wine taxes total \$111,024.

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 2020, that payment totals \$11,098,087. For fiscal year 2021, that payment will be \$11,450,867, based upon 2.45% of electric fund net assets for the fiscal year ending June 30, 2019.

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.

Provisions of the City Charter provide that during periods of declared emergency, the PWC may provide enhanced transfers to the City. On March 16, 2020, Mayor Colvin declared a local state of emergency due to the COVID-19 pandemic. Recognizing the unprecedented expected impacts upon the local economy and municipal revenue sources, City leaders requested additional funds from PWC to offset revenue impacts

Revenue Assumptions

and to provide for funds to support local economic recovery efforts. This budget includes transfers of \$1,000,000 in fiscal year 2020 and \$3,000,000 in fiscal year 2021 to offset local revenue losses.

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 funding agreements for the Franklin Street parking deck and the Segra Stadium funding plan. These revenues are projected to total \$4,254,839 in fiscal year 2021, as compared to \$3,955,067 originally budgeted for fiscal year 2020 and \$4,141,484 projected for fiscal year 2020. The budget variances primarily reflect increases from County recreation tax proceeds for parks and recreation operations, and increased contributions from the County for debt service on the Franklin Street parking deck and the stadium funding plan.

Other local intergovernmental revenues projected for fiscal year 2021 include: revenues from an agreement with the housing authority to provide on-site police services (\$346,920), 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 (\$17,622).

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 2021 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 2021 including changes to be implemented effective July 1, 2020.

Permit and fee revenues for fiscal year 2020 are projected to be \$1,919,450, which is 16.6 percent below the current budget and 4.2 percent below actual fiscal year 2019 revenues. The revenue decrease from the prior year primarily reflects impacts of current levels of building and inspection activity.

Fiscal year 2021 revenue projections total \$2,002,250, reflecting anticipated levels of building and trade permit activity and impacts of proposed fee schedule changes. The proposed fee changes are for building and trade inspection permits and are proposed to simplify permit fee calculations. The changes are expected to have a minimal revenue impact estimated at \$18,475.

Property lease revenues for fiscal year 2020 are projected to total \$467,725, down from the original budget projection of \$480,547. Property lease revenues for fiscal year 2021 are projected to total \$468,112, including \$250,000 for the payment for the operating use agreement for the downtown stadium, \$91,038 for shared use of the City's 800 megahertz radio system, \$127,074 for lease payments for other City facilities.

Public Services revenues for fiscal year 2020 are projected to be \$404,740, 5.5 percent below the current year budget. The negative budget variance primarily reflects lower than expected reimbursements for contracted signal maintenance with the North Carolina Department of Transportation. Projected revenues for fiscal year 2021 are relatively flat at \$402,940.

Development Services fees for planning and zoning services for fiscal year 2020 and 2021 are projected to be \$61,075 and \$58,400

Revenue Assumptions

respectively, as compared to the fiscal year 2020 original budget of \$65,500.

Public safety revenues for fiscal year 2020 and fiscal year 2021 are projected to be \$1,265,215 and \$1,306,447 respectively. The fiscal year 2021 revenue projections include estimated increases of \$77,651 resulting from proposed updates of fire permit and building plan review fees.

Parks and Recreation revenues for fiscal year 2020 are projected to be \$1,969,612, compared to fiscal year 2019 revenues of \$1,934,477 and fiscal year 2020 original budget projection of \$2,228,723. The 11.6 shortfall from budget primarily reflects lower than expected recreation program and park rental revenues. Fiscal year 2021 revenues are projected to be relatively flat at \$1,992,606.

Other fees and services are primarily estimated based upon known service agreements. For fiscal year 2020 and 2021, revenue projections include: \$169,366 in each year for custodial and maintenance services to be provided under contract for the Airborne and Special Operations Museum; \$48,000 in fiscal year 2020 and \$54,000 in fiscal year 2021 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 \$50,000 for services provided for the Municipal Planning Organization (MPO).

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 years 2020 and 2021 revenues include \$59,244 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 2021 and are projected based upon current cost allocation plans.

Investment Earnings

Investment earnings are the amount of revenue received from the investment of idle cash. This source of revenue is roughly estimated based on the projected cash position of the City and projected future investment earning rates. For fiscal year 2021, rates of return on investments are projected to decline significantly due to economic conditions following the COVID-19 pandemic.

Other Financing Sources

Other financing sources projected for fiscal year 2021 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 2021 include: \$32,548 from the Lake Valley Municipal Service District Fund to repay an interfund loan; and, \$66,838 from the Central Business Tax District Fund to assist in funding debt service for the Franklin Street Parking Deck; \$158,726 from the Parking Fund for a contribution for debt service on parking decks; and \$735,000 from the Risk Management fund as an interfund loan for the stadium funding plan.

The City anticipates financing \$3,288,945 for the purchase of General Fund vehicles and equipment in fiscal year 2021.

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 2021 fund balance appropriation for the General Fund totals \$9,317,041 and includes appropriations of \$1,814,987 for the regular capital funding plan for expenditures in excess of current year dedicated revenues, and \$163,522 for use of accumulated County Parks and Recreation District resources.

The fiscal year 2021 budget reflects anticipated revenue losses due to the COVID-19 pandemic of \$5,781,906. These revenue losses are offset by an anticipated intergovernmental payment of \$3,000,000 from the Fayetteville Public Works Commission and also by an associated reduction in reimbursements under the interlocal agreement for sales tax distributions of \$705,898. It is anticipated that the COVID-19 pandemic impacts will be resolved for future fiscal years for all but the \$955,000 projected revenue loss from investment income. On this basis, a fund balance appropriation of \$1,121,008 is planned for fiscal year 2021 to replace these lost revenues to fund continuing operations.

The remaining \$6,217,524 of the planned fund balance appropriation is associated with specific planned non-recurring expenditures. The funded expenditures include: a total of \$2,100,927 for capital and technology improvement plan projects comprised of \$550,000 for a municipal agreement for sidewalks on Bragg Boulevard, \$246,625 for a replacement revenue management system, \$233,641 for the General Fund share of the

automated truck wash facility, \$218,025 for an auxiliary fuel site and fuel dispenser replacements, \$200,000 for a sidewalk project on Trainer Drive, \$175,000 for anticipated temporary staffing needs to backfill for staff focused on the ERP system replacement project, \$100,000 for the commercial corridor revitalization project, \$307,636 for other technology improvement projects, \$50,000 in initial funding for the dog park project and \$20,000 for the Little Cross Creek Greenway project; \$1,330,000 for a ladder truck replacement; \$1,105,878 to fund non-recurring employee bonuses in lieu of pay increases; \$327,000 for non-recurring transfers to the Parking Fund to fund capital and due to anticipated future revenue increases; \$300,000 to fund a disparity study; \$214,900 for other non-recurring contract services; \$200,645 for non-recurring vehicle, small equipment and software licensing purchases; \$200,000 to fund a racial equity and community healing initiative to be determined by City Council; \$124,580 to fund the addition of a fourth litter crew; \$80,000 to provide funding to Communities in Schools for a Student Support Specialist; \$76,500 to pave the Medical Arts Building parking lot; \$61,260 to fund a state lobbyist contract; \$50,000 to fund a homelessness initiative; \$35,000 to fund a litter awareness campaign through Sustainable Sandhills; \$10,000 for a facility improvement for the computer server room; and \$834 to balance the budget.

CENTRAL BUSINESS TAX DISTRICT FUND

The tax rate for the Central Business Tax District for fiscal year 2021 is recommended to remain at 10.0 cents per 100 dollars of property valuation, with total taxable values estimated to be \$168,754,348 and collection rates estimated at 99.77 percent for real and personal property and 100.0 percent for motor vehicles. On this basis, fiscal year 2021 current year property tax collections are

Revenue Assumptions

projected to be \$168,380, an increase of 13.3 percent from fiscal year 2020 projections.

Interfund transfer revenues of \$139,274 are projected to be received from the General Fund in fiscal years 2020 and 2021.

EMERGENCY TELEPHONE SYSTEM FUND

Enhanced 911 operations are funded by service charges collected by the State on voice communications services. In fiscal year 2020, the E911 Fund is projected to receive \$919,978 in these dedicated revenues from the State. In fiscal year 2021, the E911 Fund is projected to receive \$963,133. With this level of funding support, the fund is projected to use \$344,832 from accumulated fund balance over fiscal years 2020 and 2021. 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 2021 is recommended to be reduced from 39.4 cents to 17.5 cents per 100 dollars of property valuation. With total taxable values estimated to be \$18,352,333 and a projected collection rate of 100 percent, property tax collections are estimated to be \$32,117 for fiscal year 2021.

It is expected that fiscal year 2021 will be the final year for which this municipal service district will be in place as the interfund loan from the General Fund for infrastructure investment is scheduled to be fully repaid in March, 2021.

PARKING FUND

The original budget for leased parking spaces and hourly parking fees for fiscal year 2020 anticipated total revenues of \$594,674, based upon the implementation of paid on-street parking effective January 1, 2020. During the fiscal year, Council adopted budget revisions reducing those projections to \$255,049 to reflect delays in the completion of the Hay Street parking deck and associated hotel and office building developments and a decision to delay the implementation of paid on-street parking until April 1, 2020. These revenues are now projected to total \$169,618, reflecting the suspension of paid parking on Saturdays, delays in the implementation of paid on-street parking and general decline in paid parking revenues due to the COVID-19 pandemic.

For fiscal year 2021, revenues for leased parking spaces and hourly fees for parking are projected to total \$364,102, reflecting the elimination of \$155,167 in projected hourly parking revenues due to a recommended delay in the implementation of paid on-street parking to January 1, 2021 due to the COVID-19 pandemic.

The original budget for fiscal year 2020 anticipated that \$120,338 would be generated from special event parking revenues for Fayetteville Woodpeckers' baseball games and other downtown special events. The COVID-19 pandemic has led to the cancellation of many special events and the minor league baseball games for the foreseeable future. Special event parking revenue projections for fiscal year 2020 have been reduced to \$41,828 as a result, and projected revenues for fiscal year 2021 are projected to be \$68,221 under the conservative assumption that there will not be significant special events occurring through December 31, 2020.

Revenue Assumptions

The original budget fiscal year 2020 anticipated total parking citation revenues of \$137,983, reflecting extended parking enforcement hours 9:00 am to 9:00 pm, Monday through Saturday beginning in July 2019, and the implementation of paid on-street parking effective January 1, 2020. During the fiscal year, Council adopted budget revisions reducing those projections to \$125,239 to reflect impacts of decisions made to delay the implementation of paid on-street parking until April 1, 2020. Projected revenues for fiscal year 2020 are now reduced to \$79,105 due to impacts of the COVID-19 pandemic and the suspension of Saturday parking enforcement. For fiscal year 2021, these revenues are projected to total \$134,155.

The Public Works Commission is projected to pay \$51,641 in fiscal year 2020 and \$58,884 in fiscal year 2021 to fund its proportionate share of operating costs and capital maintenance reserves for the Franklin Street Parking Deck.

There are anticipated capital maintenance expenditures of \$45,700 in fiscal year 2020 and \$70,000 in fiscal year 2021 for the Franklin Street parking deck. Use of the capital maintenance reserve to fund those expenditures are reflected in the budget as appropriations of fund balance.

For fiscal year 2020, loan proceeds of \$493,023 are projected for the Parking Fund to fund the purchase of parking equipment for the implementation of on-street paid parking and for the Franklin Street Parking Deck.

Traditionally, 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. The original budget for fiscal year 2020 anticipated that

the General Fund would provide a transfer of \$290,727 to the Parking Fund to support its operations through the transition to on-street paid parking and full revenue collections for the Hay Street Parking Deck, and the Parking Fund would provide transfers to the General Fund of \$158,726 per year consistent with the Stadium Funding Plan. On the basis of the revenue changes discussed above and associated operational changes, Council adopted budget revisions during fiscal year 2020 increasing the project transfer from the General Fund to \$363,512. Updated fiscal year 2020 revenue and expenditure projections now result in a projected transfer from the General Fund to the Parking Fund of \$476,861.

For fiscal year 2021, the required transfer from the General Fund to the Parking Fund will be \$557,600 to balance revenues and expenditures. For future fiscal years, it is anticipated that the transfer may be significantly reduced or eliminated with full implementation of on-street paid parking, a recovery from the impacts of COVID-19, and the full lease out of the Hay Street Parking Deck.

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 2020, it is projected that total revenues for assessments and associated interest will be \$2,105,000. For fiscal year 2021, those revenues are projected to increase to \$2,891,200. These projections are estimated based upon information received from staff of the PWC.

Revenue Assumptions

AIRPORT FUND

The largest sources of revenue to fund Airport operations are lease payments and franchise fees paid for the use of City property at the Fayetteville Regional Airport. For fiscal year 2020, original budget projections for these revenues totaled \$4,216,440 based upon known leases and agreements and historical trends. As a result of the significant impact of the COVID-19 pandemic upon demand for airline services, these revenues are now projected to total \$3,577,887 for fiscal year 2020 and \$2,804,258 for fiscal year 2021, primarily reflecting reduced revenues from franchise fees from parking operations and car rental tenant leases.

Landing fees paid by various companies were expected to total \$308,200 in fiscal year 2021 in the original adopted budget. These revenues are also being significantly impacted by the COVID-19 pandemic, with fiscal year 2020 year end revenues projected to total \$244,825 and fiscal year 2021 revenues projected to total \$154,818.

The Airport also receives funding from the Federal Aviation Administration and airlines to fund security services at the Airport. These revenues are projected to total \$318,615 for fiscal year 2021 based upon current agreements. These funds are reimbursed to the General Fund for law enforcement services provided to the Airport.

Additional intergovernmental revenues are projected to be received in fiscal year 2020, including \$180,171 in reimbursements for expenditures for hurricane restoration projects from the federal and state governments. More significantly, the airport received a grant award of \$2,968,903 under the Coronavirus Aid, Relief, and Economic Security (CARES) Act. Use of this grant funding is proposed over three fiscal years to support airport operating costs during the

anticipated period of declining operating revenues. This budget anticipates use of \$975,102 in fiscal year 2020, with \$1,488,725 to be used in fiscal year 2021.

Generally, Airport Fund revenues exceed expenditures, allowing for the accumulation of fund balance. In fiscal year 2021, projected expenditures will exceed projected revenues primarily due to transfers of \$3,451,371 to capital projects, primarily for terminal renovations. The use of \$3,103,491 of accumulated net assets (fund balance) is projected to balance the Airport Fund.

ENVIRONMENTAL SERVICES FUND

The residential solid waste fee is the primary fee supporting environmental services operations. For fiscal year 2021, staff recommends increasing the annual fee by \$35, from \$190 to \$225 per single-family residential unit. Based upon the proposed increased fee, current year fee revenues for fiscal year 2021 are projected to total \$13,720,300, an increase of \$2,156,030 from fiscal year 2020 projections. This fee change is recommended to transition this fund back to self-sufficiency, thus eliminating the need for transfers from the General Fund to support operating costs.

Intergovernmental revenue projections for fiscal year 2021 include \$308,505 from Cumberland County based upon agreed payments of \$5 per household and \$159,874 in proceeds from the solid waste disposal tax collected by the State.

For fiscal year 2020, the total interfund transfer from the General Fund to support solid waste operations is projected to be \$1,416,920. For fiscal year 2021, the transfer from the General Fund is recommended to be \$586,553 to solely fund debt service costs for prior vehicle financings.

STORMWATER FUND

The monthly stormwater fee for fiscal year 2021 is proposed to be \$6.00 per equivalent residential unit, unchanged from fiscal year 2020.

Stormwater fee revenue projections for fiscal year 2020 for first-year collections are projected to total \$11,138,230. For fiscal year 2021, stormwater fee revenues for first-year collections are projected to be relatively flat as compared to fiscal year 2020 projections at \$11,249,610, an increase of 1.0 percent.

The North Carolina Department of Transportation (NCDOT) suspended its contract with the City to sweep state-maintained roads within the city effective September 30, 2019 due to budgetary constraints. The original budget for fiscal year 2020 anticipated contract payments of \$123,522, however only \$30,881 is now projected to be received. No revenues are projected for this contract for fiscal year 2021, although the NCDOT has advised that it may reconsider their contracting decision when their budgetary situation improves.

The fiscal year 2021 recommended budget projects a use of net assets (fund balance) of \$1,064,893. The use of fund balance primarily reflects use of accumulated funding to fund capital projects.

TRANSIT FUND

The Transit Fund receives grants from the federal government for the operation of transit services. Total federal grant funding for fiscal year 2020 was projected in the adopted budget to total \$2,881,597 including capital maintenance, operating assistance, Americans with Disabilities Act (ADA) and Job Access and Reverse Commute Program (JARC) grants. The grant proceeds fund ADA services, vehicle and general maintenance,

limited operating costs and specific service enhancements.

The City received an apportionment grant of \$9,857,732 under the Coronavirus Aid, Relief, and Economic Security (CARES) Act. Use of this grant funding is proposed to be used over three fiscal years in coordination with existing federal grant funds, to reduce support requirements from the General Fund to alleviate the impacts of significant projected revenue losses in that fund. As a result of the use of the CARES grant fund, total federal intergovernmental revenues are projected to total \$4,996,107 in fiscal year 2020 and \$4,761,819 in fiscal year 2021.

The Transit Fund also receives funding under the State Maintenance Assistance Program. Fiscal year 2021 proceeds from this revenue are projected to be \$730,118, in-line with projected fiscal year 2020 receipts.

The City assesses a \$5 vehicle license tax dedicated to support transit operations. For fiscal years 2020 and 2021, \$638,905 is projected to be generated from this tax.

The Transit system is projected to generate a total of \$978,186 in fare revenue in fiscal year 2021 based upon ridership data supplied by the Transit Department and current bus fares. Revenue projections have not been adjusted for any potential ridership declines due to short term COVID-19 impacts due to the fluidity of the situation, and also because revenue declines are offset by similar reductions in operating costs which have not been reduced from the budget.

For fiscal years 2019 and 2020, \$90,859 is projected to be received from PWC for the operation of the shuttle route.

Property use revenues projected for fiscal year 2020 total \$160,804, and include: \$1,972 from the Cool Springs Downtown District; \$260 for event room rental fees; \$10,800

Revenue Assumptions

from American Coach Lines; \$145,702 from Greyhound for lease costs for their location in the Transit Center and shared operating costs; and, \$2,070 from the General Fund for new use of space for the City Call Center. For fiscal year 2021, property use revenues are projected to increase to \$201,552, and include: \$1,972 from the Cool Springs Downtown District; \$260 for event room rental fees; \$10,800 from American Coach Lines; \$155,500 from Greyhound for lease costs for their location in the Transit Center and shared operating costs; \$12,420 from the General Fund for the City Call Center; and projected revenues for a food vendor lease totaling \$20,600 for six months of rental and commissions.

Other fees and service revenues are projected to total \$98,385 in fiscal years 2020 and 2021 as compared to the original budget for fiscal year 2020 of \$74,618. These revenues primarily reflect advertising revenues, which are projected to increase based on current trends.

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 2020, the transfer is projected to total \$3,088,459 as compared to the currently budgeted transfer of \$5,133,138, reflecting the impact of increased federal funding through the CARES Act. For fiscal year 2021, the General Fund transfer to the Transit Fund is projected to total \$4,042,020 reflecting further impacts of CARES Act funding.

LEOSSA FUND

The LEOSSA Fund (Law Enforcement Officers Special Separation Allowance 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 7.01 percent of earnings.

FLEET MAINTENANCE FUND

The Fleet Maintenance Fund is used to account for costs associated with operating a maintenance facility for automotive and other equipment used by all City departments. These costs are billed to the departments receiving the services.

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 2020, the General Fund is projected to transfer \$358,008 to the Risk Management fund for repayment of interfund loans. In fiscal year 2021, that transfer is projected to be \$354,914.

Development Services

Description	FY 2019 Actual	FY 2020 Original Budget	FY 2020 Estimate	FY 2021 Recommend	FY 2021 Adopted
Salaries & Wages	2,711,208	2,843,476	2,595,217	2,917,812	2,927,412
Social Security & Pension	437,837	501,536	450,433	548,938	549,672
Insurance & Benefits	433,506	489,573	425,576	511,217	511,217
Temporary Services	2,646	0	41,180	0	0
Personnel Services	3,585,197	3,834,585	3,512,406	3,977,967	3,988,301
Utilities	0	0	0	0	0
Supplies	36,975	31,100	31,330	33,115	33,115
Small Equipment/ Computers	0	0	0	5,448	5,448
General Maintenance	8,726	10,376	8,920	10,376	10,376
Vehicle Maintenance	42,908	46,035	83,600	91,560	91,560
Vehicle Fuel	31,643	32,420	28,250	33,670	33,670
Communications	85,646	102,130	99,100	106,748	106,748
Travel and Development	15,415	44,750	38,030	31,495	31,495
Memberships and Dues	7,005	12,100	12,460	9,200	9,200
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
Operating	228,318	278,911	301,690	321,612	321,612
	0	0	0	0	0
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	200	200
Other Contract Services	241,425	334,670	385,931	364,370	364,370
	0	0	0	0	0
Contract Services	241,425	334,670	385,931	364,570	364,570
	0	0	0	0	0
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	37,692	37,692
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	37,692	37,692
Transfers to Other Funds	0	10,000	0	10,000	10,000
Debt Service	0	0	0	0	0
Other Charges	571	1,825	1,825	1,675	1,675
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	2,000	2,000	2,000	2,000
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	571	3,825	3,825	3,675	3,675
Total Expenditures	4,055,511	4,461,991	4,203,852	4,715,516	4,725,850

Economic & Community Development

Description	FY 2019 Actual	FY 2020 Original Budget	FY 2020 Estimate	FY 2021 Recommend	FY 2021 Adopted
Salaries & Wages	222,598	255,513	260,265	263,051	263,892
Social Security & Pension	35,661	45,113	45,572	49,584	49,648
Insurance & Benefits	26,644	39,885	34,551	40,066	40,066
Temporary Services	0	0	0	0	0
Personnel Services	284,903	340,511	340,388	352,701	353,606
Utilities	23,695	25,606	36,500	37,100	37,100
Supplies	8,188	10,550	10,582	10,900	10,900
Small Equipment/ Computers	555	23,502	29,846	20,000	20,000
General Maintenance	0	0	0	0	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	13,753	13,700	9,330	11,480	11,480
Travel and Development	16,257	14,135	13,335	9,678	9,678
Memberships and Dues	2,712	2,550	2,675	3,400	3,400
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
Operating	65,160	90,043	102,268	92,558	92,558
Accounting, Auditing & Legal	435	6,709	200	5,000	5,000
Medical Services	0	0	0	0	0
Other Contract Services	575,527	1,035,218	917,046	725,790	725,790
Contract Services	575,962	1,041,927	917,246	730,790	730,790
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	252,149	835,090	1,323,326	306,112	306,112
Debt Service	0	0	0	0	0
Other Charges	335	8,227	876	1,041	51,041
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	132,353	155,353	154,450	145,353	225,353
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	132,688	163,580	155,326	146,394	276,394
Total Expenditures	1,310,862	2,471,151	2,838,554	1,628,555	1,759,460

Human Relations

Description	FY 2019 Actual	FY 2020 Original Budget	FY 2020 Estimate	FY 2021 Recommend	FY 2021 Adopted
Salaries & Wages	230,936	220,030	236,141	224,044	224,644
Social Security & Pension	37,320	38,828	40,906	42,232	42,278
Insurance & Benefits	33,009	29,308	33,998	29,590	29,590
Temporary Services	0	0	0	0	0
Personnel Services	301,265	288,166	311,045	295,866	296,512
Utilities	0	0	0	0	0
Supplies	10,091	10,060	13,910	11,820	11,820
Small Equipment/ Computers	840	0	0	0	0
General Maintenance	24	24	0	0	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	9,159	10,800	6,903	8,290	8,290
Travel and Development	11,826	11,450	11,050	7,702	7,702
Memberships and Dues	1,515	3,586	3,586	3,802	3,802
Insurance/Claims	0	0	0	0	0
Other Services	1,000	1,000	1,000	2,500	2,500
Operating	34,455	36,920	36,449	34,114	34,114
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	2,871	2,577	1,371	2,177	2,177
Contract Services	2,871	2,577	1,371	2,177	2,177
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	6,081	3,625	3,625	3,625	3,625
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	9,975	14,658	14,658	14,658	14,658
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	16,056	18,283	18,283	18,283	18,283
Total Expenditures	354,647	345,946	367,148	350,440	351,086

Airport

Description	FY 2019 Actual	FY 2020 Original Budget	FY 2020 Estimate	FY 2021 Recommend	FY 2021 Adopted
Salaries & Wages	1,206,757	1,279,629	1,245,602	1,293,769	1,297,169
Social Security & Pension	192,645	224,770	211,592	242,891	243,151
Insurance & Benefits	241,616	259,005	247,290	261,998	261,998
Temporary Services	46,431	50,504	55,160	50,504	50,504
Personnel Services	1,687,449	1,813,908	1,759,644	1,849,162	1,852,822
Utilities	522,372	542,680	519,160	544,020	544,020
Supplies	109,008	146,100	111,636	148,100	148,100
Small Equipment/ Computers	6,869	0	2,590	0	0
General Maintenance	167,994	387,220	304,925	416,485	416,485
Vehicle Maintenance	73,849	127,600	96,920	102,680	102,680
Vehicle Fuel	32,650	37,500	27,040	28,410	28,410
Communications	154,776	309,740	312,620	313,350	313,350
Travel and Development	25,584	39,800	44,000	26,300	26,300
Memberships and Dues	9,755	9,842	9,927	9,842	9,842
Insurance/Claims	62,475	65,352	82,929	106,316	106,316
Other Services	0	0	0	0	0
Operating	1,165,332	1,665,834	1,511,747	1,695,503	1,695,503
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	156	430	430	430	430
Other Contract Services	185,718	193,832	223,706	203,831	203,831
Contract Services	185,874	194,262	224,136	204,261	204,261
Land	0	0	0	0	0
Buildings	0	0	73,160	20,000	20,000
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	36,000	38,920	15,000	15,000
Equipment - Motor Vehicles	109,727	105,500	105,500	80,000	80,000
Infrastructure	0	0	0	0	0
Capital Outlay	109,727	141,500	217,580	115,000	115,000
Transfers to Other Funds	3,414,912	7,005,929	5,771,984	3,451,371	3,451,371
Debt Service	0	0	0	0	0
Other Charges	442,300	454,200	447,800	454,400	454,400
Indirect Cost Allocation	193,562	234,600	212,000	218,400	218,400
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	-3,088	15,000	0	15,000	15,000
Cost Redistribution	0	0	0	0	0
Other Charges	632,774	703,800	659,800	687,800	687,800
Total Expenditures	7,196,068	11,525,233	10,144,891	8,003,097	8,006,757

Fire

Description	FY 2019 Actual	FY 2020 Original Budget	FY 2020 Estimate	FY 2021 Recommend	FY 2021 Adopted
Salaries & Wages	17,630,006	17,427,547	17,312,199	18,094,393	18,107,929
Social Security & Pension	2,797,601	3,063,768	2,950,267	3,394,711	3,395,746
Insurance & Benefits	3,179,288	3,186,417	3,308,101	3,216,006	3,216,006
Temporary Services	0	0	0	0	0
Personnel Services	23,606,895	23,677,732	23,570,567	24,705,110	24,719,681
Utilities	250,525	260,000	255,700	268,490	268,490
Supplies	654,297	731,273	739,118	723,387	723,387
Small Equipment/ Computers	814,687	226,216	252,274	283,565	283,565
General Maintenance	157,803	195,214	210,610	217,216	217,216
Vehicle Maintenance	1,198,048	1,183,344	1,703,368	1,793,820	1,794,036
Vehicle Fuel	262,115	232,310	206,640	217,000	217,000
Communications	97,600	100,940	106,620	109,090	109,090
Travel and Development	94,536	141,228	139,639	92,171	92,171
Memberships and Dues	23,183	27,833	27,833	29,459	29,459
Insurance/Claims	49,809	45,000	45,000	45,000	45,000
Other Services	8,345	7,485	9,276	4,222	4,222
Operating	3,610,948	3,150,843	3,696,078	3,783,420	3,783,636
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	124,349	154,856	155,343	154,856	154,856
Other Contract Services	764,723	730,771	744,221	791,044	791,044
Contract Services	889,072	885,627	899,564	945,900	945,900
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	11,790	20,837	27,121	71,712	71,712
Equipment - Motor Vehicles	2,691,708	1,610,945	1,542,841	2,420,834	2,420,834
Infrastructure	0	0	0	0	0
Capital Outlay	2,703,498	1,631,782	1,569,962	2,492,546	2,492,546
Transfers to Other Funds	500,000	62,330	62,330	15,000	15,000
Debt Service	0	0	0	0	0
Other Charges	4,669	18,090	18,187	22,519	22,519
Indirect Cost Allocation	115,185	120,300	118,600	122,200	122,200
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	-75,000	-75,000	-75,000	-75,000	-75,000
Other Charges	44,854	63,390	61,787	69,719	69,719
Total Expenditures	31,355,267	29,471,704	29,860,288	32,011,695	32,026,482

Parks, Recreation & Maintenance

Description	FY 2019 Actual	FY 2020 Original Budget	FY 2020 Estimate	FY 2021 Recommend	FY 2021 Adopted
Salaries & Wages	6,938,701	7,512,244	7,236,297	7,765,122	7,793,722
Social Security & Pension	1,065,601	1,265,522	1,173,481	1,395,259	1,397,447
Insurance & Benefits	1,365,658	1,498,337	1,419,504	1,509,808	1,509,808
Temporary Services	747,891	732,965	1,006,984	732,965	809,343
Personnel Services	10,117,851	11,009,068	10,836,266	11,403,154	11,510,320
Utilities	1,635,689	1,724,650	1,828,010	1,934,293	1,934,293
Supplies	954,651	1,043,534	1,072,618	986,753	988,150
Small Equipment/ Computers	19,324	4,312	27,356	0	0
General Maintenance	628,903	760,819	830,962	694,447	694,447
Vehicle Maintenance	904,554	1,089,018	723,880	763,410	764,230
Vehicle Fuel	237,649	249,360	230,080	241,690	243,690
Communications	185,091	223,256	227,015	211,580	211,580
Travel and Development	61,053	60,911	52,264	44,469	44,469
Memberships and Dues	6,339	8,414	8,549	8,414	8,414
Insurance/Claims	33,204	33,705	34,351	35,472	35,472
Other Services	103,276	100,115	117,835	73,411	73,411
Operating	4,769,733	5,298,094	5,152,920	4,993,939	4,998,156
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	895	849	889	849	849
Other Contract Services	1,062,662	1,473,762	1,704,152	1,496,664	1,542,664
Contract Services	1,063,557	1,474,611	1,705,041	1,497,513	1,543,513
Land	0	0	0	0	0
Buildings	18,975	0	141,368	0	0
Improvements	401,620	0	153,148	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	145,644	255,000	368,020	55,920	55,920
Equipment - Motor Vehicles	347,529	612,000	987,840	544,201	577,186
Infrastructure	0	0	0	0	0
Capital Outlay	913,768	867,000	1,650,376	600,121	633,106
Transfers to Other Funds	483,255	948,477	1,089,200	1,164,028	1,164,028
Debt Service	0	1,470,859	1,445,789	1,404,000	1,404,000
Other Charges	1,859	73,334	3,009	52,410	52,410
Indirect Cost Allocation	60,000	60,000	60,000	60,000	60,000
Non-Profit/Gov't Agencies	179,250	179,250	179,250	179,250	179,250
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	241,109	312,584	242,259	291,660	291,660
Total Expenditures	17,589,273	21,380,693	22,121,851	21,354,415	21,544,783

Police

Description	FY 2019 Actual	FY 2020 Original Budget	FY 2020 Estimate	FY 2021 Recommend	FY 2021 Adopted
Salaries & Wages	30,169,529	30,867,428	29,882,279	31,315,588	31,390,235
Social Security & Pension	7,630,330	8,237,939	7,873,576	8,710,590	8,716,301
Insurance & Benefits	5,341,810	5,763,151	5,379,628	5,807,650	5,807,650
Temporary Services	84,439	111,325	90,700	103,533	103,533
Personnel Services	43,226,108	44,979,843	43,226,183	45,937,361	46,017,719
Utilities	244,274	263,820	271,570	291,710	291,710
Supplies	984,627	1,027,815	1,095,500	1,002,905	1,002,905
Small Equipment/ Computers	155,236	55,393	106,737	21,664	21,664
General Maintenance	1,639,304	1,793,418	1,847,407	1,955,521	1,955,521
Vehicle Maintenance	1,678,518	1,815,670	1,298,440	1,336,840	1,336,840
Vehicle Fuel	1,056,224	1,031,970	787,130	826,520	826,520
Communications	757,862	796,373	760,373	780,423	780,423
Travel and Development	287,070	252,648	331,312	200,462	200,462
Memberships and Dues	12,801	7,700	12,782	7,836	7,836
Insurance/Claims	2,471	2,719	2,700	3,000	3,000
Other Services	730,901	747,154	766,046	771,428	771,428
Operating	7,549,288	7,794,680	7,279,997	7,198,309	7,198,309
Accounting, Auditing & Legal	375	275	0	0	0
Medical Services	18,526	24,321	36,764	38,757	38,757
Other Contract Services	553,336	382,679	501,486	477,157	477,157
Contract Services	572,237	407,275	538,250	515,914	515,914
Land	0	0	0	0	0
Buildings	216,989	0	93,384	0	0
Improvements	0	0	13,547	0	0
Equipment - Office	142,165	135,218	314,340	0	0
Equipment - Other	183,355	12,624	64,807	0	0
Equipment - Motor Vehicles	2,135,978	2,075,000	2,065,450	2,206,500	2,206,500
Infrastructure	0	0	0	0	0
Capital Outlay	2,678,487	2,222,842	2,551,528	2,206,500	2,206,500
Transfers to Other Funds	63,951	12,151	12,151	64,149	64,149
Debt Service	97,371	0	0	0	0
Other Charges	123,977	141,383	141,383	146,021	146,021
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
Other Charges	126,977	144,383	144,383	149,021	149,021
Total Expenditures	54,314,419	55,561,174	53,752,492	56,071,254	56,151,612

Public Services

Description	FY 2019 Actual	FY 2020 Original Budget	FY 2020 Estimate	FY 2021 Recommend	FY 2021 Adopted
Salaries & Wages	7,255,994	8,809,220	7,660,920	9,216,755	9,250,605
Social Security & Pension	1,159,150	1,551,233	1,330,618	1,733,109	1,735,699
Insurance & Benefits	1,524,668	1,910,481	1,613,938	1,956,835	1,956,835
Temporary Services	225,397	236,195	296,690	230,330	230,330
Personnel Services	10,165,209	12,507,129	10,902,166	13,137,029	13,173,469
Utilities	341,371	394,199	389,450	438,674	438,674
Supplies	904,090	1,103,745	942,202	982,846	982,846
Small Equipment/ Computers	41,630	8,014	62,812	11,043	11,043
General Maintenance	129,609	291,280	238,291	331,854	331,854
Vehicle Maintenance	2,681,417	2,970,852	3,305,221	3,495,920	3,495,920
Vehicle Fuel	703,892	752,170	632,280	665,620	665,620
Communications	148,356	180,555	178,654	190,740	190,740
Travel and Development	44,594	116,046	128,821	93,876	93,876
Memberships and Dues	13,256	17,277	17,587	18,196	18,196
Insurance/Claims	120,152	174,392	118,810	172,976	172,976
Other Services	41,334	44,250	400,863	349,917	349,917
Operating	5,169,701	6,052,780	6,414,991	6,751,662	6,751,662
Accounting, Auditing & Legal	775	3,500	431,402	3,500	3,500
Medical Services	2,197	5,769	6,762	6,486	6,486
Other Contract Services	6,885,267	5,783,260	6,205,935	5,617,922	5,617,922
Contract Services	6,888,239	5,792,529	6,644,099	5,627,908	5,627,908
Land	0	0	0	0	0
Buildings	0	0	45,700	45,000	45,000
Improvements	0	0	0	0	0
Equipment - Office	0	12,000	27,084	17,000	17,000
Equipment - Other	172,714	497,700	865,477	436,737	436,737
Equipment - Motor Vehicles	1,673,215	1,773,500	1,901,434	1,714,000	1,714,000
Infrastructure	376	1,000	1,000	1,000	1,000
Capital Outlay	1,846,305	2,284,200	2,840,695	2,213,737	2,213,737
Transfers to Other Funds	11,345,802	14,503,326	14,698,948	12,517,432	12,717,432
Debt Service	1,678,016	1,605,055	1,537,074	1,689,574	1,689,574
Other Charges	16,276	34,455	28,136	710,471	697,176
Indirect Cost Allocation	993,612	1,033,900	1,047,600	1,079,000	1,079,000
Non-Profit/Gov't Agencies	3,172	3,143	3,621	3,621	3,621
Inventory	20,496	0	0	0	0
Cost Redistribution	75,000	75,000	75,000	75,000	75,000
Other Charges	1,108,556	1,146,498	1,154,357	1,868,092	1,854,797
Total Expenditures	38,201,828	43,891,517	44,192,330	43,805,434	44,028,579

Transit

Description	FY 2019 Actual	FY 2020 Original Budget	FY 2020 Estimate	FY 2021 Recommend	FY 2021 Adopted
Salaries & Wages	4,587,532	5,022,796	4,873,284	5,389,248	5,410,348
Social Security & Pension	728,908	877,388	841,987	1,018,290	1,019,905
Insurance & Benefits	1,009,410	1,183,598	973,990	1,204,212	1,204,212
Temporary Services	42,652	5,848	40,600	4,200	4,200
Personnel Services	6,368,502	7,089,630	6,729,861	7,615,950	7,638,665
Utilities	109,721	111,910	115,510	121,130	121,130
Supplies	132,900	150,019	143,640	146,231	146,231
Small Equipment/ Computers	8,429	17,681	28,054	0	0
General Maintenance	157,645	181,008	223,480	194,284	194,284
Vehicle Maintenance	629,951	713,480	853,830	868,830	868,830
Vehicle Fuel	830,893	825,860	774,908	818,550	818,550
Communications	65,253	95,630	100,537	93,740	93,740
Travel and Development	5,684	15,090	13,220	13,950	13,950
Memberships and Dues	3,825	5,849	5,849	5,439	5,439
Insurance/Claims	117,702	129,615	200,088	220,867	220,867
Other Services	0	0	0	3,559	3,559
Operating	2,062,003	2,246,142	2,459,116	2,486,580	2,486,580
Accounting, Auditing & Legal	25,752	15,000	15,000	10,000	10,000
Medical Services	6,313	6,320	8,470	7,540	7,540
Other Contract Services	403,374	347,272	341,243	355,435	355,435
Contract Services	435,439	368,592	364,713	372,975	372,975
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	9,800	28,792	23,520	23,520
Infrastructure	0	0	0	0	0
Capital Outlay	0	9,800	28,792	23,520	23,520
Transfers to Other Funds	354,973	339,200	544,916	334,248	334,248
Debt Service	0	0	0	0	0
Other Charges	13,673	17,953	19,433	21,400	21,400
Indirect Cost Allocation	818,613	899,900	858,400	884,200	884,200
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	2,323	0	0	0	0
Cost Redistribution	-187,897	-220,447	-212,250	-217,200	-217,200
Other Charges	646,712	697,406	665,583	688,400	688,400
Total Expenditures	9,867,629	10,750,770	10,792,981	11,521,673	11,544,388

Budget & Evaluation

Description	FY 2019 Actual	FY 2020 Original Budget	FY 2020 Estimate	FY 2021 Recommend	FY 2021 Adopted
Salaries & Wages	387,073	369,195	396,294	376,114	377,134
Social Security & Pension	62,240	65,117	68,321	70,837	70,915
Insurance & Benefits	40,415	49,692	41,557	50,179	50,179
Temporary Services	0	0	0	0	0
Personnel Services	489,728	484,004	506,172	497,130	498,228
Utilities	0	0	0	0	0
Supplies	510	1,100	860	1,000	1,000
Small Equipment/ Computers	0	0	0	0	0
General Maintenance	3,795	3,990	3,796	3,990	3,990
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	3,494	4,560	4,050	4,100	4,100
Travel and Development	4,101	7,540	7,540	4,901	4,901
Memberships and Dues	250	250	250	250	250
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
Operating	12,150	17,440	16,496	14,241	14,241
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	550	580	725	760	760
Contract Services	550	580	725	760	760
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	112	145	145	145	145
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	112	145	145	145	145
Total Expenditures	502,540	502,169	523,538	512,276	513,374

City Attorney's Office

Description	FY 2019 Actual	FY 2020 Original Budget	FY 2020 Estimate	FY 2021 Recommend	FY 2021 Adopted
Salaries & Wages	769,282	698,599	688,768	695,876	697,476
Social Security & Pension	131,727	130,632	128,039	138,655	138,777
Insurance & Benefits	98,631	81,178	78,810	81,549	81,549
Temporary Services	0	0	3,910	0	0
Personnel Services	999,640	910,409	899,527	916,080	917,802
Utilities	0	0	0	0	0
Supplies	43,315	45,121	52,725	48,300	48,300
Small Equipment/ Computers	0	385	385	300	300
General Maintenance	0	0	0	0	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	4,669	4,730	4,800	4,870	4,870
Travel and Development	8,594	14,509	14,509	9,431	9,431
Memberships and Dues	4,656	4,200	4,200	4,230	4,230
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
Operating	61,234	68,945	76,619	67,131	67,131
Accounting, Auditing & Legal	334,183	353,647	353,647	353,647	353,647
Medical Services	0	0	0	0	0
Other Contract Services	0	100	100	100	100
Contract Services	334,183	353,747	353,747	353,747	353,747
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	540	599	599	699	699
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	540	599	599	699	699
Total Expenditures	1,395,597	1,333,700	1,330,492	1,337,657	1,339,379

City Manager's Office

Description	FY 2019 Actual	FY 2020 Original Budget	FY 2020 Estimate	FY 2021 Recommend	FY 2021 Adopted
Salaries & Wages	1,489,975	1,471,057	1,624,073	1,537,579	1,541,559
Social Security & Pension	241,659	261,031	285,965	292,744	293,049
Insurance & Benefits	154,362	187,292	173,957	189,780	189,780
Temporary Services	13,101	0	12,785	0	0
Personnel Services	1,899,097	1,919,380	2,096,780	2,020,103	2,024,388
Utilities	0	0	0	0	0
Supplies	16,123	21,500	21,899	26,900	26,900
Small Equipment/ Computers	910	11,187	33,869	2,850	2,850
General Maintenance	3,025	6,177	9,940	6,568	6,568
Vehicle Maintenance	169	520	1,385	1,490	1,490
Vehicle Fuel	308	440	460	730	730
Communications	50,434	28,733	29,399	28,817	28,817
Travel and Development	25,060	58,891	62,688	39,547	39,547
Memberships and Dues	10,903	13,638	13,638	13,129	13,129
Insurance/Claims	0	0	0	0	0
Other Services	0	0	2,070	12,420	12,420
Operating	106,932	141,086	175,348	132,451	132,451
Accounting, Auditing & Legal	0	0	15,000	15,000	15,000
Medical Services	0	0	0	0	0
Other Contract Services	147,687	154,274	347,769	208,349	208,349
Contract Services	147,687	154,274	362,769	223,349	223,349
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	29,541	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	52,000	52,000	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	52,000	81,541	0	0
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	7,074	2,925	2,925	3,025	3,025
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	7,074	2,925	2,925	3,025	3,025
Total Expenditures	2,160,790	2,269,665	2,719,363	2,378,928	2,383,213

Corporate Communications

Description	FY 2019 Actual	FY 2020 Original Budget	FY 2020 Estimate	FY 2021 Recommend	FY 2021 Adopted
Salaries & Wages	529,552	520,036	513,595	523,269	524,870
Social Security & Pension	84,344	91,785	88,609	98,650	98,772
Insurance & Benefits	68,259	84,140	63,128	84,730	84,730
Temporary Services	0	0	0	0	0
Personnel Services	682,155	695,961	665,332	706,649	708,372
Utilities	0	0	0	0	0
Supplies	12,396	14,100	11,360	9,968	9,968
Small Equipment/ Computers	8,047	8,223	11,858	14,068	14,068
General Maintenance	22,016	25,329	25,329	24,473	24,473
Vehicle Maintenance	2,539	1,980	3,200	3,400	3,400
Vehicle Fuel	433	530	250	270	270
Communications	96,912	91,113	80,459	76,971	76,971
Travel and Development	7,095	11,350	11,250	7,447	7,447
Memberships and Dues	4,973	4,970	10,960	14,044	14,044
Insurance/Claims	0	0	0	0	0
Other Services	19,225	19,992	19,226	16,859	16,859
Operating	173,636	177,587	173,892	167,500	167,500
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	39,195	69,476	62,801	39,476	39,476
Contract Services	39,195	69,476	62,801	39,476	39,476
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	53,485	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	484	350	368	325	325
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	83,859	100,400	83,000	83,600	83,600
Cost Redistribution	-104,761	-123,400	-106,100	-107,400	-107,400
Other Charges	-20,418	-22,650	-22,732	-23,475	-23,475
Total Expenditures	928,053	920,374	879,293	890,150	891,873

Finance

Description	FY 2019 Actual	FY 2020 Original Budget	FY 2020 Estimate	FY 2021 Recommend	FY 2021 Adopted
Salaries & Wages	1,307,481	1,428,597	1,445,729	1,540,826	1,545,426
Social Security & Pension	208,219	252,061	249,248	289,846	290,198
Insurance & Benefits	222,089	245,330	227,206	254,784	254,784
Temporary Services	114,704	0	114,791	0	0
Personnel Services	1,852,493	1,925,988	2,036,974	2,085,456	2,090,408
Utilities	13,401	36,000	42,760	44,900	44,900
Supplies	15,409	31,384	22,955	22,535	22,535
Small Equipment/ Computers	35,335	11,139	13,358	4,400	4,400
General Maintenance	240,657	30,201	118,906	140,225	140,225
Vehicle Maintenance	23,235	6,777,480	6,445,461	6,965,845	6,965,845
Vehicle Fuel	0	0	0	0	0
Communications	30,186	41,308	43,090	42,710	42,710
Travel and Development	24,856	35,671	36,103	26,153	26,153
Memberships and Dues	1,855	4,162	4,337	4,527	4,527
Insurance/Claims	1,981,890	3,534,692	2,598,083	3,372,927	3,372,927
Other Services	68,488	220,450	217,855	218,249	218,249
Operating	2,435,312	10,722,487	9,542,908	10,842,471	10,842,471
Accounting, Auditing & Legal	100,265	94,340	115,605	110,945	110,945
Medical Services	16,243	20,000	13,100	15,000	15,000
Other Contract Services	555,718	638,680	706,889	899,382	899,382
Contract Services	672,226	753,020	835,594	1,025,327	1,025,327
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	8,643	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	8,643	0	0
Transfers to Other Funds	246,625	40,700	40,700	371,750	371,750
Debt Service	0	0	0	0	0
Other Charges	2,833	13,373	758	5,053	4,897
Indirect Cost Allocation	0	48,000	46,000	54,000	54,000
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	2,833	61,373	46,758	59,053	58,897
Total Expenditures	5,209,489	13,503,568	12,511,577	14,384,057	14,388,853

Human Resources Development

Description	FY 2019 Actual	FY 2020 Original Budget	FY 2020 Estimate	FY 2021 Recommend	FY 2021 Adopted
Salaries & Wages	989,814	1,011,459	983,596	1,028,500	1,031,301
Social Security & Pension	159,106	178,495	168,955	193,847	194,061
Insurance & Benefits	168,259	181,565	169,836	183,756	183,756
Temporary Services	3,668	0	40,700	0	0
Personnel Services	1,320,847	1,371,519	1,363,087	1,406,103	1,409,118
Utilities	0	0	0	0	0
Supplies	49,190	68,578	61,860	67,368	67,368
Small Equipment/ Computers	4,654	3,941	3,266	6,730	6,730
General Maintenance	16,059	16,838	16,838	39,182	39,182
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	21,989	26,352	25,298	20,821	20,821
Travel and Development	64,729	77,313	62,610	93,858	93,858
Memberships and Dues	8,057	10,083	9,183	9,229	9,229
Insurance/Claims	16,149,354	19,014,570	16,343,100	19,601,825	19,601,825
Other Services	0	0	0	0	0
Operating	16,314,032	19,217,675	16,522,155	19,839,013	19,839,013
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	34,339	52,672	36,300	52,600	52,600
Other Contract Services	202,899	222,052	233,602	245,539	245,539
Contract Services	237,238	274,724	269,902	298,139	298,139
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	363,387	1,066,300	1,066,740	784,875	784,875
Debt Service	0	0	0	0	0
Other Charges	36,324	154,709	60,055	107,162	106,522
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	36,324	154,709	60,055	107,162	106,522
Total Expenditures	18,271,828	22,084,927	19,281,939	22,435,292	22,437,667

Information Technology

Description	FY 2019 Actual	FY 2020 Original Budget	FY 2020 Estimate	FY 2021 Recommend	FY 2021 Adopted
Salaries & Wages	1,599,125	1,754,564	1,638,288	1,836,472	1,841,672
Social Security & Pension	257,495	305,964	283,388	342,231	342,629
Insurance & Benefits	232,002	268,214	233,208	277,002	277,002
Temporary Services	0	0	164,030	0	0
Personnel Services	2,088,622	2,328,742	2,318,914	2,455,705	2,461,303
Utilities	0	0	0	0	0
Supplies	17,812	29,945	18,428	25,880	25,880
Small Equipment/ Computers	70,754	108,254	110,060	83,818	83,818
General Maintenance	1,631,388	1,943,581	1,854,031	2,746,613	2,746,613
Vehicle Maintenance	2,000	2,698	1,375	1,465	1,465
Vehicle Fuel	290	470	320	340	340
Communications	188,974	198,002	196,990	205,420	205,420
Travel and Development	88,115	120,800	134,290	95,425	95,425
Memberships and Dues	4,760	31,688	31,688	31,317	31,317
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
Operating	2,004,093	2,435,438	2,347,182	3,190,278	3,190,278
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	412,852	613,756	1,041,359	827,190	827,190
Contract Services	412,852	613,756	1,041,359	827,190	827,190
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	1,265,440	1,008,659	1,118,659	2,242,097	2,242,097
Debt Service	0	0	0	0	0
Other Charges	4,208	6,345	6,345	6,545	6,545
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	-72,561	-72,561	0	0
Other Charges	-68,352	-66,216	-66,216	6,545	6,545
Total Expenditures	5,702,655	6,320,379	6,759,898	8,721,815	8,727,413

Mayor, Council & City Clerk

Description	FY 2019 Actual	FY 2020 Original Budget	FY 2020 Estimate	FY 2021 Recommend	FY 2021 Adopted
Salaries & Wages	355,215	371,673	382,821	394,933	412,533
Social Security & Pension	40,839	45,454	47,269	51,529	52,875
Insurance & Benefits	80,806	118,212	76,218	119,453	119,453
Temporary Services	0	0	0	0	0
Personnel Services	476,860	535,339	506,308	565,915	584,861
Utilities	0	0	0	0	0
Supplies	18,608	21,600	18,570	25,550	25,550
Small Equipment/ Computers	370	0	0	13,200	13,200
General Maintenance	6,286	9,667	8,312	8,312	8,312
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	19,344	17,130	14,820	18,550	18,550
Travel and Development	39,361	53,250	72,781	48,550	48,550
Memberships and Dues	116,597	139,915	140,112	166,213	166,213
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
Operating	200,566	241,562	254,595	280,375	280,375
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	7,888	298,400	187,188	75,243	136,503
Contract Services	7,888	298,400	187,188	75,243	136,503
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	6,255	5,620	5,689	5,620	205,620
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
Other Charges	6,255	5,620	5,689	5,620	205,620
Total Expenditures	691,569	1,080,921	953,780	927,153	1,207,359

Other Appropriations

Description	FY 2019 Actual	FY 2020 Original Budget	FY 2020 Estimate	FY 2021 Recommend	FY 2021 Adopted
Salaries & Wages	965,366	1,062,316	1,021,121	1,145,865	1,145,915
Social Security & Pension	294,600	282,341	179,214	238,931	238,935
Insurance & Benefits	1,476,429	1,711,061	1,818,262	1,985,636	1,985,636
Temporary Services	0	0	0	0	0
Personnel Services	2,736,395	3,055,718	3,018,597	3,370,432	3,370,486
Utilities	34,823	29,180	31,800	32,760	32,760
Supplies	3,198	3,850	2,070	4,100	4,100
Small Equipment/ Computers	0	0	0	0	0
General Maintenance	10,629	25,058	22,258	19,000	19,000
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	38	40	40	50	50
Travel and Development	0	0	0	0	0
Memberships and Dues	0	0	0	0	0
Insurance/Claims	799,336	1,365,899	962,726	1,168,128	1,168,128
Other Services	216,206	211,100	212,840	227,010	227,010
Operating	1,064,230	1,635,127	1,231,734	1,451,048	1,451,048
Accounting, Auditing & Legal	24,314	67,500	74,650	75,000	75,000
Medical Services	0	0	0	0	0
Other Contract Services	12,905	21,345	20,345	23,345	23,345
Contract Services	37,219	88,845	94,995	98,345	98,345
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	63,619	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	218,025	218,025
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
Capital Outlay	63,619	0	0	218,025	218,025
Transfers to Other Funds	6,206,789	7,020,852	7,367,112	5,990,580	6,013,295
Debt Service	13,765,141	10,628,933	10,422,830	11,659,214	11,659,214
Other Charges	147,784	753,251	148,900	682,475	682,475
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	11,028,400	10,437,984	10,252,011	10,865,263	10,865,263
Inventory	1,479,299	1,330,000	1,128,000	1,184,000	1,184,000
Cost Redistribution	-1,531,604	-1,387,000	-1,190,700	-1,246,700	-1,246,700
Other Charges	11,123,879	11,134,235	10,338,211	11,485,038	11,485,038
Total Expenditures	34,997,272	33,563,710	32,473,479	34,272,682	34,295,451

Capital Outlay By Fund

Type of		Description	Price	Recommended		Adopted		Replac- ment
Fund	Capital Department			Qty	Total	Qty	Total	
General Fund								
Equipment - Office								
Replacements								
	PS	Plotter	\$ 7,000	1	\$7,000		\$7,000	Yes
Total Replacements					\$7,000		\$7,000	
Additions								
	PS	Fiber Optic Communication Cable Testing Equipment	\$ 10,000	1	\$10,000		\$10,000	No
Total Additions					\$10,000		\$10,000	
Total Equipment - Office					\$17,000		\$17,000	
Equipment - Other								
Replacements								
	FIR	Low Pressure Airbags	\$ 8,739	2	\$17,478		\$17,478	Yes
	PRM	Self Propelled Mower/Diesel	\$ 13,980	3	\$41,940		\$41,940	Yes
	OAP	Fuel Dispenser	\$ 10,000	4	\$40,000		\$40,000	Yes
	PRM-District	Self Propelled Mower	\$ 13,980	1	\$13,980		\$13,980	Yes
Total Replacements					\$113,398		\$113,398	
Additions								
	FIR	Rescue Jack - Upgrades	\$ 9,455	2	\$18,910		\$18,910	No
	FIR	Skyjack Scissor Lift	\$ 17,500	1	\$17,500		\$17,500	No
	FIR	WHI Training Maze	\$ 10,748	1	\$10,748		\$10,748	No
	FIR	PPE Gear Extractor	\$ 7,076	1	\$7,076		\$7,076	No
	OAP	Auxiliary Fuel Site at Pepsi Lane	\$ 178,025	1	\$178,025		\$178,025	No
	PS	AVL Real Time GPS Navigation System	\$ 37,500	1	\$37,500		\$37,500	No
Total Additions					\$269,759		\$269,759	
Total Equipment - Other					\$383,157		\$383,157	
Vehicles								
Replacements								
	FIR	Ladder Truck	\$1,330,000	1	\$1,330,000		\$1,330,000	Yes
	FIR	Fire Engine	\$ 672,000	1	\$672,000		\$672,000	Yes
	FIR	Rescue Truck, Crew Cab	\$ 112,000	1	\$112,000		\$112,000	Yes
	FIR	Sedan	\$ 27,700	4	\$110,800		\$110,800	Yes
	FIR	SUV, Midsize 4x4	\$ 52,000	2	\$104,000		\$104,000	Yes
	FIR	SUV, Midsize 4x4	\$ 31,693	1	\$31,693		\$31,693	Yes
	FIR	Cargo Van	\$ 30,591	1	\$30,591		\$30,591	Yes
	FIR	SUV, Crossover	\$ 29,750	1	\$29,750		\$29,750	Yes
	POL	Marked Sedan	\$ 37,720	25	\$943,000		\$943,000	Yes
	POL	Marked SUV - K9	\$ 50,000	1	\$50,000		\$50,000	Yes
	POL	Marked Sedan, K9	\$ 36,000	1	\$36,000		\$36,000	Yes
	POL	Marked Sedan, Civilan Crash	\$ 34,000	1	\$34,000		\$34,000	Yes
	POL	Unmarked Sedan	\$ 34,000	26	\$884,000		\$884,000	Yes
	POL	Unmarked SUV 4x4	\$ 50,000	1	\$50,000		\$50,000	Yes
	POL	Unmarked Setan	\$ 37,500	1	\$37,500		\$37,500	Yes
	POL	Cargo Van	\$ 30,000	3	\$90,000		\$90,000	Yes
	POL	Motorcycle	\$ 25,000	2	\$50,000		\$50,000	Yes
	POL	Marked Pickup, Extended Cab	\$ 32,000	1	\$32,000		\$32,000	Yes
	PRM	Excavator 24k	\$ 185,000	1	\$185,000		\$185,000	Yes
	PRM	Pickup, Extended Cab	\$ 31,715	3	\$95,145		\$95,145	Yes
	PRM	Compact Track Loader	\$ 55,000	1	\$55,000		\$55,000	Yes
	PRM	Van, Small	\$ 22,820	2	\$45,640		\$45,640	Yes
	PRM	Pickup, Extended Cab	\$ 23,503	1	\$23,503		\$23,503	Yes
	PRM-District	Pickup, Crew Cab	\$ 23,503	4	\$94,012		\$94,012	Yes
	PRM-District	Pickup, Crew Cab	\$ 31,715	1	\$31,715		\$31,715	Yes
	PRM-District	Pickup	\$ 14,186	1	\$14,186		\$14,186	Yes
	PS	Flatbed, Truck, Dump	\$ 135,000	2	\$270,000		\$270,000	Yes
	PS	Truck, Tandem Axil, Dump	\$ 168,000	1	\$168,000		\$168,000	Yes
	PS	Pickup, Crew Cab	\$ 25,500	2	\$51,000		\$51,000	Yes
	PS	SUV 4x4	\$ 47,000	1	\$47,000		\$47,000	Yes

Capital Outlay By Fund

Type of		Description	Price	Recommended		Adopted		Replacement
Fund	Capital Department			Qty	Total	Qty	Total	
	PS	Pickup, Extended Cab 4x4	\$ 32,500	1	\$32,500		\$32,500	Yes
	PS	Pickup, Extended Cab	\$ 32,000	1	\$32,000		\$32,000	Yes
	PS	SUV 4x4	\$ 32,000	1	\$32,000		\$32,000	Yes
	PS	Pickup, Extended Cab 4x4	\$ 27,500	1	\$27,500		\$27,500	Yes
Total Replacements					\$5,831,535		\$5,831,535	
Additions								
	DS	Pickup, Reg Cab	\$ 18,846	2	\$37,692		\$37,692	No
	PRM	Pickup, Extended Cab 4x4	\$ 32,985	1	\$0		\$32,985	No
Total Additions					\$37,692		\$70,677	
Total Vehicles					\$5,869,227		\$5,902,212	
Rights-of-Way								
	PS	Rights of Way	\$ 1,000	1	\$1,000		\$1,000	No
Total Rights-of-Way					\$1,000		\$1,000	
Transfers								
	DS	Transfer to Fed'l & St Asst - NC State Historic Preservation Grant Match	\$ 10,000	1	\$10,000		\$10,000	No
	ECD	Transfer to Fed'l & St Asst - Commercial Corridor Revitalization	\$ 100,000	1	\$100,000		\$100,000	No
	FIN	Transfer to General Gov't Fund - Revenue Management System	\$ 246,625	1	\$246,625		\$246,625	Yes
	FIN	Transfer to General Gov't Fund - ERP Backfills	\$ 125,125	1	\$125,125		\$125,125	Yes
	FIR	Transfer to Fed'l & St Asst - Defibrillator Replacement	\$ 15,000	1	\$15,000		\$15,000	Yes
	HRD	Transfer to General Gov't Fund - ERP Backfills	\$ 49,875	1	\$49,875		\$49,875	Yes
	IT	Transfer to General Gov't Fund - IT Disaster Recovery	\$ 679,715	1	\$679,715		\$679,715	No
	IT	Transfer to General Gov't Fund - Computer Replacements	\$ 399,914	1	\$399,914		\$399,914	No
	IT	Transfer to General Gov't Fund - City Domain Migration (Single Internet Domain)	\$ 265,000	1	\$265,000		\$265,000	No
	IT	Transfer to General Gov't Fund - Desktop Virtualization Infrastructure	\$ 183,500	1	\$183,500		\$183,500	No
	IT	Transfer to General Gov't Fund - Virtual Server Expansion Equipment	\$ 160,000	1	\$160,000		\$160,000	No
	IT	Transfer to General Gov't Fund - Application Packaging Factory	\$ 85,000	1	\$85,000		\$85,000	No
	IT	Transfer to General Gov't Fund - Direct Fiber Connection for Remote Sites	\$ 84,324	1	\$84,324		\$84,324	No
	IT	Transfer to General Gov't Fund - MS E-Mail Exchange	\$ 80,000	1	\$80,000		\$80,000	No
	IT	Transfer to General Gov't Fund - Time & Attendance/Payroll Platform Upgrade (Kronos)	\$ 79,980	1	\$79,980		\$79,980	No
	IT	Transfer to General Gov't Fund - Internet Phone (City Wide VOIP)	\$ 78,038	1	\$78,038		\$78,038	No
	IT	Transfer to General Gov't Fund - Time & Attendance/Payroll (Kronos)	\$ 54,618	1	\$54,618		\$54,618	No
	IT	Transfer to General Gov't Fund - PC As A Service Program	\$ 53,526	1	\$53,526		\$53,526	No
	IT	Transfer to General Gov't Fund - City Wireless Network Expansion Project	\$ 25,482	1	\$25,482		\$25,482	No
	IT	Transfer to General Gov't Fund - Access Control System (Proxy Card)	\$ 10,000	1	\$10,000		\$10,000	No
	IT	Transfer to General Gov't Fund - Server Room UPS replacement	\$ 3,000	1	\$3,000		\$3,000	No
	OAP	Transfer to Econ/Phs Development - Support Infrastructure for Stadium Area	\$ 434,759	1	\$434,759		\$434,759	No
	PRM	Transfer to General Gov't Fund - Building Maintenance - Other	\$ 184,992	1	\$184,992		\$184,992	Yes
	PRM	Transfer to General Gov't Fund - Automated Truck Wash	\$ 116,821	1	\$116,821		\$116,821	Yes

Capital Outlay by Fund

Fund	Type of		Description	Price	Recommended		Adopted		Replacement
	Capital	Department			Qty	Total	Qty	Total	
		PRM	Transfer to General Gov't Fund - Building Maintenance - Roof Replacement	\$ 60,000	1	\$60,000		\$60,000	Yes
		PRM	Transfer to General Gov't Fund - HVAC/Boiler Replacements	\$ 45,000	1	\$45,000		\$45,000	Yes
		PRM	Transfer to Recreation and Cultural Fund - Playground Repair/Refurbish	\$ 96,050	1	\$96,050		\$96,050	Yes
		PRM	Transfer to Recreation and Cultural Fund - Dog Park	\$ 50,000	1	\$50,000		\$50,000	Yes
		PRM	Transfer to Recreation and Cultural Fund - Little Cross Creek Greenway	\$ 20,000	1	\$20,000		\$20,000	Yes
		PS	Transfer to Water, Sewer & Stormwater - Ray Ave Rd Repair	\$ 51,921	1	\$51,921		\$51,921	No
		PS	Transfer to General Gov't Fund - Automated Truck Wash	\$ 116,821	1	\$116,821		\$116,821	No
		PS	Transfer to General Gov't Fund - Parking Lot Maintenance	\$ 50,500	1	\$50,500		\$50,500	Yes
		PS	Transfer to Transportation Fund - Pavement Preservation Program	\$4,425,000	1	\$4,425,000		\$4,425,000	No
		PS	Transfer to Transportation Fund - Sidewalks	\$ 807,862	1	\$807,862		\$807,862	No
		PS	Transfer to Transportation Fund - Municipal Agreements	\$ 550,000	1	\$550,000		\$550,000	No
		PS	Transfer to Transportation Fund - Bridge Preservation Program	\$ 100,000	1	\$100,000		\$100,000	No
		PS	Transfer to Transportation Fund - Intersection Improvements	\$ 100,000	1	\$100,000		\$100,000	No
		PS	Transfer to Transportation Fund - Downtown Streetscape	\$ 75,000	1	\$75,000		\$75,000	No
		PS	Transfer to Transportation Fund - Multi-Use Lane Markings	\$ 50,000	1	\$50,000		\$50,000	No
		PS	Transfer to Transportation Fund - Thoroughfare Streetlights	\$ 50,000	1	\$50,000		\$50,000	No
		Total Transfers				\$9,973,448		\$10,173,448	
		Total General Fund				\$16,243,832		\$16,476,817	
		Airport Fund							
		Improvements							
			Elevator/Escalator Repairs	\$ 20,000	1	\$20,000		\$20,000	No
		Total Improvements				\$20,000		\$20,000	
		Equipment - Other							
			Walk Behind-Floor & Commercial Carpet Shampoo Machine	\$ 15,000	1	\$15,000		\$15,000	No
		Total Equipment - Other				\$15,000		\$15,000	
		Vehicles							
		Replacements							
			Pickup, Crew Cap 4x4	\$ 30,000	1	\$30,000		\$30,000	Yes
		Total Replacements				\$30,000		\$30,000	
		Additions							
			Backhoe with Attachments	\$ 50,000	1	\$50,000		\$50,000	No
		Total Additions				\$50,000		\$50,000	
		Total Vehicles				\$80,000		\$80,000	
		Transfers							
			Transfer to Airport Capital Project Fund - Airline Terminal Improvements Part II	\$3,031,371	1	\$3,031,371		\$3,031,371	Yes
			Transfer to Airport Capital Project Fund - Airport Paid Parking Access Control System	\$ 350,000	1	\$350,000		\$350,000	Yes
			Transfer to Airport Capital Project Fund - Airport Public Art	\$ 50,000	1	\$50,000		\$50,000	Yes
			Transfer to Airport Capital Project Fund - Airport Terminal Renovations - Data	\$ 20,000	1	\$20,000		\$20,000	Yes
		Total Transfers				\$3,451,371		\$3,451,371	
		Total Airport Fund				\$3,566,371		\$3,566,371	

Capital Outlay by Fund

Fund	Type of Capital	Department	Description	Price	Qty	Recommended Total	Qty	Adopted Total	Replacement
Environmental Services Fund									
	Equipment - Other Replacements								
			Solid Waste Curotto Boxes	\$ 40,000	5	\$200,000		\$200,000	Yes
			Fleet Mind DVR's	\$ 8,945	5	\$44,725		\$44,725	Yes
			FleetMind Equipment Lease	\$ 1,200	21	\$25,200		\$25,200	Yes
			Mobile Power Washer	\$ 9,987	1	\$9,987		\$9,987	Yes
			Total Replacements			\$279,912		\$279,912	
	Additions								
			FleetMind DVR's	\$ 8,945	3	\$26,835		\$26,835	No
			FleetMind Tablets	\$ 5,830	3	\$17,490		\$17,490	No
			Total Additions			\$44,325		\$44,325	
			Total Equipment - Other			\$324,237		\$324,237	
	Vehicles Replacements								
			Solid Waste Truck, Automated	\$ 316,000	3	\$948,000		\$948,000	Yes
			Truck, Body Cart	\$ 55,000	1	\$55,000		\$55,000	Yes
			Pickup, Crew Cab	\$ 25,500	1	\$25,500		\$25,500	Yes
			SUV, Small	\$ 25,500	1	\$25,500		\$25,500	Yes
			Total Replacements			\$1,054,000		\$1,054,000	
	Transfers								
			Transfer to General Gov't Fund - Automated Truck Wash	\$ 116,821	1	\$116,821		\$116,821	No
			Total Transfers			\$116,821		\$116,821	
			Total Environmental Services Fund			\$1,495,058		\$1,495,058	
Parking Fund									
	Improvements								
			Franklin Street Parking Deck - Joint Repairs	\$ 45,000	1	\$45,000		\$45,000	No
			Total Improvements			\$45,000		\$45,000	
	Equipment - Other								
			Hay Street Parking Deck Pay Station	\$ 75,000	1	\$75,000		\$75,000	No
			Total Equipment - Other			\$75,000		\$75,000	
			Total Parking Fund			\$120,000		\$120,000	
Stormwater Fund									
	Transfers								
			Transfer to Water, Sewer & Stormwater - Drainage Improvements	\$4,100,000	1	\$4,100,000		\$4,100,000	No
			Transfer to Water, Sewer & Stormwater - Drainage Assitance Program	\$ 500,000	1	\$500,000		\$500,000	No
			Transfer to Water, Sewer & Stormwater - Ray Ave Rd Repair	\$ 332,960	1	\$332,960		\$332,960	No
			Transfer to General Gov't Fund - Automated Truck Wash	\$ 116,821	1	\$116,821		\$116,821	No
			Transfer to Water, Sewer & Stormwater - Dam Safety and Preservation Program	\$ 50,000	1	\$50,000		\$50,000	No
			Transfer to Water, Sewer & Stormwater - AVL Real Time GPS Navigation System	\$ 112,500	1	\$112,500		\$112,500	No
			Transfer to Water, Sewer & Stormwater - Aluminum Trench Box 8'x10'	\$ 10,500	1	\$10,500		\$10,500	No
			Transfer to Water, Sewer & Stormwater - Georgia Buggy	\$ 10,000	1	\$10,000		\$10,000	No
			Transfer to Water, Sewer & Stormwater - Trailer 6-ton	\$ 7,000	1	\$7,000		\$7,000	No
			Transfer to Water, Sewer & Stormwater - Road Plates	\$ 6,000	1	\$6,000		\$6,000	No
			Transfer to Water, Sewer & Stormwater - Sweeper Truck	\$ 272,000	2	\$544,000		\$544,000	Yes

Capital Outlay by Fund

Type of			Recommended			Adopted		Replace-	
Fund	Capital	Department	Description	Price	Qty	Total	Qty	Total	ment
			Transfer to Water, Sewer & Stormwater - Truck, Crew Cab, Dump	\$ 135,000	1	\$135,000		\$135,000	Yes
			Transfer to Water, Sewer & Stormwater - Flatbed, Truck, Dump	\$ 110,000	1	\$110,000		\$110,000	Yes
			Transfer to Water, Sewer & Stormwater - SUV, Small 2x4	\$ 30,000	1	\$30,000		\$30,000	Yes
		Total Transfers				\$6,064,781		\$6,064,781	
		Total Stormwater Fund				\$6,064,781		\$6,064,781	
		Transit Fund							
		Vehicles							
		Replacements							
			Vehicle Taxes & Tags	\$ 16,760	1	\$16,760		\$16,760	Yes
			Vehicle Taxes & Tags	\$ 6,760	1	\$6,760		\$6,760	Yes
		Total Replacements				\$23,520		\$23,520	
		Transfers							
			Transfer to Transit Capital Project Fund	\$ 334,248	1	\$334,248		\$334,248	No
		Total Transfers				\$334,248		\$334,248	
		Total Transit Fund				\$357,768		\$357,768	

Capital Outlay By Portfolio By Department

Department	Type of Capital	Description	Price	Qty	Recommended Total	Adopted Qty	Adopted Total	Replacement
Community Investment								
Development Services								
Transfers								
		Transfer to Fed'l & St Asst - NC State Historic Preservation Grant Match	\$ 10,000	1	\$10,000		\$10,000	No
	Total Transfers				\$10,000		\$10,000	
Vehicles								
		Pickup, Reg Cab	\$ 18,846	2	\$37,692		\$37,692	No
	Total Vehicles				\$37,692		\$37,692	
	Total Development Services				\$47,692		\$47,692	
Economic & Community Development								
Transfers								
		Transfer to Fed'l & St Asst - Commercial Corridor Revitalization	\$ 100,000	1	\$100,000		\$100,000	No
	Total Transfers				\$100,000		\$100,000	
	Total Economic & Community Development				\$100,000		\$100,000	
	Total Community Investment				\$147,692		\$147,692	
Operations								
Airport								
Improvements								
		Elevator/Escalator Repairs	\$ 20,000	1	\$20,000		\$20,000	No
	Total Improvements				\$20,000		\$20,000	
Equipment - Other								
		Walk Behind-Floor & Commercial Carpet Shampoo Machine	\$ 15,000	1	\$15,000		\$15,000	No
	Total Equipment - Other				\$15,000		\$15,000	
Vehicles								
		Pickup, Crew Cap 4x4	\$ 30,000	1	\$30,000		\$30,000	Yes
		Backhoe with Attachments	\$ 50,000	1	\$50,000		\$50,000	No
	Total Vehicles				\$80,000		\$80,000	
Transfers								
		Transfer to Airport Capital Project Fund - Airline Terminal Improvements Part II	\$ 3,031,371	1	\$3,031,371		\$3,031,371	Yes
		Transfer to Airport Capital Project Fund - Airport Paid Parking Access Control System	\$ 350,000	1	\$350,000		\$350,000	Yes
		Transfer to Airport Capital Project Fund - Airport Public Art	\$ 50,000	1	\$50,000		\$50,000	Yes
		Transfer to Airport Capital Project Fund - Airport Terminal Renovations - Data Infrastructure	\$ 20,000	1	\$20,000		\$20,000	Yes
	Total Transfers				\$3,451,371		\$3,451,371	
	Total Airport				\$3,566,371		\$3,566,371	
Fire								
Equipment - Other								
		Rescue Jack - Upgrades	\$ 9,455	2	\$18,910		\$18,910	No
		Skyjack Scissor Lift	\$ 17,500	1	\$17,500		\$17,500	No
		Low Pressure Airbags	\$ 8,739	2	\$17,478		\$17,478	Yes
		WHI Training Maze	\$ 10,748	1	\$10,748		\$10,748	No
		PPE Gear Extractor	\$ 7,076	1	\$7,076		\$7,076	No
	Total Equipment - Other				\$71,712		\$71,712	
Vehicles								
		Ladder Truck	\$ 1,330,000	1	\$1,330,000		\$1,330,000	Yes
		Fire Engine	\$ 672,000	1	\$672,000		\$672,000	Yes
		Rescue Truck, Crew Cab	\$ 112,000	1	\$112,000		\$112,000	Yes

Capital Outlay By Portfolio By Department

Department	Type of Capital	Description	Price	Recommended		Adopted		Replacement
				Qty	Total	Qty	Total	
	Sedan		\$ 27,700	4	\$110,800		\$110,800	Yes
	SUV, Midsize 4x4		\$ 52,000	2	\$104,000		\$104,000	Yes
	SUV, Midsize 4x4		\$ 31,693	1	\$31,693		\$31,693	Yes
	Cargo Van		\$ 30,591	1	\$30,591		\$30,591	Yes
	SUV, Crossover		\$ 29,750	1	\$29,750		\$29,750	Yes
	Total Vehicles				\$2,420,834		\$2,420,834	
	Transfers							
	Transfer to Fed'l & St Asst - Defibrillator Replacement		\$ 15,000	1	\$15,000		\$15,000	Yes
	Total Transfers				\$15,000		\$15,000	
	Total Fire				\$2,507,546		\$2,507,546	
	Parks, Recreation & Maintenance							
	Equipment - Other							
	Self Propelled Mower/Diesel		\$ 13,980	3	\$41,940		\$41,940	Yes
	Total Equipment - Other				\$41,940		\$41,940	
	Vehicles							
	Excavator 24k		\$ 185,000	1	\$185,000		\$185,000	Yes
	Pickup, Extended Cab		\$ 31,715	3	\$95,145		\$95,145	Yes
	Compact Track Loader		\$ 55,000	1	\$55,000		\$55,000	Yes
	Van, Small		\$ 22,820	2	\$45,640		\$45,640	Yes
	Pickup, Extended Cab 4x4		\$ 32,985	1	\$0		\$32,985	No
	Pickup, Extended Cab		\$ 23,503	1	\$23,503		\$23,503	Yes
	Total Vehicles				\$404,288		\$437,273	
	Transfers							
	Transfer to General Gov't Fund - Building Maintenance - Other		\$ 184,992	1	\$184,992		\$184,992	Yes
	Transfer to General Gov't Fund - Automated Truck Wash		\$ 116,821	1	\$116,821		\$116,821	Yes
	Transfer to Recreation and Cultural Fund - Playground Repair/Refurbish		\$ 96,050	1	\$96,050		\$96,050	Yes
	Transfer to General Gov't Fund - Building Maintenance - Roof Replacement		\$ 60,000	1	\$60,000		\$60,000	Yes
	Transfer to Recreation and Cultural Fund - Dog Park		\$ 50,000	1	\$50,000		\$50,000	Yes
	Transfer to General Gov't Fund - HVAC/Boiler Replacements		\$ 45,000	1	\$45,000		\$45,000	Yes
	Transfer to Recreation and Cultural Fund - Little Cross Creek Greenway		\$ 20,000	1	\$20,000		\$20,000	Yes
	Total Transfers				\$572,863		\$572,863	
	Total Parks, Recreation & Maintenance				\$1,019,091		\$1,052,076	
	Parks, Recreation & Maintenance - District							
	Equipment - Other							
	Self Propelled Mower		\$ 13,980	1	\$13,980		\$13,980	Yes
	Total Equipment - Other				\$13,980		\$13,980	
	Vehicles							
	Pickup, Crew Cab		\$ 23,503	4	\$94,012		\$94,012	Yes
	Pickup, Crew Cab		\$ 31,715	1	\$31,715		\$31,715	Yes
	Pickup		\$ 14,186	1	\$14,186		\$14,186	Yes
	Total Vehicles				\$139,913		\$139,913	
	Total Parks, Recreation & Maintenance - District				\$153,893		\$153,893	

Capital Outlay By Portfolio By Department

Department	Type of	Description	Price	Recommended		Adopted		Replac-
	Capital			Qty	Total	Qty	Total	
Police								
	Vehicles							
		Marked Sedan	\$ 37,720	25	\$943,000		\$943,000	Yes
		Marked SUV - K9	\$ 50,000	1	\$50,000		\$50,000	Yes
		Marked Sedan, K9	\$ 36,000	1	\$36,000		\$36,000	Yes
		Marked Sedan, Civilian Crash	\$ 34,000	1	\$34,000		\$34,000	Yes
		Unmarked Sedan	\$ 34,000	26	\$884,000		\$884,000	Yes
		Unmarked SUV 4x4	\$ 50,000	1	\$50,000		\$50,000	Yes
		Unmarked Setan	\$ 37,500	1	\$37,500		\$37,500	Yes
		Cargo Van	\$ 30,000	3	\$90,000		\$90,000	Yes
		Motorcycle	\$ 25,000	2	\$50,000		\$50,000	Yes
		Marked Pickup, Extended Cab	\$ 32,000	1	\$32,000		\$32,000	Yes
	Total Vehicles					\$2,206,500		\$2,206,500
Total Police					\$2,206,500		\$2,206,500	
Public Services								
	Improvements							
		Franklin Street Parking Deck - Joint Repairs	\$ 45,000	1	\$45,000		\$45,000	No
	Total Improvements					\$45,000		\$45,000
	Equipment - Office							
		Fiber Optic Communication Cable Testing						
		Equipment	\$ 10,000	1	\$10,000		\$10,000	No
		Plotter	\$ 7,000	1	\$7,000		\$7,000	Yes
	Total Equipment - Office					\$17,000		\$17,000
	Equipment - Other							
		Solid Waste Curotto Boxes	\$ 40,000	5	\$200,000		\$200,000	Yes
		Hay Street Parking Deck Pay Station	\$ 75,000	1	\$75,000		\$75,000	No
		Fleet Mind DVR's	\$ 8,945	5	\$44,725		\$44,725	Yes
		AVL Real Time GPS Navigation System	\$ 37,500	1	\$37,500		\$37,500	No
		FleetMind DVR's	\$ 8,945	3	\$26,835		\$26,835	No
		FleetMind Equipment Lease	\$ 1,200	21	\$25,200		\$25,200	Yes
		FleetMind Tablets	\$ 5,830	3	\$17,490		\$17,490	No
		Mobile Power Washer	\$ 9,987	1	\$9,987		\$9,987	Yes
	Total Equipment - Other					\$436,737		\$436,737
	Vehicles							
		Solid Waste Truck, Automated	\$ 316,000	3	\$948,000		\$948,000	Yes
		Flatbed, Truck, Dump	\$ 135,000	2	\$270,000		\$270,000	Yes
		Truck, Tandem Axil, Dump	\$ 168,000	1	\$168,000		\$168,000	Yes
		Pickup, Crew Cab	\$ 25,500	3	\$76,500		\$76,500	Yes
		Truck, Body Cart	\$ 55,000	1	\$55,000		\$55,000	Yes
		SUV 4x4	\$ 47,000	1	\$47,000		\$47,000	Yes
		Pickup, Extended Cab 4x4	\$ 32,500	1	\$32,500		\$32,500	Yes
		Pickup, Extended Cab	\$ 32,000	1	\$32,000		\$32,000	Yes
		SUV 4x4	\$ 32,000	1	\$32,000		\$32,000	Yes
		Pickup, Extended Cab 4x4	\$ 27,500	1	\$27,500		\$27,500	Yes
		SUV, Small	\$ 25,500	1	\$25,500		\$25,500	Yes
	Total Vehicles					\$1,714,000		\$1,714,000
	Rights-of-Way							
		Rights of Way	\$ 1,000	1	\$1,000		\$1,000	No
	Total Rights-of-Way					\$1,000		\$1,000
	Transfers							
		Transfer to General Gov't Fund - Automated Truck Wash	\$ 350,463	1	\$350,463		\$350,463	No
		Transfer to General Gov't Fund - Parking Lot Maintenance	\$ 50,500	1	\$50,500		\$50,500	Yes
		Transfer to Transportation Fund - Pavement Preservation Program	\$ 4,425,000	1	\$4,425,000		\$4,425,000	No
		Transfer to Transportation Fund - Sidewalks	\$ 807,862	1	\$607,862		\$807,862	No

Capital Outlay By Portfolio By Department

Department	Type of Capital	Description	Price	Recommended		Adopted		Replacement
				Qty	Total	Qty	Total	
		Transfer to Transportation Fund - Municipal Agreements	\$ 550,000	1	\$550,000		\$550,000	No
		Transfer to Transportation Fund - Bridge Preservation Program	\$ 100,000	1	\$100,000		\$100,000	No
		Transfer to Transportation Fund - Intersection Improvements	\$ 100,000	1	\$100,000		\$100,000	No
		Transfer to Transportation Fund - Downtown Streetscape	\$ 75,000	1	\$75,000		\$75,000	No
		Transfer to Transportation Fund - Multi-Use Lane Markings	\$ 50,000	1	\$50,000		\$50,000	No
		Transfer to Transportation Fund - Thoroughfare Streetlights	\$ 50,000	1	\$50,000		\$50,000	No
		Transfer to Water, Sewer & Stormwater - Drainage Improvements	\$ 4,100,000	1	\$4,100,000		\$4,100,000	No
		Transfer to Water, Sewer & Stormwater - Drainage Assitance Program	\$ 500,000	1	\$500,000		\$500,000	No
		Transfer to Water, Sewer & Stormwater - Ray Ave Rd Repair	\$ 384,881	1	\$384,881		\$384,881	No
		Transfer to Water, Sewer & Stormwater - Dam Safety and Preservation Program	\$ 50,000	1	\$50,000		\$50,000	No
		Transfer to Water, Sewer & Stormwater - AVL Real Time GPS Navigation System	\$ 112,500	1	\$112,500		\$112,500	No
		Transfer to Water, Sewer & Stormwater - Aluminum Trench Box 8'x10'	\$ 10,500	1	\$10,500		\$10,500	No
		Transfer to Water, Sewer & Stormwater - Georgia Buggy	\$ 10,000	1	\$10,000		\$10,000	No
		Transfer to Water, Sewer & Stormwater - Trailer 6-ton	\$ 7,000	1	\$7,000		\$7,000	No
		Transfer to Water, Sewer & Stormwater - Road Plates	\$ 6,000	1	\$6,000		\$6,000	No
		Transfer to Water, Sewer & Stormwater - Sweeper Truck	\$ 272,000	2	\$544,000		\$544,000	Yes
		Transfer to Water, Sewer & Stormwater - Truck, Crew Cab, Dump	\$ 135,000	1	\$135,000		\$135,000	Yes
		Transfer to Water, Sewer & Stormwater - Flatbed, Truck, Dump	\$ 110,000	1	\$110,000		\$110,000	Yes
		Transfer to Water, Sewer & Stormwater - SUV, Small 2x4	\$ 30,000	1	\$30,000		\$30,000	Yes
	Total Transfers				\$12,358,706		\$12,558,706	
	Total Public Services				\$14,572,443		\$14,772,443	
	Transit							
	Vehicles							
		Vehicle Taxes & Tags	\$ 16,760	1	\$16,760		\$16,760	Yes
		Vehicle Taxes & Tags	\$ 6,760	1	\$6,760		\$6,760	Yes
	Total Vehicles				\$23,520		\$23,520	
	Transfers							
		Transfer to Transit Capital Project Fund	\$ 334,248	1	\$334,248		\$334,248	No
	Total Transfers				\$334,248		\$334,248	
	Total Transit				\$357,768		\$357,768	
	Total Operations				\$24,383,612		\$24,616,597	
	Support Services and Administration							
	Finance Department							
	Transfers							
		Transfer to General Gov't Fund - Revenue Management System	\$ 246,625	1	\$246,625		\$246,625	Yes

Capital Outlay By Portfolio By Department

Department	Type of Capital	Description	Price	Recommended		Adopted		Replace-
				Qty	Total	Qty	Total	ment
		Transfer to General Gov't Fund - ERP Backfills	\$ 125,125	1	<u>\$125,125</u>		<u>\$125,125</u>	Yes
	Total Transfers				\$371,750		\$371,750	
	Total Finance Department				\$371,750		\$371,750	
	Human Resources Development Department							
	Transfers							
		Transfer to General Gov't Fund - ERP Backfills	\$ 49,875	1	<u>\$49,875</u>		<u>\$49,875</u>	Yes
	Total Transfers				\$49,875		\$49,875	
	Total Human Resources Development Department				\$49,875		\$49,875	
	Information Technology							
	Transfers							
		Transfer to General Gov't Fund - IT Disaster Recovery	\$ 679,715	1	\$679,715		\$679,715	No
		Transfer to General Gov't Fund - Computer Replacements	\$ 399,914	1	\$399,914		\$399,914	No
		Transfer to General Gov't Fund - City Domain Migration (Single Internet Domain)	\$ 265,000	1	\$265,000		\$265,000	No
		Transfer to General Gov't Fund - Desktop Virtualization Infrastructure	\$ 183,500	1	\$183,500		\$183,500	No
		Transfer to General Gov't Fund - Virtual Server Expansion Equipment	\$ 160,000	1	\$160,000		\$160,000	No
		Transfer to General Gov't Fund - Application Packaging Factory	\$ 85,000	1	\$85,000		\$85,000	No
		Transfer to General Gov't Fund - Direct Fiber Connection for Remote Sites	\$ 84,324	1	\$84,324		\$84,324	No
		Transfer to General Gov't Fund - MS E-Mail Exchange	\$ 80,000	1	\$80,000		\$80,000	No
		Transfer to General Gov't Fund - Time & Attendance/Payroll Platform Upgrade (Kronos)	\$ 79,980	1	\$79,980		\$79,980	No
		Transfer to General Gov't Fund - Internet Phone (City Wide VOIP)	\$ 78,038	1	\$78,038		\$78,038	No
		Transfer to General Gov't Fund - Time & Attendance/Payroll (Kronos)	\$ 54,618	1	\$54,618		\$54,618	No
		Transfer to General Gov't Fund - PC As A Service Program	\$ 53,526	1	\$53,526		\$53,526	No
		Transfer to General Gov't Fund - City Wireless Network Expansion Project	\$ 25,482	1	\$25,482		\$25,482	No
		Transfer to General Gov't Fund - Access Control System (Proxy Card)	\$ 10,000	1	\$10,000		\$10,000	No
		Transfer to General Gov't Fund - Server Room UPS replacement	\$ 3,000	1	<u>\$3,000</u>		<u>\$3,000</u>	No
	Total Transfers				\$2,242,097		\$2,242,097	
	Total Information Technology				\$2,242,097		\$2,242,097	
	Total Support Services and Administration				\$2,663,722		\$2,663,722	
	Equipment - Other							
		Auxiliary Fuel Site at Pepsi Lane	\$ 178,025	1	\$178,025		\$178,025	No
		Fuel Dispenser	\$ 10,000	4	<u>\$40,000</u>		<u>\$40,000</u>	Yes
	Total Equipment - Other				\$218,025		\$218,025	
	Other Appropriations							
	Transfers							
		Transfer to Econ/Phs Development - Support Infrastructure for Stadium Area	\$ 434,759	1	<u>\$434,759</u>		<u>\$434,759</u>	No
	Total Transfers				\$434,759		\$434,759	
	Total Other Appropriations				\$652,784		\$652,784	

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: 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 Environmental Services Fund and the Stormwater Fund.

The Local Government Commission of the Department of the State Treasurer oversees long-term debt issuance by local governments in North Carolina. The City is subject to the Local Government Bond Act of North Carolina, which limits the amount of general obligation bonded debt the City may have outstanding at 8% of the appraised value of property subject to taxation.

Resources

- This budget dedicates an amount equivalent to 5.07 cents of the recommended 49.95 cent tax rate for the general capital funding plan. This represents a reduction of 0.36 cents from the current tax rate dedication of 5.43 cents to provide approximately \$505,000 for recurring software licensing fees for the replacement enterprise resource planning (ERP) system.
- In addition, 1.42 cents of the tax rate is dedicated to fund debt service on \$35 million of authorized Parks and Recreation general obligation bonds.
- \$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 each fiscal year to fund Franklin Street Parking Deck debt service.
- Resources dedicated to the repayment of the 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:
 - Federal interest rebates for the Franklin Street Parking Deck capital lease under the Recovery Zone Economic Development Bond program. The fiscal year 2021 rebate is projected at \$44,934.
 - Monthly Greyhound loan payments of \$4,937 for up-fitting of tenant space in the multimodal center through November, 2023.

Capital Funding Plan

Outstanding Debt Instruments

- General obligation (GO) bonds pledge the full faith, credit and taxing power of the City to meet principal and interest obligations. During fiscal year 2019, the City issued \$16.0 million as the first tranche of GO bonds authorized under the March, 2016 \$35 million parks and recreation bond referendum, and \$2.27 million in refunding GO bonds to refund the City's 2005 Series GO Bonds. The City is projected to have \$17,104,093 of GO bonds outstanding over three series of bonds as of June 30, 2020, at anticipated interest rates between 2.0% and 5.0%. 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 15 capital leases through the capital funding plan for a recreation center, three fire stations, two parking decks, Segra stadium, renovations of City Hall, an aquatic center, and various vehicles and equipment. Outstanding obligations on June 30, 2020 are projected to total \$69,674,288, at fixed rates of 0.75% to 2.91% 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.
- Four interfund loans from the Risk Management Fund to the General Fund are projected to be outstanding at June 30, 2020 for cash flow for the 30 year stadium funding plan, for construction of the Cape Fear River Trail, for redevelopment improvements on Murchison Road, and to provide partial funding for the Westover Aquatic Center. As of June 30, 2020, outstanding interfund loans are projected to total \$2,261,150 at interest rates from 2.75% to 3.0%.
- Planned capital lease financings during fiscal year 2021 include \$4,832,152 for the replacement ERP system, \$7,277,985 for the construction of a fire station, and \$3,288,945 to finance vehicles and equipment as part of a strategy to fund capital improvement projects.
- The Risk Management Fund is projected to provide an additional interfund loan of \$735,000 to the General Fund during fiscal year 2021 to provide for cash flow needs for the 30 year stadium funding plan.

Capital Funding Plan

SUMMARY OF OUTSTANDING DEBT ISSUES

Description	Purpose	Amount Outstanding @ 06/30/20 *	FY2021 Principal & Interest
<i>General Obligation Bonds</i>			
2009 Refunding Bonds	City's Share of Refunded Series 2000 Public Improvement Bonds	14,093	14,657
2019 Refunding Bonds	Refunded Series 2005 Public Improvement Bonds	1,890,000	479,500
2019 Parks & Recreation Bonds	First Tranche of \$35M Approved by Voters	15,200,000	1,404,000
		<u>\$ 17,104,093</u>	<u>\$ 1,898,157</u>
<i>Other Financings</i>			
Capital Lease - Construction	E. E. Miller Recreation Center and Buhmann Drive Fire Station	756,167	330,879
Capital Lease - Construction	Franklin Street Parking Deck	2,179,823	502,780
Capital Lease - Construction	Fire Station 19 **	1,070,777	211,300
Capital Lease - Construction	Fire Station 12	3,240,000	258,750
Capital Lease - Construction	City Hall Renovations	1,600,000	143,800
Capital Lease - Construction	Downtown Stadium	32,100,000	3,034,399
Capital Lease - Construction	Downtown Stadium	2,485,000	225,779
Capital Lease - Construction	Hay St. Parking Deck and Redevelopment	13,360,000	1,264,975
Capital Lease - Construction	Lake Rim Aquatic Center	2,605,000	259,350
Capital Lease - Equipment	June 2017 Vehicle/Equipment Financing	602,882	609,990
Capital Lease - Equipment	January 2018 Radio Equipment Financing	1,599,090	824,170
Capital Lease - Equipment	June 2018 Vehicle/Equipment Financing	1,889,872	979,497
Capital Lease - Equipment	May 2019 Vehicle/Equipment Financing	1,933,000	675,908
Capital Lease - Equipment	December 2019 Radio Equipment Financing	1,445,700	377,196
Capital Lease - Equipment	February 2020 Vehicle/Equipment Financing	2,806,977	725,597
Interfund Loan	Murchison Road Redevelopment	484,893	201,974
Interfund Loan	Westover Pool	84,068	35,027
Interfund Loan	Cape Fear River Trail	225,000	117,914
Interfund Loan	Stadium Funding Plan	1,467,189	0
		<u>\$ 71,935,438</u>	<u>\$ 10,779,285</u>
		<u>\$ 89,039,531</u>	<u>\$ 12,677,442</u>

* Only includes outstanding debt funded through the Capital Funding Plan

** Estimated at 3.2% variable rate for fiscal year 2020

SUMMARY OF PLANNED FISCAL YEAR 2021 DEBT ISSUANCE

Description	Purpose	Debt Issuance Amount	FY2021 Principal & Interest
<i>Other Financings</i>			
Capital Lease - Construction	Fire Station 4	7,277,985	109,170
Capital Lease - Equipment	ERP System Replacement	4,832,152	631,516
Capital Lease - Equipment	Vehicles financed as a part of the City's strategy to fund Capital and Technology Improvement Items	3,288,945	0
Interfund Loan	Stadium Funding Model	735,000	0
		<u>\$ 16,134,082</u>	<u>\$ 740,686</u>

Five-Year Capital and Technology Improvement Plans

The Capital Improvement and Technology Improvement Plans, or CIP and TIP, are financing and construction/acquisition/implementation plans for projects that require significant investments of capital or technology resources. These plans, which are updated annually and submitted for adoption by City Council, specify and describe the City's capital and major technology project schedules and priorities for the five years immediately following Council adoption.

The goals of the CIP and TIP planning processes are to apply a systemic approach to identify significant capital and technology needs, to prioritize needed investments, to plan for the financial and organizational capacity required to provide for these needs, and to ensure coordination of projects across the organization.

Planning Process

Each fiscal year, the CIP and TIP are updated to reflect the status of projects currently underway, to update project requests included in the prior adopted CIP and TIP, to gather newly identified project needs from departments for consideration, and to reprioritize project requests across the five-year planning period.

In the fall of 2015, the City Manager's Office assembled a new Capital Improvement Review Committee made up of staff members from multiple City departments. The Committee is tasked with reviewing submitted projects against established criteria to provide a priority rating for consideration by the City Manager's Office. Factors upon which the projects are rated included: alignment with the strategic plan; state/federal mandates; other funding availability; safety hazard mitigation; maintenance of existing assets; efficiency or cost avoidance; and service improvement impacts.

For several years, TIP projects have been reviewed and ranked by a Technology Improvement Review Committee, which similarly consists of staff members from

multiple City departments. This committee provides priority rankings for technology projects based upon the following factors: alignment with the strategic plan; state/federal mandates; other funding availability; department rankings; new versus continuation project; maintenance of existing capabilities; E-Government impact; and return on investment.

The results of the committee ranking processes and completed CIP and TIP project summaries are submitted to the City Manager's Office for consideration for funding during the five-year planning period. The staff of the Budget and Evaluation Office works with the City Manager's Office to identify funding available for the projects. Project requests are weighed against available resources to develop a recommended CIP and TIP to be presented for consideration by the City Council.

City Council deliberation of the recommended CIP and TIP begins before the annual budget development process. The final CIP and TIP are adopted by City Council concurrently with the annual operating budget.

Five-Year Capital and Technology Improvement Plans

The City's **Capital Improvement Plan** incorporates projects which meet the following criteria:

- Specific facility or infrastructure improvement projects with a total cost of \$50,000 or greater
- Significant maintenance projects (e.g. roof replacements, HVAC systems, etc.) meeting the \$50,000 threshold

The City's **Technology Improvement Plan** incorporates projects which meet the following:

- Replacement, upgrade or new technology purchases with a combined implementation cost of \$25,000 or greater (e.g. hardware, software, communication devices, etc.)
 - Expansion, renovation, or replacement of existing systems with a combined implementation cost of \$10,000 or greater
 - Technology projects which cross multiple fiscal years
 - Technology projects with enterprise-wide impacts
-

CIP Project Groupings

Airport	Projects enhancing facilities at the City's regional airport.
Economic Development	Projects supporting job growth and expanded economic opportunities in the community.
General Government	Projects relating to the provision, maintenance or expansion of City buildings, and facilities; except for new facilities which specifically support other categories.
Parks, Recreation & Culture	Projects enhancing the quality of life through recreational opportunities, including parks and open space.
Public Safety	Projects supporting the City's ability to protect lives and property through Police and Fire services.
Stormwater Management	Projects supporting the expansion, maintenance or improvement of the City's stormwater management infrastructure.
Transit	Projects supporting mass transit services.
Transportation	Projects improving the City's surface transportation infrastructure, including sidewalks, streets and bridges.

Five-Year Capital and Technology Improvement Plans

TIP Project Groupings

Application/Software Services	Projects that provide business support services.
Business Intelligence/Data Analysis	Projects that provide enterprise solutions that use database analytics and GIS data to 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.

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 2021 to 2025 Capital and Technology Improvement Plans, both by planned fiscal year of expenditure and by proposed funding sources.

Note: The Parks and Recreation bond funding for the Sports Field Complex project is under continuing discussion by City Council. The Capital Improvement Plan will be updated as final direction is provided by Council.

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Five-Year Capital Improvement Plan Summary

			PROJECT EXPENDITURES BY FISCAL YEAR						
PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	TOTAL PROJECT EXPENDITURES
AIRPORT									
Airline Terminal Improvement Part I	Airport	21,180,160	3,004,584	0	0	0	0	0	24,184,744
Airline Terminal Improvement Part II	Airport	341,216	3,957,485	28,829,596	342,063	0	0	0	33,470,360
Airport Public Art	Airport	0	0	50,000	0	0	0	0	50,000
Consolidated Rental Car Facility	Airport	9,786	0	465,237	6,637,489	6,647,489	0	0	13,760,001
Construct 8 Unit T-Hangar	Airport	0	54,742	0	745,258	0	0	0	800,000
Perimeter Road Paving and Fencing Replacement	Airport	0	0	0	0	4,500,000	0	0	4,500,000
Runway & Aprons Crack Sealing	Airport	0	76,329	76,329	0	0	0	0	152,658
Taxiway F Pavement and Lighting Rehabilitation	Airport	0	0	0	0	0	500,000	3,500,000	4,000,000
TOTAL - AIRPORT		21,531,162	7,093,140	29,421,162	7,724,810	11,147,489	500,000	3,500,000	80,917,763
ECONOMIC DEVELOPMENT									
Affordable Housing Project Fund	Economic & Community Development	100,756	59,244	0	0	0	0	0	160,000
Commercial Corridor Revitalization Program	Economic & Community Development	0	100,000	100,000	0	0	0	0	200,000
Day Resource Center and Emergency Shelter	Economic & Community Development	0	3,990,000	0	0	0	0	0	3,990,000
Downtown Stadium	City Managers Office	39,284,730	1,492,372	0	0	0	0	0	40,777,102
Dr. E.E. Smith House Restoration	Economic & Community Development	222,669	52,931	0	0	0	0	0	275,600
Good Neighbor Homebuyer Program	Economic & Community Development	0	450,000	0	0	0	0	0	450,000
Hay Street Parking Deck and Mixed Use Development	City Managers Office	15,359,851	2,571,244	0	0	0	0	0	17,931,095
Hope VI City Contributions	Economic & Community Development	6,125,285	475,715	0	0	0	0	0	6,601,000
Murchison Road Redevelopment - Catalyst Site 1&1A	Economic & Community Development	1,539,550	760,450	0	0	0	0	0	2,300,000
Replacement Parking for City Employees	City Managers Office	433,936	252,047	250,000	0	0	0	0	935,983
Support Infrastructure for Downtown Stadium Area	City Managers Office	1,559,596	415,768	434,759	305,172	0	0	0	2,715,295
Texfi Remediation Pilot Study	Public Services	827,336	68,488	0	0	0	0	0	895,824
TOTAL - ECONOMIC DEVELOPMENT		65,453,709	10,688,259	784,759	305,172	0	0	0	77,231,899

Five-Year Capital Improvement Plan Summary

PROJECT FUNDING BY SOURCE OF FUNDS								
PROJECT	DEPARTMENT	PROJECT FUNDING TO DATE	GENERAL FUND TAXES/ REVENUES	DEBT FINANCING PROCEEDS	NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	ANNUAL OPERATING BUDGET IMPACT
AIRPORT								
Airline Terminal Improvement Part I	Airport	24,184,744	0	0	0	24,184,744	Federal Grant and Airport Funds	0
Airline Terminal Improvement Part II	Airport	33,470,360	0	0	0	33,470,360	Federal Grant and Airport Funds	0
Airport Public Art	Airport	0	0	0	50,000	50,000	Airport Funds	0
Consolidated Rental Car Facility	Airport	25,000	0	9,784,978	3,950,023	13,760,001	Customer Facility Charges (Cash and debt service)	0
Construct 8 Unit T-Hangar	Airport	800,000	0	0	0	800,000		0
Perimeter Road Paving and Fencing Replacement	Airport	0	0	0	4,500,000	4,500,000	Federal Grant and Airport Funds	0
Runway & Aprons Crack Sealing	Airport	152,658	0	0	0	152,658	Airport Funds	0
Taxiway F Pavement and Lighting Rehabilitation	Airport	0	0	0	4,000,000	4,000,000	Federal Grant and Airport Funds	0
TOTAL - AIRPORT		58,632,762	0	9,784,978	12,500,023	80,917,763		0
ECONOMIC DEVELOPMENT								
Affordable Housing Project Fund	Economic & Community Development	160,000	0	0	0	160,000		0
Commercial Corridor Revitalization Program	Economic & Community Development	100,000	100,000	0	0	200,000		0
Day Resource Center and Emergency Shelter	Economic & Community Development	3,990,000	0	0	0	3,990,000		0
Downtown Stadium	City Managers Office	40,777,102	0	0	0	40,777,102		0
Dr. E.E. Smith House Restoration	Economic & Community Development	275,600	0	0	0	275,600		0
Good Neighbor Homebuyer Program	Economic & Community Development	400,000	0	0	50,000	450,000	Donation	0
Hay Street Parking Deck and Mixed Use Development	City Managers Office	17,745,000	0	0	186,095	17,931,095	Project Investment Income	0
Hope VI City Contributions	Economic & Community Development	6,601,000	0	0	0	6,601,000		0
Murchison Road Redevelopment - Catalyst Site 1&1A	Economic & Community Development	2,300,000	0	0	0	2,300,000		0
Replacement Parking for City Employees	City Managers Office	935,983	0	0	0	935,983		0
Support Infrastructure for Downtown Stadium Area	City Managers Office	1,695,000	1,020,295	0	0	2,715,295		0
Texfi Remediation Pilot Study	Public Services	895,824	0	0	0	895,824		0
TOTAL - ECONOMIC DEVELOPMENT		75,875,509	1,120,295	0	236,095	77,231,899		0

Five-Year Capital Improvement Plan Summary

PROJECT EXPENDITURES BY FISCAL YEAR									
PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	TOTAL PROJECT EXPENDITURES
GENERAL GOVERNMENT									
280 Lamon Admin Building Repairs / Storage Bldg Reloc'n	Parks & Recreation	21,289	291,344	0	0	0	0	0	312,633
333 Alexander Street Facility Repair	Parks & Recreation	0	80,000	150,000	0	0	0	0	230,000
Alexander Street Complex - Facility Mitigation	Parks & Recreation	58,266	261,859	0	0	0	0	0	320,125
Americans with Disabilities Act (ADA) Compliance	Parks & Recreation	3,227	100,000	75,000	75,000	75,000	75,000	75,000	478,227
Automated Truck Wash Facility	Public Services	0	0	467,282	0	0	0	0	467,282
Auxiliary Fueling Site at Pepsi Lane	Finance	0	0	178,025	0	0	0	0	178,025
Building Exterior Generator Connections	Parks & Recreation	0	137,300	0	0	0	0	0	137,300
Building Maintenance - City Hall and Other Facility Renovations	Parks & Recreation	2,903,275	65,304	199,201	0	0	0	0	3,167,780
Building Maintenance- HVAC/Boiler Replacement	Parks & Recreation	640,571	114,357	45,000	80,000	35,000	0	0	914,928
Building Maintenance- Other Projects	Parks & Recreation	488,600	32,712	185,000	96,849	0	0	0	803,161
Building Maintenance- Roof Replacement	Parks & Recreation	1,057,888	222,755	60,000	60,000	0	0	0	1,400,643
Cross Creek Hurricane Repair and Bank Stabilization	Public Services	518,516	795,929	10,000,000	0	0	0	0	11,314,445
Fuel Dispensers Replacement	Public Services	0	0	40,000	0	0	0	0	40,000
Hope Center Building Renovations	Public Services	0	75,000	0	0	0	0	0	75,000
Operational Space Needs Study for Alexander St Facility	Public Services	0	0	75,000	0	0	0	0	75,000
Parking Lot Resurfacing	Public Services	185,379	101,230	50,500	79,250	53,800	45,000	23,875	539,034
TOTAL - GENERAL GOVERNMENT		5,877,011	2,277,790	11,525,008	391,099	163,800	120,000	98,875	20,453,583
PARKS, RECREATION AND CULTURE									
Big Cross Creek Multiuse Trail	Parks & Recreation	500,025	351,975	52,000	52,000	101,313	0	0	1,057,313
Blounts Creek Trail	Parks & Recreation	0	393,750	0	0	0	0	0	393,750
Cape Fear River Park	Parks & Recreation	0	0	0	400,000	3,281,153	0	0	3,681,153
Cape Fear River Trail - Linear Park Connector	Parks & Recreation	85,411	99,589	0	0	0	0	0	185,000
Cape Fear River Trail Phase 2 and Botanical Garden Extension	Public Services	4,064,729	3,113,878	0	0	0	0	0	7,178,607

Five-Year Capital Improvement Plan Summary

PROJECT FUNDING BY SOURCE OF FUNDS								
PROJECT	DEPARTMENT	PROJECT FUNDING TO DATE	GENERAL FUND TAXES/ REVENUES	DEBT FINANCING PROCEEDS	NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	ANNUAL OPERATING BUDGET IMPACT
GENERAL GOVERNMENT								
280 Lamon Admin Building Repairs / Storage Bldg Reloc'n	Parks & Recreation	312,633	0	0	0	312,633		0
333 Alexander Street Facility Repair	Parks & Recreation	230,000	0	0	0	230,000		0
Alexander Street Complex - Facility Mitigation	Parks & Recreation	320,125	0	0	0	320,125		0
Americans with Disabilities Act (ADA) Compliance	Parks & Recreation	253,227	225,000	0	0	478,227		0
Automated Truck Wash Facility	Public Services	0	233,641	0	233,641	467,282	Stormwater and Solid Waste Funds	20,000
Auxiliary Fueling Site at Pepsi Lane	Finance	0	178,025	0	0	178,025		0
Building Exterior Generator Connections	Parks & Recreation	137,300	0	0	0	137,300		0
Building Maintenance - City Hall and Other Facility Renovations	Parks & Recreation	3,167,780	0	0	0	3,167,780		0
Building Maintenance- HVAC/Boiler Replacement	Parks & Recreation	754,928	160,000	0	0	914,928		0
Building Maintenance- Other Projects	Parks & Recreation	521,320	281,841	0	0	803,161		0
Building Maintenance- Roof Replacement	Parks & Recreation	1,280,643	120,000	0	0	1,400,643		0
Cross Creek Hurricane Repair and Bank Stabilization	Public Services	1,314,445	0	0	10,000,000	11,314,445	FEMA and State Reimbursements	0
Fuel Dispensers Replacement	Public Services	0	40,000	0	0	40,000		0
Hope Center Building Renovations	Public Services	75,000	0	0	0	75,000		0
Operational Space Needs Study for Alexander St Facility	Public Services	75,000	0	0	0	75,000		0
Parking Lot Resurfacing	Public Services	286,609	252,425	0	0	539,034		0
TOTAL - GENERAL GOVERNMENT		8,729,010	1,490,932	0	10,233,641	20,453,583		20,000
PARKS, RECREATION AND CULTURE								
Big Cross Creek Multiuse Trail	Parks & Recreation	852,000	0	0	205,313	1,057,313	Open Space Fees / Grants	0
Blounts Creek Trail	Parks & Recreation	93,750	50,000	0	250,000	393,750	Grant Funds (FAMPO)	0
Cape Fear River Park	Parks & Recreation	0	0	3,681,153	0	3,681,153	Parks & Rec Bonds	0
Cape Fear River Trail - Linear Park Connector	Parks & Recreation	185,000	0	0	0	185,000		0
Cape Fear River Trail Phase 2 and Botanical Garden Extension	Public Services	7,178,607	0	0	0	7,178,607		0

Five-Year Capital Improvement Plan Summary

			PROJECT EXPENDITURES BY FISCAL YEAR						
PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	TOTAL PROJECT EXPENDITURES
Concrete Repairs at Various Parks	Parks & Recreation	0	55,000	0	0	0	0	0	55,000
Cross Creek Linear Park - Union Street Bridge	Parks & Recreation	10,430	15,719	0	0	0	0	0	26,149
Dog Park	Parks & Recreation	0	0	50,000	148,000	0	0	0	198,000
Existing Parks and Building Renovations	Parks & Recreation	661,509	428,491	0	0	0	0	0	1,090,000
Gateway/Roadway Enhancement	Parks & Recreation	276,619	12,252	0	0	0	0	0	288,871
Lake Rim Aquatic Center	Parks & Recreation	1,467,935	1,671,479	0	0	0	0	0	3,139,414
Linear Park Path, Steps & Overlook Restoration	Parks & Recreation	38,117	41,476	0	0	0	0	0	79,593
Little Cross Creek Greenway - Phases I and II	Parks & Recreation	0	0	20,000	480,000	0	10,000	0	510,000
Martin Luther King Jr. Park	Parks & Recreation	0	50,000	600,000	0	0	0	0	650,000
Mazarick Park Play Area Steps and Rail	Parks & Recreation	18,645	36,355	0	0	0	0	0	55,000
NC Veteran Park Phase 2B	Parks & Recreation	0	261,752	880,718	0	0	0	0	1,142,470
NC Veteran Park Hurricane Matthew Repair	Parks & Recreation	150,637	12,816	0	0	0	0	0	163,453
Playground Repairs/Refurbishing	Parks & Recreation	819,818	100,016	100,000	100,000	100,000	150,000	100,000	1,469,834
Repaving at Walking Trails	Parks & Recreation	0	60,000	0	0	0	0	0	60,000
Senior Center - East	Parks & Recreation	147,396	1,744,604	1,635,210	1,598,872	399,718	0	0	5,525,800
Senior Center- West	Parks & Recreation	1,020,425	5,979,575	0	0	0	0	0	7,000,000
Skateboard Park	Parks & Recreation	67,155	932,845	0	0	0	0	0	1,000,000
Splash Pads	Parks & Recreation	1,370,022	342,117	0	0	0	0	0	1,712,139
Sport Field Complex	Parks & Recreation	0	121,230	728,770	7,900,000	0	0	0	8,750,000
Stadium Play Space and Plaza Fountain	Parks & Recreation	233,692	988	0	145,320	0	0	0	380,000
Tennis Center	Parks & Recreation	0	1,130,000	4,870,000	0	0	0	0	6,000,000
TOTAL - PARKS, RECREATION AND CULTURE		10,932,565	16,955,907	8,936,698	10,824,192	3,882,184	160,000	100,000	51,791,546

Five-Year Capital Improvement Plan Summary

PROJECT FUNDING BY SOURCE OF FUNDS								
PROJECT	DEPARTMENT	PROJECT FUNDING TO DATE	GENERAL FUND TAXES/ REVENUES	DEBT FINANCING PROCEEDS	NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	ANNUAL OPERATING BUDGET IMPACT
Concrete Repairs at Various Parks	Parks & Recreation	55,000	0	0	0	55,000		0
Cross Creek Linear Park - Union Street Bridge	Parks & Recreation	26,149	0	0	0	26,149		0
Dog Park	Parks & Recreation	0	198,000	0	0	198,000		4,843
Existing Parks and Building Renovations	Parks & Recreation	990,000	0	0	100,000	1,090,000	Recreation District for Gilmore	0
Gateway/Roadway Enhancement	Parks & Recreation	288,871	0	0	0	288,871		0
Lake Rim Aquatic Center	Parks & Recreation	3,139,414	0	0	0	3,139,414		163,022
Linear Park Path, Steps & Overlook Restoration	Parks & Recreation	79,593	0	0	0	79,593		0
Little Cross Creek Greenway - Phases I and II	Parks & Recreation	0	118,000	0	392,000	510,000	Grant Funds (FAMPO)	0
Martin Luther King Jr. Park	Parks & Recreation	50,000	0	100,000	500,000	650,000	\$100K P&R Bonds, \$500K Committee Fundraising	0
Mazarick Park Play Area Steps and Rail	Parks & Recreation	55,000	0	0	0	55,000		0
NC Veteran Park Phase 2B	Parks & Recreation	1,142,470	0	0	0	1,142,470		0
NC Veteran Park Hurricane Matthew Repair	Parks & Recreation	163,453	0	0	0	163,453		0
Playground Repairs/Refurbishing	Parks & Recreation	923,784	546,050	0	0	1,469,834		0
Repaving at Walking Trails	Parks & Recreation	60,000	0	0	0	60,000		0
Senior Center - East	Parks & Recreation	2,745,800	0	2,780,000	0	5,525,800	Parks & Rec Bonds	47,051
Senior Center- West	Parks & Recreation	7,000,000	0	0	0	7,000,000		278,330
Skateboard Park	Parks & Recreation	1,000,000	0	0	0	1,000,000		-7,400
Splash Pads	Parks & Recreation	1,712,139	0	0	0	1,712,139		2,400
Sport Field Complex	Parks & Recreation	549,172	0	8,200,828	0	8,750,000	Parks & Rec Bonds	13,862
Stadium PlaySpace and Plaza Fountain	Parks & Recreation	380,000	0	0	0	380,000		0
Tennis Center	Parks & Recreation	6,000,000	0	0	0	6,000,000		77,419
TOTAL - PARKS, RECREATION AND CULTURE		34,670,202	912,050	14,761,981	1,447,313	51,791,546		579,527

Five-Year Capital Improvement Plan Summary

PROJECT EXPENDITURES BY FISCAL YEAR									
PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	TOTAL PROJECT EXPENDITURES
PUBLIC SAFETY									
Fire Station #1 Generator Replacement	Fire/Emergency Management	0	62,330	0	0	0	0	0	62,330
Fire Station #4 Relocation	Fire/Emergency Management	0	500,000	7,202,985	0	0	0	0	7,702,985
PAL Building Renovations	Police	9,600	141,368	0	0	0	0	0	150,968
Police Headquarters Modifications	Police	0	221,486	0	0	0	0	0	221,486
Police Modular Classroom Building	Police	0	73,175	0	0	0	0	0	73,175
Public Safety Facility Needs Assessment	Police	95,862	50,384	0	0	0	0	0	146,246
TOTAL - PUBLIC SAFETY		105,462	1,048,743	7,202,985	0	0	0	0	8,357,190
STORMWATER MANAGEMENT									
Stormwater Program	Public Services	16,278,572	14,468,502	6,988,780	4,600,000	3,600,000	4,250,000	2,100,000	52,285,854
TOTAL - STORMWATER MANAGEMENT		16,278,572	14,468,502	6,988,780	4,600,000	3,600,000	4,250,000	2,100,000	52,285,854
TRANSIT									
FAST Transit Center	Transit	14,483,967	119,887	0	0	0	0	0	14,603,854
Grove Street Facility Improvements	Transit	0	0	35,000	55,000	0	0	0	90,000
Shelters and Benches	Transit	523,079	88,505	81,375	65,000	60,000	60,000	60,000	937,959
Sidewalks and ADA Accessibility Improvements	Transit	169,455	174,725	110,000	80,000	80,000	90,000	90,000	794,180
TOTAL - TRANSIT		15,176,501	383,117	226,375	200,000	140,000	150,000	150,000	16,425,993
TRANSPORTATION									
Bridge Preservation Program	Public Services	0	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Bridge Replacements - Louise and Ann Streets	Public Services	2,067,164	435,976	0	0	0	0	0	2,503,140
College Lakes Dam - Decommissioning	Public Services	0	0	0	0	0	0	2,695,484	2,695,484
Dam Safety and Preservation Program	Public Services	0	50,000	50,000	0	70,000	0	70,000	240,000
Downtown Streetscape	Public Services	1,084,594	128,573	75,000	75,000	75,000	75,000	75,000	1,588,167
Greenock Ave Restoration (Arran Lakes Dam Breach)	Public Services	0	2,155,790	0	0	0	0	0	2,155,790

Five-Year Capital Improvement Plan Summary

PROJECT FUNDING BY SOURCE OF FUNDS								
PROJECT	DEPARTMENT	PROJECT FUNDING TO DATE	GENERAL FUND TAXES/ REVENUES	DEBT FINANCING PROCEEDS	NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	ANNUAL OPERATING BUDGET IMPACT
PUBLIC SAFETY								
Fire Station #1 Generator Replacement	Fire/Emergency Management	62,330	0	0	0	62,330		0
Fire Station #4 Relocation	Fire/Emergency Management	500,000	0	7,202,985	0	7,702,985		0
PAL Building Renovations	Police	150,968	0	0	0	150,968		18,200
Police Headquarters Modifications	Police	91,574	0	0	129,912	221,486	Federal and State Forfeiture Funds	0
Police Modular Classroom Building	Police	73,175	0	0	0	73,175		3,960
Public Safety Facility Needs Assessment	Police	146,246	0	0	0	146,246		0
TOTAL - PUBLIC SAFETY		1,024,293	0	7,202,985	129,912	8,357,190		22,160
STORMWATER MANAGEMENT								
Stormwater Program	Public Services	33,135,854	0	0	19,150,000	52,285,854	Stormwater Funds	0
TOTAL - STORMWATER MANAGEMENT		33,135,854	0	0	19,150,000	52,285,854		0
TRANSIT								
FAST Transit Center	Transit	14,603,854	0	0	0	14,603,854		0
Grove Street Facility Improvements	Transit	0	18,000	0	72,000	90,000	Federal Grants	0
Shelters and Benches	Transit	658,015	55,989	0	223,955	937,959	Federal Grants	630
Sidewalks and ADA Accessibility Improvements	Transit	448,179	69,201	0	276,800	794,180	Federal Grants	0
TOTAL - TRANSIT		15,710,048	143,190	0	572,755	16,425,993		630
TRANSPORTATION								
Bridge Preservation Program	Public Services	100,000	500,000	0	0	600,000		0
Bridge Replacements - Louise and Ann Streets	Public Services	2,503,140	0	0	0	2,503,140		0
College Lakes Dam - Decommissioning	Public Services	0	0	0	2,695,484	2,695,484	Stormwater Funds	0
Dam Safety and Preservation Program	Public Services	50,000	0	0	190,000	240,000	Stormwater Funds	0
Downtown Streetscape	Public Services	1,213,167	375,000	0	0	1,588,167		0
Greenock Ave Restoration (Arran Lakes Dam Breach)	Public Services	500,000	0	0	1,655,790	2,155,790	FEMA	0

Five-Year Capital Improvement Plan Summary

PROJECT EXPENDITURES BY FISCAL YEAR									
PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	TOTAL PROJECT EXPENDITURES
Hinsdale Road Reconstruction	Public Services	0	0	0	0	0	316,981	1,056,608	1,373,589
Intersection Improvements	Public Services	241,596	239,360	100,000	100,000	150,000	300,000	150,000	1,280,956
Legend Avenue Relocation	Public Services	1,475,868	198,882	0	0	0	0	0	1,674,750
McFadyen Dr. Restoration (Devonwood Lower Dam)	Public Services	225,898	3,053,302	0	0	0	0	0	3,279,200
Mirror Lake Dr and Dam Restoration	Public Services	1,850,251	3,806,610	0	0	0	0	0	5,656,861
Multi Use Lanes	Public Services	124,999	50,001	50,000	50,000	50,000	50,000	50,000	425,000
N Cool Spring St Roadway Restoration	Public Services	1,994,407	371,621	0	0	0	0	0	2,366,028
NCDOT Municipal Agreements	Public Services	1,479,193	1,838,213	550,000	0	700,000	1,050,000	875,000	6,492,406
Pavement Preservation Program (formerly Resurfacing Program)	Public Services	6,744,775	6,123,171	4,425,000	4,575,000	4,700,000	4,850,000	5,000,000	36,417,946
Public Street Development	Public Services	247,174	254,956	0	0	0	0	0	502,130
Ray Avenue Repair	Public Services	0	334,119	998,881	0	0	0	0	1,333,000
Rayconda Connector Road (Pinewood Terrace Ext)	Public Services	1,171,625	44,106	0	0	0	0	0	1,215,731
Shawcroft Rd Roadway Restoration	Public Services	569,130	696,510	0	0	0	0	0	1,265,640
Sidewalk Improvements	Public Services	672,787	4,199,422	807,862	600,000	350,000	1,425,000	1,426,000	9,481,071
Sykes Pond Road Repair	Public Services	75,601	1,874,399	0	0	0	0	0	1,950,000
Thoroughfare Street Lighting	Public Services	82,384	192,616	50,000	50,000	50,000	50,000	50,000	525,000
TOTAL - TRANSPORTATION		20,107,446	26,147,627	7,206,743	5,550,000	6,245,000	8,216,981	11,548,092	85,021,889
Grand Totals		155,462,428	79,063,085	72,292,510	29,595,273	25,178,473	13,396,981	17,496,967	392,485,717

Five-Year Capital Improvement Plan Summary

PROJECT FUNDING BY SOURCE OF FUNDS								
PROJECT	DEPARTMENT	PROJECT FUNDING TO DATE	GENERAL FUND TAXES/ REVENUES	DEBT FINANCING PROCEEDS	NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	ANNUAL OPERATING BUDGET IMPACT
Hinsdale Road Reconstruction	Public Services	0	805,734	0	567,855	1,373,589	Stormwater Funds	0
Intersection Improvements	Public Services	480,956	800,000	0	0	1,280,956		0
Legend Avenue Relocation	Public Services	1,674,750	0	0	0	1,674,750		0
McFadyen Dr. Restoration (Devonwood Lower Dam)	Public Services	3,279,200	0	0	0	3,279,200		0
Mirror Lake Dr and Dam Restoration	Public Services	5,656,861	0	0	0	5,656,861		0
Multi Use Lanes	Public Services	175,000	250,000	0	0	425,000		0
N Cool Spring St Roadway Restoration	Public Services	2,366,028	0	0	0	2,366,028		0
NCDOT Municipal Agreements	Public Services	2,764,153	3,728,253	0	0	6,492,406		0
Pavement Preservation Program (formerly Resurfacing Program)	Public Services	12,867,946	23,550,000	0	0	36,417,946		0
Public Street Development	Public Services	502,130	0	0	0	502,130		0
Ray Avenue Repair	Public Services	334,119	665,921	0	332,960	1,333,000	Stormwater Funds	0
Rayonda Connector Road (Pinewood Terrace Ext)	Public Services	1,215,731	0	0	0	1,215,731		0
Shawcroft Rd Roadway Restoration	Public Services	1,265,640	0	0	0	1,265,640		0
Sidewalk Improvements	Public Services	4,872,209	4,608,862	0	0	9,481,071		0
Sykes Pond Road Repair	Public Services	1,950,000	0	0	0	1,950,000		0
Thoroughfare Street Lighting	Public Services	275,000	250,000	0	0	525,000		25,800
TOTAL - TRANSPORTATION		44,046,030	35,533,770	0	5,442,089	85,021,889		25,800
Grand Totals		271,823,708	39,200,237	31,749,944	49,711,828	392,485,717		648,117

Five-Year Technology Improvement Plan Summary

PROJECT EXPENDITURES BY FISCAL YEAR									
PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	TOTAL PROJECT EXPENDITURE
SECURITY/INFRASTRUCTURE									
Access Control System (Proxy Card) Upgrade	Information Technology	0	24,000	10,000	0	0	0	0	34,000
Airport Terminal Renovations - Data Infrastructure	Airport	0	60,000	80,000	60,000	0	0	0	200,000
City Domain Migration	Information Technology	0	305,000	475,000	470,000	175,000	0	0	1,425,000
Computer Replacement Program	Information Technology	3,535,632	779,730	403,639	400,999	311,389	309,989	335,287	6,076,665
Desktop Virtualization Infrastructure	Information Technology	518,863	181,350	183,500	60,000	160,000	21,350	0	1,125,063
Direct Fiber Connection for Remote Sites	Information Technology	0	176,172	84,324	0	0	0	0	260,496
Enterprise Wide Radio Replacements	Police	3,371,946	1,569,000	0	0	0	0	0	4,940,946
Internet Phone (City Wide VOIP)	Information Technology	419,616	15,384	78,038	0	0	0	0	513,038
IT Disaster Recovery Initiative	Information Technology	666,606	260,712	679,715	213,810	213,810	0	0	2,034,653
MS E-Mail Exchange	Information Technology	216,925	113,127	80,000	20,000	20,000	0	0	450,052
PC As a Service Program	Information Technology	0	0	62,689	110,636	175,599	225,844	225,844	800,612
Public Safety Security Compliance (CJIS)	Information Technology	192,857	24,494	50,000	150,000	20,000	20,000	0	457,351
Public Safety Video Surveillance (Digital IP)	Police	741,537	35,233	0	0	0	0	0	776,770
Server Room Uninterruptible Power Supply Replacement (UPS)	Information Technology	37,878	20,772	3,000	0	0	0	0	61,650
Transit Security and Safety Systems	Transit	496,902	679	0	76,600	0	0	0	574,181
Virtual Server Expansion Equipment	Information Technology	186,260	5,774	160,000	0	0	160,000	0	512,034
TOTAL - SECURITY/INFRASTRUCTURE		10,385,022	3,571,427	2,349,905	1,562,045	1,075,798	737,183	561,131	20,242,511
BUSINESS INTELLIGENCE/DATA ANALYSIS									
Enterprise Data Warehouse	Information Technology	13,500	101,500	15,000	10,000	5,000	5,000	5,000	155,000
Enterprise GIS Environment	Information Technology	341,995	200,167	0	0	0	0	110,000	652,162
FleetMind Solid Waste Smart Truck System	Public Services	699,375	119,712	114,253	84,232	63,846	64,460	92,962	1,238,840
NIBRS Transition	Police	6,036	67,864	0	0	0	0	0	73,900
TOTAL - BUSINESS INTELLIGENCE/DATA		1,060,906	489,243	129,253	94,232	68,846	69,460	207,962	2,119,902

Five-Year Technology Improvement Plan Summary

PROJECT FUNDING BY SOURCE OF FUNDS								
PROJECT	DEPARTMENT	PROJECT FUNDING TO DATE	GENERAL FUND TAXES/ REVENUES	DEBT FINANCING PROCEEDS	NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	ANNUAL OPERATING BUDGET IMPACT
SECURITY/INFRASTRUCTURE								
Access Control System (Proxy Card) Upgrade	Information Technology	24,000	10,000	0	0	34,000		0
Airport Terminal Renovations - Data Infrastructure	Airport	120,000	0	0	80,000	200,000	Airport Enterprise Fund	0
City Domain Migration	Information Technology	515,000	910,000	0	0	1,425,000		0
Computer Replacement Program	Information Technology	4,315,362	1,717,385	0	43,918	6,076,665	Enterprise Funds and E911 Funding	0
Desktop Virtualization Infrastructure	Information Technology	700,213	424,850	0	0	1,125,063		0
Direct Fiber Connection for Remote Sites	Information Technology	176,172	84,324	0	0	260,496		0
Enterprise Wide Radio Replacements	Police	4,940,946	0	0	0	4,940,946		10,000
Internet Phone (City Wide VOIP)	Information Technology	435,000	78,038	0	0	513,038		639
IT Disaster Recovery Initiative	Information Technology	927,318	1,107,335	0	0	2,034,653		50,000
MS E-Mail Exchange	Information Technology	330,052	120,000	0	0	450,052		0
PC As a Service Program	Information Technology	0	631,016	0	169,596	800,612	Enterprise Funds and E911 Funding	0
Public Safety Security Compliance (CJIS)	Information Technology	271,851	185,500	0	0	457,351		7,000
Public Safety Video Surveillance (Digital IP)	Police	776,770	0	0	0	776,770		0
Server Room Uninterruptible Power Supply Replacement (UPS)	Information Technology	58,650	3,000	0	0	61,650		10,000
Transit Security and Safety Systems	Transit	497,581	15,320	0	61,280	574,181	Federal Grant Funding	2,500
Virtual Server Expansion Equipment	Information Technology	192,034	320,000	0	0	512,034		10,000
TOTAL - SECURITY/INFRASTRUCTURE		14,280,949	5,606,768	0	354,794	20,242,511		90,139
BUSINESS INTELLIGENCE/DATA ANALYSIS								
Enterprise Data Warehouse	Information Technology	115,000	40,000	0	0	155,000		77,537
Enterprise GIS Environment	Information Technology	542,162	110,000	0	0	652,162		23,420
FleetMind Solid Waste Smart Truck System	Public Services	819,087	0	0	419,753	1,238,840	Solid Waste Enterprise Fund	40,753
NIBRS Transition	Police	73,900	0	0	0	73,900		1,500
TOTAL - BUSINESS INTELLIGENCE/DATA		1,550,149	150,000	0	419,753	2,119,902		143,210

Five-Year Technology Improvement Plan Summary

			PROJECT EXPENDITURES BY FISCAL YEAR						
PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	TOTAL PROJECT EXPENDITURE
APPLICATION/SOFTWARE SERVICES									
Address Implementation for County Tax Software Update	Information Technology	0	45,000	20,000	0	0	0	0	65,000
Airport Paid Parking Access Control System	Airport	0	0	350,000	0	0	0	0	350,000
Application Packaging Factory	Information Technology	0	0	85,000	0	0	0	0	85,000
Asset Management Plan	Public Services	0	50,000	150,000	50,000	0	0	0	250,000
Automated Secure Alarm Protocol Interface Upgrade	Police	21,260	6,000	0	0	0	0	0	27,260
City Website Update/Redesign (FayettevilleNC.gov)	Corporate Communications	170,644	29,356	0	0	0	150,156	0	350,156
Crime Scene Laser System	Police	0	0	61,347	0	0	0	0	61,347
ERP Replacement Initiative	City Managers Office	45,000	1,046,289	2,799,414	1,279,869	0	0	0	5,170,572
FAR Part 139 Automation	Airport	52,787	21,089	0	0	0	0	0	73,876
FayWorx - Work Order/Permit/Asset Mgmt. System	Information Technology	1,576,967	277,020	0	0	0	0	0	1,853,987
Implementation of Project Management Strategy	City Managers Office	0	0	0	0	110,000	40,880	35,000	185,880
IVR for FASTTRAC!	Transit	0	40,000	0	0	0	0	0	40,000
LSDBE Program Tracking Software	Finance	0	0	0	64,500	0	0	0	64,500
Real-time GPS Navigation Solution for Street Divisions - AVL	Public Services	0	150,000	150,000	0	0	0	0	300,000
Records Management System Replacement	Fire/Emergency Management	0	0	0	0	0	0	13,940	13,940
Revenue Management System	Finance	0	0	246,625	0	0	0	0	246,625
Time & Attendance/Payroll (Kronos)	Information Technology	562,338	96,853	82,000	0	0	0	0	741,191
Time & Attendance / Payroll Platform Upgrade (Kronos)	Information Technology	0	0	79,980	0	0	0	0	79,980
Transit Fare Collection System Replacement	Transit	0	0	0	160,000	720,000	0	0	880,000
Upgrade Communications Equipment 3G to 4G	Transit	0	75,000	9,200	0	0	0	0	84,200
TOTAL - APPLICATION/SOFTWARE SERVICES		2,428,996	1,836,607	4,033,566	1,554,369	830,000	191,036	48,940	10,923,514
CITIZEN ENGAGEMENT/MOBILITY									
City Wireless Network Expansion Project	Information Technology	266,279	150,343	25,482	0	172,000	0	0	614,104
Enterprise Digital Accessibility Program	Information Technology	16,000	68,473	20,000	20,000	0	0	0	124,473
FayTV Streaming	Corporate Communications	0	2,685	0	0	0	0	6,000	8,685
TOTAL - CITIZEN ENGAGEMENT/MOBILITY		282,279	221,501	45,482	20,000	172,000	0	6,000	747,262
TIP Grand Totals		14,157,203	6,118,778	6,558,206	3,230,646	2,146,644	997,679	824,033	34,033,189

Five-Year Technology Improvement Plan Summary

PROJECT FUNDING BY SOURCE OF FUNDS								
PROJECT	DEPARTMENT	PROJECT FUNDING TO DATE	GENERAL FUND TAXES/ REVENUES	DEBT FINANCING PROCEEDS	NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	ANNUAL OPERATING BUDGET IMPACT
APPLICATION/SOFTWARE SERVICES								
Address Implementation for County Tax Software Update	Information Technology	0	65,000	0	0	65,000		0
Airport Paid Parking Access Control System	Airport	0	0	0	350,000	350,000	Airport Enterprise Fund	0
Application Packaging Factory	Information Technology	0	85,000	0	0	85,000		10,000
Asset Management Plan	Public Services	250,000	0	0	0	250,000		0
Automated Secure Alarm Protocol Interface Upgrade	Police	27,260	0	0	0	27,260		2,400
City Website Update/Redesign (FayettevilleNC.gov)	Corporate Communications	200,000	150,156	0	0	350,156		0
Crime Scene Laser System	Police	0	0	0	61,347	61,347	Forfeiture Funds	10,114
ERP Replacement Initiative	City Managers Office	113,420	275,000	4,782,152	0	5,170,572		505,233
FAR Part 139 Automation	Airport	73,876	0	0	0	73,876		0
FayWorx - Work Order/Permit/Asset Mgmt. System	Information Technology	1,853,987	0	0	0	1,853,987		21,000
Implementation of Project Management Strategy	City Managers Office	0	185,880	0	0	185,880		10,000
IVR for FASTTRAC!	Transit	0	8,000	0	32,000	40,000	Federal Grant Funding	1,380
LSDBE Program Tracking Software	Finance	64,500	0	0	0	64,500		24,750
Real-time GPS Navigation Solution for Street Divisions - AVL	Public Services	150,000	37,500	0	112,500	300,000	Stormwater Enterprise Fund	19,200
Records Management System Replacement	Fire/Emergency Management	0	13,940	0	0	13,940		58,311
Revenue Management System	Finance	0	246,625	0	0	246,625		40,031
Time & Attendance/Payroll (Kronos)	Information Technology	686,573	54,618	0	0	741,191		0
Time & Attendance / Payroll Platform Upgrade (Kronos)	Information Technology	0	79,980	0	0	79,980		17,221
Transit Fare Collection System Replacement	Transit	0	160,000	0	720,000	880,000	Federal and State Grant Funding	0
Upgrade Communications Equipment 3G to 4G	Transit	75,000	1,840	0	7,360	84,200	Federal Grant Funding	0
TOTAL - APPLICATION/SOFTWARE SERVICES		3,494,616	1,363,539	4,782,152	1,283,207	10,923,514		719,640
CITIZEN ENGAGEMENT/MOBILITY								
City Wireless Network Expansion Project	Information Technology	416,622	197,482	0	0	614,104		0
Enterprise Digital Accessibility Program	Information Technology	84,473	40,000	0	0	124,473		0
FayTV Streaming	Corporate Communications	2,685	6,000	0	0	8,685		5,990
TOTAL - CITIZEN ENGAGEMENT/MOBILITY		503,780	243,482	0	0	747,262		5,990
TIP Grand Totals		19,829,494	7,363,789	4,782,152	2,057,754	34,033,189		958,979

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Appendices

Authorized Staffing FTEs by Department

ANNUAL OPERATING FUND AND INTERNAL SERVICE FUND POSITIONS

Airport

Full-Time

Administrative Assistant	1
Airport Director	1
Airport Maintenance Supervisor	1
Custodial Supervisor	1
Custodian	5
Deputy Airport Director	1
Equipment Operator I	1
Equipment Operator II	2
Fire Captain (Supervised by Fire Department)	3
Firefighter (Supervised by Fire Department)	3
Marketing Specialist	1
Office Assistant II	1
Senior Administrative Assistant	1
Senior Skilled Trades Technician	2
Total	24

Budget and Evaluation Office

Full-Time

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

City Attorney

Full-Time

Assistant City Attorney	3
City Attorney	1
Executive Legal Assistant	1
Paralegal II	1
Police Attorney	1
Senior Administrative Assistant.....	1
Total	8

City Manager

Full-Time

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

Authorized Staffing FTEs by Department

City Manager – (cont'd)

Management Analyst.....	2
Senior Administrative Assistant	1.9
(.1 funded in the Budget and Evaluation Office)	
Senior Corporate Performance Analyst	1
Senior Internal Auditor	1
Strategic and Performance Analytics Director	1
Total	18.9

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
Total	9

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)	11
Code Enforcement Administrator (Zoning)	2
Code Enforcement Supervisor (Housing)	2
Development Liaison	1
Development Services Director	1
Electrical Inspections Supervisor	1
Electrical Inspector	3
Housing & Code Enforcement Division Manager	1
Mechanical Inspections Supervisor	1
Mechanical Inspector	3
Office Assistant II	2
Permit Technician	4
Permit Technician Supervisor	1
Planner I	1
Planner II	4
Planning & Zoning Division Manager	1
Plumbing Inspections Supervisor	1
Plumbing Inspector	2
Senior Administrative Assistant	2
Senior Planner	2
Total	55

Authorized Staffing FTEs by Department

Economic & Community Development

Full-Time

Assistant Economic & Community Development Director (0.5 funded in Special Revenue Fund)	0.5
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
Total	4.2

Finance

Full-Time

Accountant	2
Accounting Manager	1
Accounting Technician	4
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
Fleet Manager	1
Payroll & Liabilities Manager	1
Payroll Technician	2
Purchasing Manager	1
Purchasing Agent	1
Risk Coordinator	1
Senior Financial Analyst	1
Systems Analyst	1
Treasurer	1
Total	27

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
Fire Marshal	1
Firefighter	179
Office Assistant II	2
Office Supervisor	1
Personnel Technician	1
Total	326

Authorized Staffing FTEs by Department

Human Relations

Full-Time

Human Relations Director	1
Human Relations Administrative Specialist	1
Human Relations Manager	1
Total	3

Human Resource Development

Full-Time

Deputy Human Resource Development Director	1
Human Resource Consultant	4
Human Resource Development Director	1
Human Resource Specialist	5
Office Assistant II	1
Office Supervisor	1
Organizational Development & Training Consultant	2
Organizational Development & Training Specialist	1
Safety Officer	1
Health and Wellness Specialist	1
Total	18

Information Technology

Full-Time

Application Support Specialist	3
Assistant Chief Information Officer-Administration & Operations	1
Chief Information Officer	1
Database Administrator	1
Desktop Support Specialist	3
ERP Systems 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 Customer Relationship Manager	2
Information Technology Security Administrator	1
Information Technology Project Manager	3
Information Technology Solutions Architect	1
Infrastructure Technology Solutions Officer	1
Information Technology Systems Administrator	1
Information Technology Sr. Systems Administrator	1
Network Administrator	1
Senior Desktop Support Specialist	1
Telecommunications Analyst	1
Web Developer	1
Total	29

Authorized Staffing FTEs by Department

Mayor, Council and City Clerk

Full-Time

City Clerk	1
Deputy City Clerk	1
Senior Administrative Assistant	1
Total	3

Other Appropriations

Full-Time

Warehouse Coordinator	0.25
(.25 funded in Public Services and .50 funded in Transit)	
Total	0.25

Parks, Recreation & Maintenance

Full-Time

Parks & Recreation Division – City Funded

Assistant Recreation Center Supervisor	13.5
Athletic Program Coordinator	4
Business Manager	1
Crew Leader	1
Crew Supervisor	6
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
Maintenance Worker	24
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	3.5
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	0.5
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	2
Electrician	1
Equipment Operator I	4
Equipment Operator II	7
Facilities Maintenance Supervisor	1
Facilities Manager	1
Maintenance Worker	3
Management Analyst	1
Office Assistant II	1
Senior Skilled Trades Technician	8
Skilled Trades Technician	1
Total	162

Police

Full-Time

911 Communications Manager	1
911 Assistant Communications Supervisor	4
911 Communications Supervisor	4
911 Office Administrator	1
911 Quality Assurance & Compliance Specialist	1
911 Systems Technician	1
911 Systems Analyst	1
911 Training Specialist	1
Administrative Assistant	3
Assistant Police Chief	2
Civilian Crash Investigator	6
Crime Analyst	4
Crime Analyst Supervisor	1
Crime Prevention Specialist	6
Custodian	3
Enhanced 911 Coordinator	1
Forensic Firearms Examiner	2

Authorized Staffing FTEs by Department

Police - (cont'd)

Forensic Manager	1
Forensic Supervisor	2
Forensic NIBIN Technician	1
Forensic Technician	10
Forensic Video Technician	2
Installation Technician	2
Investigative Assistant.....	2
Latent Print Examiner	2
Lead Custodian	1
Office Assistant II	11
Operation Ceasefire Program Coordinator	1
PD Accreditation & Grants Manager	1
PD Accreditation Specialist	1
Personnel Technician	1
Police Analyst	1
Police Captain	7
Police Chief.....	1
Police Lieutenant	21
Police Major	4
Police Officer	348
Police Records Clerk	23
Police Records Supervisor	4
Police Records Manager	1
Police Sergeant	51
Police Training Coordinator	1
Property & Evidence Technician	4
Telecommunicator I	17
Telecommunicator II	32
RMS Database Manager.....	1
RMS Database Specialist.....	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
Total	604.5

Public Services

Full-Time

Administrative Assistant	1
Assistant City Traffic Engineer	1
Assistant Public Service Director.....	1
City Engineer	1
City Traffic Engineer	1

Authorized Staffing FTEs by Department

Public Services - (cont'd)

Construction Contracts Coordinator	1
Construction Manager	1
Crew Supervisor	5
Engineer I	3
Engineer II	5
Engineering Inspector	8
Engineering Technician	2
Engineering Technician Supervisor.....	1
Equipment Operator I.....	4
Equipment Operator II	45
Equipment Operator III.....	34
Fleet Services Coordinator	1
Maintenance Worker	15
Office Assistant II	6
Office Supervisor	1
Paralegal I	1
Paralegal II	1
Pavement Preservation Program Manager.....	1
Personnel Technician	1
Public Information Specialist	1
Public Services Director	1
Real Estate Manager	1
Routing Administrator	1
Senior Administrative Assistant	2
Senior Paralegal	1
Senior Project Engineer	1
Senior Signs and Markings Technician	1
Senior Survey Technician	2
Signs & Markings Supervisor	1
Signs & Markings Technician	5
Skilled Trades Technician	3
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
Stormwater Project Manager	2
Street Maintenance Superintendent	1
Street Maintenance Supervisor.....	3
Survey Crew Leader	1
Surveying Supervisor	1
Technology Asset Specialist.....	1
Traffic Signal Maintenance Supervisor	1
Traffic Signal Management Engineer	1
Traffic Signal System Analyst	1

Authorized Staffing FTEs by Department

Public Services - (cont'd)

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)	
Watershed Modeling Engineer.....	1
Total	201.25

Transit

Full-Time

Assistant Transit Director	1
Automotive Service Aide	5
Automotive Technician	5
Automotive Technician Supervisor	1
Bus Operator	68
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
Technical Equipment Specialist.....	1
Transit Analyst	1
Transit Director	1
Transit Dispatcher	9
Transit Operations Superintendent	1
Transit Operator 1	4
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)	

Part-Time

Transit Dispatcher (1 position at 0.5)	0.5
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Total **122**

TOTAL **1,620.2**

SPECIAL REVENUE FUND POSITIONS

Economic & Community Development

Full-Time

Assistant Economic & Community Development Director	0.5
Administrative Assistant	1

Authorized Staffing FTEs by Department

Economic & Community Development - (cont'd)

Community Development Administrator	1
Community Relations Manager	1
Economic & Community Development Director	0.5
Economic Development Administrator	0.8
Housing Program Specialist	1
Neighborhood Resource Coordinator	1
Office Assistant II	1
Senior Housing Program Specialist	1
Total	8.8

Police

Full-Time

Juvenile Restitution Program Coordinator	1
Total	1

CAPITAL PROJECT FUND POSITIONS

City Manager's Office

Full-Time

Construction Management & Capital Projects Director	1
Engineer I	1
Financial Analyst	1
Project & Contract Manager	1
Senior Project Manager	1
Total	5

GRAND TOTAL 1,635

FROZEN, UNFUNDED POSITIONS

City Attorney

Full-Time

Police Attorney	1
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Finance

Full-Time

Accounting Technician.....	1
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Development Services

Full-Time

Plans Examiner.....	1
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Parks, Recreation & Maintenance

Full-Time

Maintenance Worker.....	1
Assistant Recreation Center Supervisor	1

TOTAL FROZEN POSITIONS 5

Positions and Salary Grade Assignments

Grade 150	\$25,302 - \$38,878
Custodian	

Grade 151	\$26,867 - \$41,282
Lead Custodian	

Grade 152	\$28,889 - \$44,391
Maintenance Worker	
Office Assistant I	
Solid Waste Collector	
Transit Operator I	

Grade 153	\$31,338- \$48,154
Automotive Service Aide	
Customer Service Representative	
Equipment Operator I	
Office Assistant II	
Printer	
Signs & Markings Technician	
Supply Technician	
Transit Operator II	

Grade 154	\$34,108 - \$52,410
Administrative Assistant	
Background Investigator	
Court Liaison Coordinator	
Custodial Supervisor	
Equipment Operator II	
Installation Technician	
Landscape Technician	
Permit Technician	
Personnel Technician	
Police Records Clerk	
Property & Evidence Technician	
Senior Automotive Service Aide	
Senior Signs and Markings Technician	
Senior Survey Technician	
Transit Dispatcher	
Tree Care Technician	
Turf Technician	

Grade 155	\$37,302 - \$57,319
Accounting Technician	
Alarm Ordinance Coordinator	
Automotive Technician	
Civilian Crash Investigator	
Crime Prevention Specialist	
Equipment Operator III	

Positions and Salary Grade Assignments

Grade 155 (cont'd)

\$37,302 - \$57,319

Fleet Services Coordinator
Forensic Technician
Human Relations Administrative Specialist
Information Technology Administrative Specialist
Neighborhood Resource Coordinator
Police Training Coordinator
Senior Administrative Assistant
Senior Transit Dispatcher
Skilled Trades Technician
Technical Equipment Specialist
Technology Asset Specialist
Traffic Signal Technician
Warehouse Coordinator

Grade 156

\$41,887 - \$64,363

Assistant Recreation Center Supervisor
Code Enforcement Administrative (Housing)
Code Enforcement Administrative (Zoning)
Crew Leader
Customer Service Representative Specialist
Desktop Support Specialist
Engineering Technician
Executive Legal Assistant
Forensic NIBIN Technician
Forensic Video Technician
Health & Wellness Specialist
Historical Properties Specialist
Housing Program Specialist
Human Resource Specialist
Graphic Production Supervisor
Juvenile Restitution Program Coordinator
Latent Print Examiner
Marketing Specialist
Organization Development & Training Specialist
Paralegal I
Park Ranger
Payroll Technician
Police Records Supervisor
RMS Database Specialist
Senior Automotive Technician
Senior Skilled Trades Technician
Signs & Markings Supervisor
Survey Crew Leader
Traffic Technician
Victim Advocate

Positions and Salary Grade Assignments

Grade 157

\$44,993 - \$69,134

Building Inspector
Buyer
Community Relations Specialist
Crew Supervisor
Crime Analyst
Electrical Inspector
Electrician
Engineering Inspector
Fire Inspector
Information Technology Asset Specialist
Investigative Assistant
Mechanical Inspector
Paralegal II
Planner I
Police Department Accreditation Specialist
Plumbing Inspector
Risk Coordinator
Stormwater Inspector
Traffic Signal Systems Analyst
Transit Supervisor
Tree Care Supervisor

Grade 158

\$48,485 - \$74,500

Airport Maintenance Supervisor
Code Enforcement Supervisor (Housing)
Deputy City Clerk
Facilities Maintenance Supervisor
Fleet Services Coordinator
Forensic Firearms Examiner
RMS Database Manager
Routing Administrator
Senior Housing Program Specialist
Senior Desktop Support Specialist
Senior Paralegal
Solid Waste Supervisor
Street Maintenance Supervisor
Web Developer

Grade 159

\$52,598 - \$80,821

Application Support Specialist
Construction Contracts Coordinator
Plans Examiner
Purchasing Agent
Stormwater Inspections Supervisor

Grade 160

\$56,270 - \$86,479

Building Inspections Supervisor

Positions and Salary Grade Assignments

Grade 160 (cont'd) **\$56,270 - \$86,479**

Development Liaison
Electrical Inspections Supervisor
G.I.S. Analyst
Mechanical Inspections Supervisor
Plumbing Inspections Supervisor

Grade 251 **\$42,909 - \$67,428**

Permit Technician Supervisor

Grade 252 **\$46,090 - \$72,425**

Athletic Program Coordinator
Civil Rights Program Analyst
Executive Assistant
Historical Properties Coordinator
Local Government Management Fellow
Office Supervisor
Operation Ceasefire Program Coordinator
Paratransit Operations Manager
Park Ranger Supervisor
Public Information Specialist
Recreation Center Supervisor
Recreation Program Coordinator
Site Security Coordinator
Special Events Coordinator
Television Production Specialist
Transit Safety & Training Coordinator

Grade 253 **\$49,667 - \$78,048**

911 Systems Analyst
Accountant
Accounts Payable Supervisor
Administrative Manager
Automotive Technician Supervisor
Collections Division Supervisor
Planner II
Police Analyst
Police Records Manager
Surveying Supervisor
Traffic Signal Maintenance Supervisor
Transit Analyst
Transit Planner
Transportation Planner

Grade 254 **\$53,880 - \$84,669**

Budget & Evaluation Analyst
Chief Branding Officer
Chief Zoning Administrator

Positions and Salary Grade Assignments

Grade 254 (cont'd)

\$53,880 - \$84,669

Crime Analyst Supervisor
Engineer I
Financial Analyst
Forensic Supervisor
Historical Properties Manager
Human Resource Consultant
Information Technology Relationship Manager
Internal Auditor
Management Analyst
Organizational Development & Training Consultant
Park Ranger Manager
Police Department Accreditation & Grants Manager
Recreation Division Supervisor
Safety Officer
Senior Planner

Grade 255

\$58,650 - \$92,166

Community Relations Manager
Database Administrator
Emergency Management Coordinator
Engineer II
Housing & Code Enforcement Division Manager
Human Relations Manager
Information Technology Systems Administrator
Information Technology Systems Analyst
Landscape Architect
Marketing & Business Development Manager
Network Administrator
Pavement Preservation Manager
Payroll & Liabilities Manager
Senior Corporate Performance Analyst
Senior Internal Auditor
Senior Financial Analyst
Traffic Signal Management Engineer

Grade 256

\$64,137 - \$100,785

Assistant City Traffic Engineer
Building Official
Business Manager
Community Development Administrator
Construction Manager
Economic Development Administrator
Engineer III
Facilities Manager
Facility Security Officer
Forensic Manager
Information Technology Security Administrator

Positions and Salary Grade Assignments

Grade 256 (cont'd)

\$64,137 - \$100,785

Information Technology Senior Systems Administrator
Information Technology Solutions Architect
Parks Superintendent
Planning & Zoning Division Manager
Real Estate Manager
Solid Waste Superintendent
Street Maintenance Superintendent
Telecommunications Analyst
Transit Operations Superintendent
Treasurer
Watershed Modeling Engineer

Grade 257

\$70,418 - \$110,656

Accounting Manager
Financial Reporting Manager
G.I.S. Manager
Information Technology Project Manager
Parks Division Manager
Purchasing Manager
Recreation Division Manager
Senior Project Engineer
Senior Project Manager
Solid Waste Manager
Stormwater Project Manager

Grade 258

\$77,732 - \$122,150

Assistant Budget & Evaluation Director
Assistant Chief Information Officer – Administration & Operations
Assistant Economic & Community Development Director
Assistant Development Services Director
Assistant Transit Director
City Clerk
Fleet Manager
Information Technology Business Intelligence Manager
Infrastructure Technology Solutions Officer
Project & Contract Manager
Stormwater Manager

Grade 259

\$89,403 - \$140,491

911 Communications Manager
Assistant City Attorney
Assistant Public Services Director
City Engineer
City Traffic Engineer
Deputy Airport Director
Deputy Human Resource Director
Police Attorney

Positions and Salary Grade Assignments

Grade 301 Firefighter	\$37,000 - \$59,700
Grade 303 Fire Lieutenant	\$46,305 - \$67,305
Grade 304 Fire Captain	\$57,600 - \$88,300
Grade 305 Police Officer	\$38,000 - \$60,705
Grade 307 Police Sergeant	\$50,000 - \$82,261
Grade 321 Telecommunicator I	\$30,893 - \$49,893
Grade 322 Telecommunicator II	\$37,195 - \$49,893
Grade 323 911 Assistant Communications Supervisor 911 Quality Assurance & Compliance Specialist Enhanced 911 Coordinator	\$43,000 - \$67,500
Grade 324 911 Training Specialist 911 Systems Technician	\$46,000 - \$72,200
Grade 325 911 Communications Supervisor 911 Office Administrator	\$49,000 - \$77,000
Grade 401 Fire Battalion Chief	\$63,000 - \$98,900
Grade 402 Assistant Fire Chief Fire Marshal	\$80,000 - \$125,600
Grade 403 Deputy Fire Chief	\$86,712 - \$136,100
Grade 404 Police Lieutenant	\$60,000 - \$94,200

Positions and Salary Grade Assignments

Grade 405 Police Captain	\$70,000 - \$109,900
Grade 406 Police Major	\$80,000 - \$125,600
Grade 407 Assistant Police Chief	\$90,000 - \$141,300
Executive Pay Band Airport Director Budget & Evaluation Director Chief Financial Officer Chief Information Officer Construction Management & Capital Projects Director 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	\$112,200 - \$163,200
Senior Executive Pay Band Assistant City Manager Deputy City Manager	\$127,500 - \$198,900

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<i>Intercom and Public Address System (PBX) Use Fee</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>	
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 Administrative Adjustment Fee

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 Appeal Fee

 Board of Adjustment Hearing Fee

 Certificate of Appropriateness (Historic Resources Commission)

 Clear Cutting Permit

 Development Agreement (UDO)

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 Payment in Lieu of Specimen Tree Preservation

 Planning and Zoning Re-Inspection Fee

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Solid Waste Fines

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FAST Transit Center Community Room Rental

Fee Schedule

Description	Current Fee	Established or Last Changed
All Functions		
Assessment Interest		
Special assessments established by City Council resolution	Prime rate plus 2% per year, set as of July 1 of the fiscal year the assessment role is confirmed, not to exceed maximum allowed by law	2014
All other assessments, including lot cleanings and demolitions	1st month 2%, all subsequent months 3/4%	1993 or prior
Default Civil Penalty for Code Violation		
Applies to any violation for which a penalty is not elsewhere	\$100.00 per violation per day	2007
Public Record Copies		
Reproduction on CD or DVD	\$1.00 per CD or DVD	2010
Paper Copies (up to 8.5 by 14 inches)		
Single-sided black and white	\$0.05 per page	2010
Single-sided color	\$0.19 per page	2010
Double-sided black and white	\$0.09 per page	2010
Double-sided color	\$0.37 per page	2010
Public Record Request Response		
Time Required to Compile		
Less than 4 hours	No Charge	2020
4 hours or greater	Each hour beyond 4 billed based on current compensation rate for Office Assistant II position; hourly cost shared at time of records request, not to exceed maximum charge of \$750 per request	2020
Airport		
Landing Fee (Signatory Airline)	\$1.23 per 1,000 pounds	2004
Landing Fee (Non-Signatory Airline)	\$1.39 per 1,000 pounds	2004
Jet Bridge Use Fee (Signatory Airline)	\$5.00	2012
Jet Bridge Use Fee (Non-Signatory Airline)	\$25.00	2005
Intercom and Public Address System (PBX) Use Fee	\$35.00 per month	2020
Commercial Ramp Use Fees		
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
Terminal Leases and Fees		
Airline Counter Space (exclusive)	\$33.79 per sq. ft. per year	1986
Airline Bag Makeup Space (exclusive)	\$3.79 per sq. ft. per year	1986
Airline Administrative Space (exclusive)	\$12.90 per sq. ft. per year	1986
Operation and Maintenance Charge	\$10.00 per sq. ft. of exclusive airline space	1995
Airline Space (nonexclusive)	\$10.00 per sq. ft. per year	1986
Fuel Flowage Fee	\$0.06 per gallon of non-airline fuel	2017
Airline Uplift Charge	\$0.18 per gallon, \$18.00 minimum or \$18.00 no-fuel fee	1997
Fuel Pricing	Will not exceed 106% of retail price at comparable airports with based tenants afforded a \$0.20 discount	1997
Property Leases		
Tie-Down Fee	\$45.00 per month	2003
Old T-Hangar Rental	\$200.00 per month	2017

Fee Schedule

Description	Current Fee	Established or Last Changed
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
Rental Cars		
Rental Car Agency Fee	\$20.00 per parking space per month plus 10% of gross revenues	2011
Rental Car Booth Space	\$253.52 per month	2009
Customer Facility Charge	\$4 per day, up to 10 days. These funds are used to support rental car facility upgrades	2014
Taxicab Booth	\$303.52 per month	2020
Terminal Leases and Fees		
Short Term Parking (1-30 minutes)	\$1.00	2002
Short Term Parking (each additional 30 minutes)	\$1.00	2002
Short Term Parking (maximum 24 hours)	\$12.00	2015
Long Term Parking (0-1 hour)	\$1.00	2002
Long Term Parking (each additional hour)	\$1.00	2002
Long Term Parking (maximum 24 hours)	\$9.00	2015
Public Safety Airline Charge	Cost charged to airlines based on prorata share of enplanements less security reimbursement from TSA	1991
Advertising Space	\$883.33 plus commissions	1998
Exhibition Flight Permit	\$5.00 per flight, or \$25.00 per six-month period	N/A
Security Fees Per Application		
Fingerprint Processing (airport badges only)	\$60.00	2020
Security Threat Assessment	\$40.00	2020
Lost Badge Replacement	\$40.00 1st/\$50.00 2nd	2020
Biennial Renewal Fee	\$40.00	2020
Passenger Facility Charge	\$4.50	2018
Corporate Communications		
City Song and Music Video DVDs	\$10.00 each	2007
Development Services		
<u>Code Enforcement Fees:</u>		
Administrative Fee (Abatement Actions)	\$125.00	2014
Citations		
Abandoned Vehicle Violation	\$250.00 per day	2002 or prior
Advertising Violation		
Prohibited Sign Violation	\$500.00 per day	2014
All Other Advertising Violations	\$200.00 per day	2014
Landscape Standard Violation	\$200.00 per day	2014
Nuisance Properties	\$500.00 for initial nuisance property designation	2019
	\$1,000.00 for each subsequent violation after the initial designation as a nuisance property	2019
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

Fee Schedule

Description	Current Fee	Established or Last Changed
<i>Graffiti Removal Fee</i>	\$100.00 per Voluntary Request of removal	2012
<i>Lot Cleaning</i>	Based on contract	2002
<i>Rental Action Management Program (RAMP)</i>		
Registration Fee	\$500.00	2017
Civil Penalty for Failure to Comply with RAMP Provisions	\$50.00 per day for the first 30 days, \$100.00 per day for the next 30 days, and \$500.00 per day for each subsequent day	2012
<i>Taxicab Permits</i>		
Taxi Driver Permit & Application Fee (new, renewal or expired)	\$40.00	2015
Lost Drivers Permit	\$15.00	2015
Change of Company	\$20.00	2014
Change of Address	\$10.00	2014
Change of Vehicle	\$10.00	2014
Franchise Application	\$25.00	2015
Annual Franchise Fee (Certificate of Public Convenience and Necessity)	\$20.00 per vehicle	2014
Quarterly Inspection	\$60.00 per vehicle	2014
Sign Fee (advertising other than taxicab business)	\$15.00 per sign	2014
Penalty for Failure to Complete Quarterly Taxicab Inspection	\$25.00 per vehicle	2015
<u>Plan Review, Permit and Inspection Fees:</u>		
<i>Building Plan Review</i>		
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
Single Trade Plan Review		
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 and minor project (remodel area less than 10% of structure square footage)	\$75.00	2014
Pole Sign	\$75.00	2014
Retaining Wall (engineered)	\$75.00	2014
<i>Building Permits</i>		
Minimum Fee	\$75.00	2019
New Construction or Additions		
Commercial	\$0.32 per sq. ft. for commercial	2014
Residential	\$0.30 per heated sq.ft. for residential	2017
	\$0.15 per unheated sq.ft. for residential	2017
Major Renovations of Existing Structures		
Extensive reconstruction involving 50% or more of existing square footage on one or more floors	\$0.32 per sq. ft. of work area	2019
Minor Renovations of Existing Structures		
Small and medium reconstruction involving less than 50% of existing square footage on one or more floors	\$0.16 per sq. ft. of work area	2019
Residential access ramp installation	No Charge	2015
Construction Cost : \$0.00 - \$1,000	\$75.00	2019
Construction Cost : \$1,001 - \$2,500	\$75.00	2019

Fee Schedule

Description	Current Fee	Established or Last Changed
Construction Cost : \$2,501 - \$5,000	\$75.00	2019
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
Shell Construction	\$0.16 per sq. ft.	2019
Electrical Permits		
Minimum Fee		
Commercial	\$75.00	2017
Residential	\$75.00	2019
New Construction or Additions		
Commercial	\$0.09 per sq. ft. for commercial	2014
Residential	\$0.08 per sq. ft. for residential	2020
Major Renovations of Existing Structures		
Extensive reconstruction involving 50% or more of existing square footage on one or more floors	\$0.09 per sq. ft. of work area	2019
Minor Renovations of Existing Structures		
Small and medium reconstruction involving less than 50% of existing square footage on one or more floors	\$0.05 per sq. ft. of work area	2019
Single Trade/Stand-Alone Permits		
Residential thru 200A	\$30.00	2014
Residential over 200A	\$35.00	2014
Commercial thru 800A	\$60.00	2014
Commercial over 800A	\$85.00	2014
Meter Upgrade/Repair	\$75.00	2020
Separately Derived Systems	\$75.00	2020
Mobile Home Services or Feeders	\$30.00	2014
New or Replacement Pedestal	\$75.00	2020
Switch and Receptacle Installation	\$0.50 per switch and receptacle; minimum fee	2020
	\$75.00	
Temporary Pole	\$30.00	2014
Motor and/or Motor Control Unit	\$75.00 for first, \$30.00 for each additional	2020
Electric Sign Connection/Circuit	\$75.00 for first, \$10.00 for each additional	2020
Low Voltage Wiring (fire, communications, etc.)	\$75.00 for first system, \$10.00 for each additional system	2020
Gasoline/LP Dispenser	\$75.00 for first, \$10.00 for each additional	2020
Outside Commercial Pole Lights	\$5.00	2014
Swimming Pool Bonding and Equipment	\$75.00 per pool	2020
Mechanical Permits		
Minimum Fee		
Commercial	\$75.00	2017
Residential	\$75.00	2019
New Construction or Additions		
Commercial	\$0.09 per sq. ft.	2014
Residential	\$0.08 per sq. ft.	2012

Fee Schedule

Description	Current Fee	Established or Last Changed
Major Renovations of Existing Structures Extensive reconstruction involving 50% or more of existing square footage on one or more floors	\$0.09 per sq. ft. of work area	2019
Minor Renovations of Existing Structures Small and medium reconstruction involving less than 50% of existing square footage on one or more floors	\$0.05 per sq. ft. of work area	2019
Single Trade/Stand-Alone Permits		
Gas line	\$75.00	2020
Heating and Air Conditioning Appliance Replacement	\$75.00	2020
Commercial Hood/Canopy over Cooking Equipment	\$75.00 Each	2017
Commercial Refrigeration	\$75.00 for the first unit, \$50.00 for each additional unit	2017
Gas Appliances other than Heating and Air Conditioning	\$75.00 for first, \$10.00 for each additional unit	2020
Ductwork Only	\$75.00 for first, \$10.00 for each additional system	2020
Exhaust Systems (exhaust fans, spray booths, etc.)	\$75.00 for first, \$10.00 for each additional system	2020
Plumbing Permits		
Minimum Fee		
Commercial	\$75.00	2017
Residential	\$75.00	2019
New Construction or Additions		
Commercial	\$0.07 per sq. ft.	2014
Residential	\$0.06 per heated sq. ft.	2017
Major Renovations of Existing Structures Extensive reconstruction involving 50% or more of existing square footage on one or more floors	\$0.07 per sq. ft. of work area	2019
Minor Renovations of Existing Structures Small and medium reconstruction involving less than 50% of existing square footage on one or more floors	0.04 per sq. ft. of work area	2019
Single Trade/Stand-Alone Permits		
Water Heater Replacement	\$75.00	2020
Sewer Connection and Water Piping (fee per building sewer, water service line, irrigation system, sprinkler main, etc.)	\$75.00	2020
Miscellaneous Inspections and Fees		
Demolition Permit	Same fee structure as cost-based Building Permits	2008
Building Permit for Signs	\$75.00	2019
Insulation Permit Residential & Commercial	\$0.03 per sq. ft. when part of a building permit	2011
Floodplain Development Permit	\$35.00	2014
Manufactured/Modular Home Placement Permit	\$75.00	2020
Processing Fee for Permit Fee Refunds	\$30.00	2014
After Hours and Weekend Inspections (subject to inspector availability)	\$100.00 per trade (minimum two hours) in addition to other applicable fees	2020
Callback Inspections for Each Applicable Permit	\$100.00 per each call back according to department policy	2020
Contractor Change on Permitted Project	\$30.00 for each permitted trade	2014
Change of Occupancy Classification Permit (where no work has been conducted)	\$75.00	2020
Change of Occupant Permit (no change in occupancy classification)	\$10.00	2020

Fee Schedule

Description	Current Fee	Established or Last Changed
Temporary Power/Stocking CO/Temporary CO when Approved	\$125.00	2019
Multi-Trade Permits	\$75.00	2019
Work Without a Required Permit	2 times all applicable permit fees	2017
Homeowner Recovery Fee (Per NCGS § 87-15.6)	\$10.00 for each residential permit issued	2003
Daycare Inspections	\$125.00	2014
Yard Sale Permits	\$10.00 for the first sale; \$15.00 for second or third sale. Only 3 yard sales per calendar year permitted.	2017
<u>Planning & Zoning Permits and Fees:</u>		
Administrative Adjustment Fee	\$35.00 per standard for which adjustment requested	2014
Alternative Signage Plan Review	\$250.00	2014
Appeal Fee	\$500.00	2011
Board of Adjustment Hearing Fee	\$500.00	2007
Certificate of Appropriateness (Historic Resources Commission)		
Minor Work	\$50.00	2019
Major Work (Existing)	\$200.00	2019
Major Work (Full/New Façade)	\$500.00	2019
Clear Cutting Permit		
Without Site or Subdivision Plan Review	\$50.00 for the first 3 acres plus \$15.00 for each additional acre or part thereof	2014
With Site or Subdivision Plan Review	No additional fee	2011
Development Agreement (UDO)	\$2,500.00	2011
Payment in Lieu of Park Land		
Formerly Open Space Fee. Land value factor calculated in accordance with UDO section 30-5.C.6(c2).	\$7,836.00 per acre	2020
Payment in Lieu of Specimen Tree Preservation	\$50.00 per caliper inch per tree	2019
Planning and Zoning Re-Inspection Fee	\$75.00 for every inspection required after the 1st re-inspection	2019
Rezoning Fees		
Conditional Zoning	\$700.00	2008
Planned Development	\$700.00 plus site plan review fee	2010
Sign Placement Permits		
Construction Cost : \$5,001 - \$10,000	\$75.00	2019
Construction Cost : \$10,001 - \$15,000	\$90.00	2019
Construction Cost : \$15,001 - \$20,000	\$105.00	2019
Construction Cost : \$20,001 - \$25,000	\$125.00	2019
Construction Cost : \$25,001 - \$30,000	\$145.00	2019
Construction Cost : \$30,001 - \$35,000	\$160.00	2019
Construction Cost : \$35,001 - \$40,000	\$175.00	2019
Construction Cost : \$40,001 - \$45,000	\$190.00	2019
Construction Cost : \$45,001 - \$50,000	\$210.00	2019
Construction Cost : \$50,001 - \$60,000	\$230.00	2019
Construction Cost : \$60,001 - \$70,000	\$250.00	2019
Construction Cost : \$70,001 - \$80,000	\$265.00	2019
Construction Cost : \$80,001 - \$90,000	\$280.00	2019
Construction Cost : \$90,001 - \$100,000	\$295.00	2019
Construction Cost: \$100,001 and above	\$350.00 for the first \$100,000 plus \$3.05 for each additional \$1,000 or fraction thereof	2019
Sign Face Change	\$1.00 per sq. ft., \$25.00 minimum	2019
Site Plan Review		
Non-Residential	\$500.00 plus \$20.00 per 1,000 sq. ft. of building	2010
Residential	\$500.00 plus \$20.00 per unit or lot	2010
Revisions or re-reviews beyond first review	1/2 of original fee	2010

Fee Schedule

Description	Current Fee	Established or Last Changed
Special Event Signs Compliance Deposit Returned if all signs are properly placed and removed within two days of close of event	\$10.00 per approved sign	2011
Special Use Permit Residential, Professional, Commercial and Industrial Cell Tower	\$700.00 plus site plan review fee \$2,500.00	2010 2011
Specimen Tree Inspection	\$50.00 per acre	2012
Subdivision Fee Subdivision Reviews Revisions or re-reviews beyond first review Final plats Expedited review of subdivision or site plans	\$400.00 plus \$20.00 per lot 1/2 of original fee \$50.00 \$1,500.00 per hour	2010 2010 2007 2011
Subdivision Waiver	\$700.00	2011
Tax Grantback Application Fee	\$250.00	2010
Temporary Use Permit	\$25.00	2012
Vested Rights Certificate No additional fee if requested with site plan or subdivision approval	\$100.00	2011
Watershed Protection Inspection Fee and Permit Inspection Fee for Required Improvement Low Density Development Permit High Density Development Permits CD, AR, SF15, SF10, SF6, MR5, MH O&I, NC, LC, CC, MU, BP, DT, LI, HI, PD	\$35.00 per inspection \$35.00 per project \$140.00 (less than 5 acres), \$275.00 (5 to 50 acres), \$350.00 (50 to 100 acres), \$450.00 (more than 100 acres) \$275.00 (less than 5 acres), \$300.00 (5 to 50 acres), \$350.00 (50 to 100 acres), \$450.00 (more than 100 acres)	2014 2014 2014
Zoning Code Text Amendment	\$700.00	2014
Zoning Permits Pushcarts (downtown core only) Outdoor Dining and Merchandising (downtown core only) Sidewalk Entertainment (downtown core only) Delivery Services (downtown core only) Zoning inspection for small structures	\$30.00 per year \$30.00 per year \$30.00 per year \$30.00 per year \$30.00	2014 2014 2014 2014 2016
UDO Printing Fee	City's Cost of Reproduction	2019
Zoning Verification Letter	\$5.00 - 1 page letter for existing structure/building/use \$30.00 - new development with approved site plans and conditions	2019 2019
Finance		
Beer and Wine Licenses - Annual, from May 1 to April 30 Beer Dealers (wholesale) Wine Dealers (wholesale) Beer and Wine Dealers (wholesale) Beer Dealers (retail, on premises) Beer Dealers (retail, off premises) Wine Dealers (retail, on premises) Wine Dealers (retail, off premises) Tax for additional license Failure to obtain license	\$37.50 \$37.50 \$62.50 \$15.00 \$5.00 \$15.00 \$10.00 110% of base fee, applied progressively for each added license Penalty of 5% per month or fraction thereof, not to exceed 25% of prescribed license amount, not less than \$5.00	Set by State Set by State Set by State Set by State Set by State Set by State Set by State Set by State Set by State

Fee Schedule

Description	Current Fee	Established or Last Changed
Currency Converter Permits	\$100.00 per year	2018
Pawnbroker Permits	\$250.00 initial application with \$5,000 surety bond required, \$100.00 annual renewal	2018
Peddler Permits - 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
Regulatory License		
Adult Bookstore, Adult Motion Picture Theater, Adult Motel or Hotel	\$250.00 initial application, \$100.00 annual renewal	N/A
Motor Vehicle License Tax	\$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
Solicitor Permit - 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
Specialty Market Operator/Seasonal Merchant Permits	\$100 per 30 days	2015
Duplicate Copy (Lost or Stolen License)	\$5.00	N/A
Replacement License due to Change of Location	\$5.00	N/A
Fire & Emergency Management		
False Alarm	No charge for the 1st and 2nd false alarm, \$500.00 for each subsequent false alarm per calendar year	2010
Fines		
Exit Violation	\$500.00 for the 1st offense, \$1,000.00 for each subsequent offense in the period of a year; each and every day continuing violation of any provision of this chapter shall constitute a separate and distinct violation	2020
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; each and every day continuing violation of any provision of this chapter shall constitute a separate and distinct violation	2020
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 or above ground storage tanks and piping without proper plan review and/or testing	\$500.00 per offense	2010
Fire Inspection Fees		
Assembly (A-1, A-2, A-3, A-4, A-5)		
Up to 2,500 sq. ft.	\$75.00	2008
2,501 - 10,000 sq. ft.	\$100.00	2008
10,001 - 50,000 sq. ft.	\$150.00	2008
50,001 - 100,000 sq. ft.	\$200.00	2008
100,001 - 150,000 sq. ft.	\$250.00	2008
150,001 - 200,000 sq. ft.	\$300.00	2008
Over 200,000 sq. ft.	\$350.00	2008
Factory/Industrial: (F-1, F-2)		
Up to 2,500 sq. ft.	\$75.00	2008
2,501 - 10,000 sq. ft.	\$100.00	2008
10,001 - 50,000 sq. ft.	\$150.00	2008
50,001 - 100,000 sq. ft.	\$200.00	2008
100,001 - 150,000 sq. ft.	\$250.00	2008
150,001 - 200,000 sq. ft.	\$300.00	2008
Over 200,000 sq. ft.	\$350.00	2008

Fee Schedule

Description	Current Fee	Established or Last Changed
Educational:		
Public and Private School, Day Care (not in residential)		
<i>*Note: Public Schools inspected every 6 months</i>		
Up to 2,500 sq. ft.	\$75.00	2008
2,501 - 10,000 sq. ft.	\$100.00	2008
10,001 - 50,000 sq. ft.	\$150.00	2008
50,001 - 100,000 sq. ft.	\$200.00	2008
100,001 - 150,000 sq. ft.	\$250.00	2008
150,001 - 200,000 sq. ft.	\$300.00	2008
Over 200,000 sq. ft.	\$350.00	2008
Hazardous: (H-1, H-2, H-3, H-4, H-5)		
Up to 2,500 sq. ft.	\$75.00	2008
2,501 - 10,000 sq. ft.	\$100.00	2008
10,001 - 50,000 sq. ft.	\$150.00	2008
50,001 - 100,000 sq. ft.	\$200.00	2008
100,001 - 150,000 sq. ft.	\$250.00	2008
150,001 - 200,000 sq. ft.	\$300.00	2008
Over 200,000 sq. ft.	\$350.00	2008
Institutional: (I-1, I-2, I-3, I-4)		
Nursing home, hospital, mental health facility, detention center or detox center		
Up to 2,500 sq. ft.	\$75.00	2008
2,501 - 10,000 sq. ft.	\$100.00	2008
10,001 - 50,000 sq. ft.	\$150.00	2008
50,001 - 100,000 sq. ft.	\$200.00	2008
100,001 - 150,000 sq. ft.	\$250.00	2008
150,001 - 200,000 sq. ft.	\$300.00	2008
Over 200,000 sq. ft.	\$350.00	2008
High-Rise:		
Up to 2,500 sq. ft.	\$75.00	2008
2,501 - 10,000 sq. ft.	\$100.00	2008
10,001 - 50,000 sq. ft.	\$150.00	2008
50,001 - 100,000 sq. ft.	\$200.00	2008
100,001 - 150,000 sq. ft.	\$250.00	2008
150,001 - 200,000 sq. ft.	\$300.00	2008
Over 200,000 sq. ft.	\$350.00	2008
Residential:		
Group home	\$75.00 per visit	2008
Day care (in a residence)	\$75.00 per visit	2008
Foster home (in a residence)	\$75.00 per visit	2008
Apartments/Dorm buildings up to 3 stories	\$75.00 for each residential building	2017
Apartments/Dorm buildings over 3 stories		
Up to 2,500 sq. ft.	\$75.00	2017
2,501 - 10,000 sq. ft.	\$100.00	2017
10,001 - 50,000 sq. ft.	\$150.00	2017
50,001 - 100,000 sq. ft.	\$200.00	2017
100,001 - 150,000 sq. ft.	\$250.00	2017
150,001 - 200,000 sq. ft.	\$300.00	2017
Over 200,000 sq. ft.	\$350.00	2017
All hotels (regardless of number of stories)		
Up to 2,500 sq. ft.	\$75.00	2017
2,501 - 10,000 sq. ft.	\$100.00	2017
10,001 - 50,000 sq. ft.	\$150.00	2017
50,001 - 100,000 sq. ft.	\$200.00	2017
100,001 - 150,000 sq. ft.	\$250.00	2017
150,001 - 200,000 sq. ft.	\$300.00	2017
Over 200,000 sq. ft.	\$350.00	2017
Business, Mercantile, Storage, Church/Synagogue,		
Miscellaneous (Group U)		2008
Up to 2,500 sq. ft.	\$75.00	2008
2,501 - 10,000 sq. ft.	\$100.00	2008
10,001 - 50,000 sq. ft.	\$150.00	2008

Fee Schedule

Description	Current Fee	Established or Last Changed
50,001 - 100,000 sq. ft.	\$200.00	2008
100,001 - 150,000 sq. ft.	\$250.00	2008
150,001 - 200,000 sq. ft.	\$300.00	2008
Over 200,000 sq. ft.	\$350.00	2008
Building Plan Fire Review Fees		
Building Plan Review		
Up to 999 sq. ft.	\$75.00	2020
1,000 - 2,499 sq. ft.	\$100.00	2020
2,500 - 9,999 sq. ft.	\$150.00	2020
10,000 - 49,999 sq. ft.	\$275.00	2020
Over 50,000 sq. ft.	\$400.00	2020
Site Plan Review	\$75.00	2020
Re-Review Fee (applies after 1st re-review)	1/2 of original fee	2020
Fire Code Construction Permits - Mandatory, includes final inspections		
Working without a Required Permit	Double the applicable permit fee	2020
105.7.1 Automatic Fire Extinguishing Systems		
<i>Fire Sprinkler Shop Drawings</i>		
Fire sprinkler system (1 to 20 sprinkler heads)	\$75.00	2017
Fire sprinkler system (21 to 50 sprinkler heads)	\$125.00	2017
Each additional sprinkler head over 50	\$1.05 per additional sprinkler head	2017
Alternate Automatic Fire Ext. system	\$125.00	2020
Each additional nozzle	\$1.05 per additional nozzle	2020
Alternate Automatic Fire Ext. system upfit	\$75.00	2020
105.7.2 Battery System	\$75.00	2020
105.7.3 Compressed Gas System	\$75.00	2020
105.7.4 Cryogenic Fluids	\$75.00	2020
105.7.5 Emergency Responder Radio Coverage System	\$100.00 plus \$10.00 per 1,000 ft	2020
105.7.6 Fire Alarm and Detection Related Equipment		
<i>Fire Alarm shop drawings</i>		
Fire alarm system	\$125.00	2020
Each initiating device	\$1.05 per initiating device	2020
Fire sprinkler monitor system	\$125.00	2020
Fire alarm upfit (panel replace, communicator, devices)	\$75.00	2020
105.7.7 Fire Pump and Related Equipment	\$75.00	2020
105.7.8 Flammable and Combustible Liquids		
Install, repair, or modify pipeline for transmission	\$75.00	2020
Install, construct, alter tank vehicles, tanks, plants, terminals	\$75.00	2020
Install, alter, remove, abandon flammable or combustible liquid tank	\$125.00	2012
105.7.9 Gates and barricades across fire apparatus access roads	\$75.00	2020
105.7.10 Hazardous Materials	\$75.00	2020
105.7.11 Industrial Ovens	\$75.00	2020
105.7.13 Private Fire Hydrants	\$125.00	2012
105.7.14 Smoke Control or Smoke Exhaust System	\$75.00	2020
105.7.15 Solar Photovoltaic Power System	\$75.00	2020
105.7.16 Spraying and Dipping	\$125.00	2012
105.7.17 Standpipe System	\$125.00	2012
105.7.18 Temporary membrane structures and tents	\$75.00	2008
Fire Code Operational Permits - Mandatory, renew on state inspection schedule		
Includes 1st inspection (105.6.15, 105.6)		
105.6.2 Amusement Buildings	\$75.00 per visit	2008
105.6.5 Carnivals and Fairs	\$75.00 per visit	2008
105.6.7 Combustible Dust Producing Operations	\$75.00 per visit	2020
105.6.10 Covered Mall Building Displays	\$75.00 per visit	2008
105.6.14 Exhibits and Trade shows	\$75.00 per visit	2008
105.6.15 Explosives/Fireworks	\$250.00 per event	2004

Fee Schedule

Description	Current Fee	Established or Last Changed
105.6.17 Flammable and Combustible Liquids	\$35.00 per visit	2020
105.6.20 Fumigation and Insecticidal Fogging	\$75.00 per visit	2020
105.6.27 Liquid or Gas Fueled Vehicle/Equipment in Assembly Bldg	\$75.00 per visit	2008
105.6.37 Private Fire Hydrants	\$35.00 per visit	2020
105.6.43 Spraying or Dipping Operations	\$35.00 per visit	2020
105.6.45 Tent Permit	\$35.00 per visit	2020
<u>Additional Inspections and Administrative Fees:</u>		
Reinspection	\$50.00 per visit	2004
No-Show inspection	\$50.00 per visit	2017
A.L.E. Inspection	Billed as regular fire inspection based on occupancy and sq. ft.	2020
Courtesy/Requested Inspections	Billed as regular fire inspection based on occupancy and sq. ft.	2020
Vacant Building Inspection	\$50.00 per visit	2020
Bonfire	\$35.00	2020
Open Burning (Section 11-11 Exception 2 a-d)	\$125.00	2020
Demolition Permit	\$75.00	2020
Additional Equipment Testing (alarm, sprinkler, hood suppression, flammable or combustible liquid systems and	\$75.00 per visit plus \$50.00 per additional hour for weekend or after hours request	2012
Training Facility Fees		
ARFF - One-Day Training	\$250.00 per person	2010
ARFF - Three-Day Training	\$425.00 per person	2010
ARFF - Five-Day Training	\$550.00 per person	2011
Refueling Course	\$65.00 per person	1993
Industry	\$175.00 per burn	2010
Drill Tower Usage	\$200.00 per day	2011
with live burn	\$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
Hazardous Material Protection Fee		
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
Parking		
Parking Fines		
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

Fee Schedule

Description	Current Fee	Established or Last Changed
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
Immobilization Fee		
Fee per wheel lock removal, in addition to outstanding parking tickets and penalties	\$50.00	2009
Leased Parking Spaces		
All Parking Spaces	\$50.00 per month	2011
Late Payment Penalty	\$10.00 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
Hospitality Worker Parking		
Donaldson Lot	\$25.00 per month	2020
Hourly Paid Parking		
All Lots and Decks (where applicable)		
9am-9pm Mon-Fri	\$1.00 per hour, or \$5.00 per day	2020
Franklin Street Deck	\$1.00 per hour (first hour free), \$5.00 per day	2020
On-Street (where applicable)	\$1.00 per hour, \$0.50 per 30 minutes in first hour	2020
Event Parking		
	\$5.00 per event	2019
Events include, but are not limited to, Woodpeckers Games, Spring Dogwood Festival, International Folk Festival, Fall Dogwood Festival, Zombie Walk, Dickens Holiday, and other events projected to have attendance greater than 10,000		
Contractor Parking Permit		
	\$15.00 per day, or \$50.00 per week	2020
Annual Contractor Parking Permit		
	\$1,000.00 per year	2010
Residential Parking Permit		
	Discontinued. Leased parking terms apply.	2018
Parks, Recreation & Maintenance		
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.		
Special Event Permits		
Special Event Permits for Mazarick Building, Cross Creek Park Fountain, Mazarick Park Shelters, Core Downtown Area, Festival Park, Rowan Skate Park	Up to 500 attendees: \$75 with \$100 deposit; 501-2,500 attendees: \$150 with \$200 deposit; 2,501-5,000 attendees: \$300 with \$500 deposit; 5,001-10,000 attendees: \$500 with \$750 deposit; Over 10,000 attendees: \$750 with \$1,000 deposit	2013
Expedited Special Event Permit		
Request submitted less than 30 days in advance of event but permit application review possible at a scheduled Special Events Committee meeting	\$250 in addition to permit fee and deposit	2013
Request submitted less than 30 days in advance of event and special meeting of Special Events Committee required to review permit application	\$500 in addition to permit fee and deposit	2013

Fee Schedule

Description	Current Fee	Established or Last Changed
<i>Special Event Banner Permit</i>		
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
Installation/Removal Fees	\$68 per banner for City installation and removal	2017
	\$34 per banner for City removal	2017
<i>Recreation Center Rentals</i>		
Program Room Rental (nonprofit organizations)	Resident - \$200 deposit & \$75 for 1 to 4 hours, plus \$25 each additional hour up to 8 hours maximum	2018
	Non-Resident - \$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)	Resident - \$200 deposit & \$150 for 1 to 4 hours, plus \$25 each additional hour up to 8 hour	2018
	Non-Resident - \$200 deposit & \$300 for 1 to 4 hours, plus \$50 each additional hour up to 8 hours maximum	2018
Gym Rental (nonprofit organizations)	Resident - \$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	2018
	Non-Resident - \$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)	Resident - \$200 deposit & \$57.50 up to 4 hours plus \$25 each additional hour up to 8 hours maximum	2018
	Non-resident - \$200 deposit & \$115 up to 4 hours plus \$50 each additional hour up to 8 hours maximum	2018
Rentals on Days when Facilities Closed (nonprofit organizations)	Resident - \$100 for 1 to 4 hours maximum plus deposit and rental fee	2007
	Non-Resident - \$200 for 1 to 4 hours maximum plus deposit and rental fee	2015
Program Room Rental (for profit organizations)	Resident - \$200 deposit & \$150 per hour for 1 to 4 hours, plus \$50 each additional hour up to 8 hours maximum	2018
	Non-Resident - \$200 deposit & \$300 per hour for 1 to 4 hours, plus \$100 each additional hour up to 8 hours maximum	2018
Multipurpose Room Rental (for profit organizations)	Resident - \$200 deposit & \$300 for 1 to 4 hours, plus \$50 each additional hour up to 8 hour	2018
	Non-Resident - \$200 deposit & \$600 for 1 to 4 hours, plus \$100 each additional hour up to 8 hour maximum	2018
Gym Rental (for profit organizations)	Resident - \$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	2018
	Non-Resident - \$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
Kitchen Rental (for profit organizations)	Resident - \$200 deposit & \$115 up to 4 hours plus \$50 each additional hour up to 8 hours maximum	2018
	Non-Resident - \$200 deposit & \$230 up to 4 hours plus \$100 each additional hour up to 8 hours maximum	2018

Fee Schedule

Description	Current Fee	Established or Last Changed
Rentals on Days when Facilities Closed (for profit organizations)	Resident - \$200 for 1 to 4 hours maximum plus deposit and rental fee Non-Resident - \$400 for 1 to 4 hours maximum plus deposit and rental fee	2007 2015
Rentals Outside of Regular Facility Operating Hours (nonprofit and for profit organizations)	Resident - \$25 per hour in addition to applicable rental fee and deposit Non-Resident - \$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
Park Rental Fees		
Ball Field Rental		
Field use with field preparation and lighting	Resident - \$195 per day, plus \$250 deposit Non-Resident - \$390 per day, plus \$250 deposit	2018 2018
Field use	Resident - \$40 for up to 4 hours or \$55 per day, plus \$100 deposit Non-Resident - \$80 for up to 4 hours or \$110 per day, plus \$100 deposit	2018 2018
Field lighting	Resident - \$25 per hour, plus \$100 deposit Non-Resident - \$50 per hour, plus \$100 deposit	2015 2015
Basketball Court (Outdoor)	Resident - \$100 deposit plus \$35 (up to 4 hours); \$50 (over 4 hours) Non-Resident - \$100 deposit plus \$70 (up to 4 hours); \$100 (over 4 hours)	2010 2015
Cross Creek Park Rental	Resident - \$100 (1-4 hours), \$25 each additional hour Non-Resident - \$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)	\$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	Resident - \$550 per day plus \$250 deposit Non-Resident - \$1,100 per day plus \$250 deposit	2018 2018
Martin Luther King Park	Resident - \$45 (1-4 hours), \$75 over 4 hours Non-Resident - \$90 (1-4 hours), \$150 over 4 hours	2018 2018
Mazarick Building	Resident - \$75 (1-4 hours), \$25 each additional hour plus \$200 deposit Non-Resident - \$150 (1-4 hours), \$50 each additional hour plus \$200 deposit	2018 2018
North Carolina Veterans Park Visitors' Center and Outdoor Garden	Resident - \$725 (1-4 hours), \$100 each additional hour plus \$700 deposit Non-Resident - \$1,450 (1-4 hours), \$200 each additional hour plus \$700 deposit	2011 2015
North Carolina Veterans Park Amphitheater		
Category 1 - Non-profit event sponsored by a 501(c) organization	\$250 deposit plus \$500 per calendar day	2011
Category 2 - Community event open to the public when no admission is charged, sponsored by any entity other than a non-profit	\$375 deposit plus \$750 per calendar day	2011

Fee Schedule

Description	Current Fee	Established or Last Changed
Category 3 - Commercial ticketed events - concerts, paid admission shows	\$500 deposit plus \$1,000 per calendar day plus 15% of gross ticket sales	2011
Category 4 - Park rental open to the public (e.g. Family reunions, weddings, company picnics, etc.)	\$125 deposit plus \$250 per calendar day	2011
Sunday or legal holiday use	\$150 plus deposit and rental fee	2011
Reid Ross Track	Resident - \$500 per day plus \$250 deposit Non-Resident - \$1,000 per day plus \$250 deposit	2008 2015
Rowan Skate Park	Resident - \$1,000 per day plus \$250 deposit Non-Resident - \$2,000 per day plus \$250 deposit	2020 2020
Shelter - Small	Resident - \$45 (1-4 hours), \$75 over 4 hours Non-Resident - \$90 (1-4 hours), \$150 over 4 hours	2018 2018
Shelter - Large	Resident - \$70 (1-4 hours), \$130 over 4 hours Non-Resident - \$140 (1-4 hours), \$260 over 4 hours	2018 2018
Splash Pad	Resident - \$75 for 60 minute rental outside of operational hours Non-Resident - \$150 for 60 minute rental outside of operational hours	2017 2017
Tokay Park Complex	Resident - \$575 per day plus \$250 deposit Non-Resident - \$1,150 per day plus \$250 deposit	2018 2018
Boating	\$2 per hour, \$5 per half day, \$10 per day	1998
Camping Fees (organized groups)	Resident - \$1 per person per night, \$25 minimum Non-Resident - \$2 per person per night, \$50 minimum	1995 or prior 2015
Family Campsite	Resident - \$10 per night Non-Resident - \$20 per night	1995 or prior 2015
Mobile Stage - Large (nonprofit organizations)	Resident - \$500 per calendar day, plus \$500 deposit Non-Resident - \$1,000 per calendar day, plus \$500 deposit	2008 2015
Mobile Stage - Small (nonprofit organizations)	Resident - \$400 per calendar day, plus \$500 deposit Non-Resident - \$800 per calendar day, plus \$500 deposit	2008 2015
Mobile Bleachers (nonprofit organizations)	Resident - \$400 per calendar day, plus \$500 deposit Non-Resident - \$800 per calendar day, plus \$500 deposit	2007 2015
Mobile Stage - Large (for profit organizations)	Resident - \$1,000 per calendar day, plus \$500 deposit Non-Resident - \$2,000 per calendar day, plus \$500 deposit	2008 2015
Mobile Stage - Small (for profit organizations)	Resident - \$800 per calendar day, plus \$500 deposit Non-Resident - \$1,600 per calendar day, plus \$500 deposit	2008 2015
Mobile Bleachers (for profit organizations)	Resident - \$800 per calendar day, plus \$500 deposit Non-Resident - \$1,600 per calendar day, plus \$500 deposit	2007 2015
Mini-Bus Rental for Partnering Agencies	100% recovery of direct costs	
Athletic Programs		
Adult Open Play Athletics	\$2.00	2004
Adult Softball Team Fee (Fall League - 1 night per week)	100% Cost Recovery	
Adult Softball Team Fee (Fall League - 2 nights per week)	100% Cost Recovery	
Adult Softball Team Fee (Spring league - 1 night per week)	100% Cost Recovery	
Adult Softball Team Fee (Spring league - 2 nights per week)	100% Cost Recovery	
Adult Basketball Team Fee (1 night per week)	100% Cost Recovery	
Adult Basketball Team Fee (2 nights per week)	100% Cost Recovery	
Golf Lessons	Variable	
Youth AAU Traveling Team	\$2 per youth	2019
Youth Athletics (not otherwise listed)	Resident - \$25 Non-Resident - \$50	2018 2018
Youth Cheerleading	Resident - \$25 Non-Resident - \$50	2018 2018
Youth Football	Resident - \$30 Non-Resident - \$60	2018 2018
Late Registration for Youth Sports Programs	\$5.00	2001

Fee Schedule

Description	Current Fee	Established or Last Changed
<i>Swimming Pool Fees</i>		
Swimming Lessons	\$48.00	2017
Pool Entry Fee	\$2.00 per adult, \$1.00 per child	1995 or prior
Pool Rental	Resident - \$200 deposit, \$175 rental fee for first 2 hours, \$50 for each additional hour; plus current rate of pay for lifeguards Non-Resident - \$200 deposit, \$350 rental fee for first 2 hours, \$100 for each additional hour; plus current rate of pay for lifeguards	2011 2015
<i>Tennis Fees</i>		
Tennis Lessons	Variable	1995 or prior
Courts	Resident - \$150 deposit; rental fee of \$35 (up to four hours); \$50 (over four hours); \$175 additional charge for use of lights Non-Resident - \$150 deposit; rental fee of \$70 (up to four hours); \$100 (over four hours); \$350 additional charge for use of lights	2010 2015
<i>Senior and Therapeutic Leisure Activities</i>		
Recreation Leisure Activities	Variable, non-differential for residents or non-residents	1995 or prior
<i>After-School Program</i>		
Program Fee	Resident - \$115 per month/\$35 per week Non-Resident - \$230 per month/ \$70 per week	2018 2018
Early/Late Fee	\$5 per 5 minute period	2008
<i>Summer Camp/Playground</i>		
Intercession School Workday Camp	Resident - \$11 per day Non-Resident - \$22 per day	2019 2019
Summer Day Camp	Resident - \$65 per week Non-Resident - \$130 per week	2018 2018
Summer Playground	Resident - \$30 per week Non-Resident - \$60 per week	2018 2018
Late Pickup Fee	\$5 per 5 minute period	2009
Summer Day Camp (Pro-rated daily)	Resident - \$13 per day Non-Resident - \$26 per day	2019 2019
<i>Athletic Protest Fee</i>	\$25.00	2002
<i>Community Garden</i>	\$25.00 refundable deposit	2009
<i>Concessions</i>	Variable	2002 or prior
<i>Cemetery:</i>		
<i>Burial Plots</i>		
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
<i>Monument Administration/Interment Fees</i>		
Monument Administration/Interment Fees	\$50.00	2018
After Hours Cemetery Fee	\$100.00	2018
Police		
<i>Code Violations</i>		
Noise Violation - Barking Dog	\$200.00 for the 1st violation, \$250.00 for subsequent violations within 12 months	2009
Noise Violation - Residential	\$200.00	2008
Noise Violation - Radios, Loudspeakers, etc.	\$200.00	2008
Street Numbering Violation	\$100.00	2020
<i>False Alarm Fee</i>		
1st false alarm per fiscal year	No charge	2010
2nd false alarm per fiscal year	No charge	2010

Fee Schedule

Description	Current Fee	Established or Last Changed
3rd false alarm per fiscal year	\$25.00	2010
4th false alarm per fiscal year	\$50.00	2010
5th false alarm per fiscal year	\$50.00	2010
6th false alarm per fiscal year	\$100.00	2010
7th false alarm per fiscal year	\$100.00	2010
In excess of 7th false alarm per fiscal year	\$200.00 each	2010
Continuous alarm	\$10.00 for each 60-minute interval beginning 60 minutes after notification, not to exceed \$100.00 in a 24-hour period	2010
IDB Photo Reports	\$0.35 for 4"x 6", \$5.00 for 8"x 10", \$5.00 for contact sheet	2008
Photographic CD	\$35.00 per CD	2008
Wrecker Fees		
Annual Wrecker Inspection Fee	\$100.00 per truck	2008
Wrecker Rotation Fee	\$15.00 per tow	2008
Officer Fees	Variable	2002
Range Fee	\$400.00 per day	2019
Public Services		
<u>Engineering & Infrastructure Fees and Penalties</u>		
Map Sales		
Aerial Photographs		
Prints (8 1/2" x 11")	\$10.00	2010
Prints (8 1/2" x 14")	\$12.00	2010
Prints (11" x 17")	\$15.00	2010
Prints (18" x 24")	\$20.00	2010
Prints (24" x 36")	\$30.00	2010
Prints (36" x 48")	\$50.00	2010
District Map	\$15.00	2010
Large City Map with Street Index Booklet	\$35.00	2008
Medium City Map	\$25.00	2010
Precinct Map	\$15.00	2010
Topographic Map	\$15.00	2008
Copy Sales		
Prints (11" x 17")	\$2.00	2010
Prints (8 1/2" x 11")	\$1.00	2010
Prints (8 1/2" x 14")	\$2.00	2010
Prints (18" x 24")	\$5.00	2010
Prints (24" x 36")	\$6.00	2010
Prints (36" x 48")	\$7.00	2010
Development Plan Reviews/Infrastructure Permits		
Commercial Developments (one acre or less)	\$300.00	2015
Commercial Developments (between one and ten acres)	\$525.00	2015
Commercial Developments (in excess of ten acres)	\$975.00	2015
Residential Subdivisions (50 lots or less)	\$525.00	2015
Residential Subdivisions (51 to 100 lots)	\$750.00	2015
Residential Subdivisions (in excess of 100 lots)	\$975.00	2015
Resubmittal Fee (commercial or residential, per submittal)	\$225.00	2015
Infrastructure Inspection Fees		
Roadway Inspection Fee	\$0.75 per linear ft.	2019
Storm Drainage Pipe Inspection	\$0.50 per linear ft.	2019
Driveway Permits		
Driveway Permit (commercial) ≤ 75,000 sq. ft.	\$200.00 plus \$50.00 per hour for traffic impact analysis and traffic signal modifications as applicable	2010
Driveway Permit (commercial) > 75,000 sq. ft.	\$400.00 plus \$50.00 per hour for traffic impact analysis and traffic signal modifications as applicable	2010
Driveway Permit (residential)	\$50.00	2004

Fee Schedule

Description	Current Fee	Established or Last Changed
Resurfacing Permit	\$30.00	
Sidewalk Permit	\$30.00	
Payment in Lieu of Sidewalk Construction	\$35.58 per linear foot for 4' wide sidewalk*	2020
Price per foot to be adjusted each July 1st based on Construction Cost Index changes as of the prior December.	\$41.28 per linear foot for 5' wide sidewalk	2020
	\$46.95 per linear foot for 6' wide sidewalk*	2020
Right of Way Excavations		
Drainage Excavation Permit	\$125.00	2015
Excavation Permit	\$125.00	2015
Reinspection Fee for Excavation	\$100.00	2015
Roadway Degradation Fee	\$40.00 per sq. yd. of encroachment	2019
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
Right of Way Encroachment		
Small Cell Antenna Application Fee	\$100.00 total for the first 5 antennas, \$50.00 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
Right of way Encroachment - Utility Review Fee	\$200.00	2019
Sidewalk Assessment (Petitioned)	\$10.00 per front foot	
Street Paving Assessments		
To improve a soil street to a strip paved street	\$15.00 per front foot	2015
To install concrete curb and gutter on a strip paved street	\$20.00 per front foot	2015
To pave and install concrete curb and gutter on a soil street	\$35.00 per front foot	2015
Traffic Control Photographic System Citations		
Civil penalty for violation	\$100.00	2015
Penalty for failure to pay or appeal a citation within 30 days after notification	\$100.00	2015
Traffic Control Services and Device Rental Fees		
Review Fee	\$50.00 per man hour	2020
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
House Moving Fee	\$1,500.00 Bond, \$25.00 administrative fee, \$25.00 per hour police escort fee and \$37.00 per hour signal technician fee	1987
Right of Way Registration Fee	\$200.00	2002 or prior
Street Closing Fee	\$1,500.00	2011
Street Right of Way Withdrawal	\$500.00	2011
Temporary Right of Way Encroachment Fee		
30 day permit for items (construction dumpsters, etc.) placed on sidewalks	\$50.00 per 30 days	2008
Temporary Truck Route Permit	\$100.00	2019

Fee Schedule

Description	Current Fee	Established or Last Changed
<u>Solid Waste Fees and Penalties</u>		
<i>Residential Solid Waste Fee</i>		
Single-family homes and residential units in multi-family properties of 7 units or less	\$225.00 per year	2020
<i>Administrative Fee</i> (Abatement Actions)	\$100.00	2008
<i>Backdoor Pickup Fee</i>		
Handicap Backdoor Pickup	No Charge	2002 or prior
<i>Bulky Item or Limb Debris Pickup</i>		
Full truckload pickups (approx. 20 cubic yards)	\$357.00 per truckload	2007
Less than full truck load pickups	No Charge	2012
<i>Household Construction Debris Pickup</i>		
Generated by contractor	Not offered	
Resulting from homeowner renovations	\$50.00	2011
<i>Loose Leaf Pickup</i>		
Collection during scheduled neighborhood loose leaf collection	No charge	
Collection outside of scheduled neighborhood loose leaf collection		
Collection of 25 cubic yards or less	\$75.00	2012
Collection of more than 25 cubic yards	\$250.00	2012
<i>Set-Out Pickup</i>		
For curbside pickup of mixed refuse or furniture, usually resulting from vacating a residence	\$100.00 for less than 20 cubic yards	2019
<i>Rollout Carts</i>		
Cart Purchase	Variable based upon actual City purchase price	2007
Optional Recycling Cart Exchange - Small for Large	\$20.00	2013
Delivery Fee	\$25.00 per delivery	2020
Festival Park Events	10 garbage and 10 recycling carts provided - extra carts \$10.00 per cart per day	2017
Events Outside of Festival Park	\$100 for 5 garbage and 5 recycling carts	2017
<i>Solid Waste Fines</i>		
Failure to remove container from curb	1st violation, written warning; 2nd and subsequent violations, \$100.00 each	
<u>Stormwater Fees and Penalties</u>		
<i>Stormwater Fee (Quality & Improvements)</i>		
Single Family	\$6.00 per month per ERU	2018
Non-Single Family	\$6.00 per month per 2,266 sq. ft. of impervious surface	2018
<i>Stormwater Control Measure Inspection Fee</i>	\$300.00	2019
<i>Stormwater Control Ordinance Variance Filing Fee</i>	\$500.00	2011
<i>Stormwater Control Ordinance Civil Penalties</i>		
<i>Failure to Obtain Permit</i>		
First Offense within 2 years:		
Off-site impacts documented	\$3,000 per day	2011
No off-site impacts documented	\$1,000 per day	2011
Second Offense within 2 years:		
Off-site impacts documented	\$5,000 per day	2011
No off-site impacts documented	\$3,000 per day	2011
Third or Subsequent Offense within 2 years:		
Each violation	\$5,000 per day	2011
<i>Illicit Connection and Improper Disposal Civil Penalties</i>		
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

Fee Schedule

Description	Current Fee	Established or Last Changed
Stormwater Ordinance Appeal Fee	\$500.00	2019
Other Violations of Stormwater Control Ordinance	Up to \$5,000/day	2011
Transit		
Motor Vehicle License Tax for Transit	\$5.00 per year	2008
Bus Fares and Passes		
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
Student Semester Pass (<i>Fayetteville State University, Methodist University and Fayetteville Technical Community College</i>)	\$55 per fall or spring semester, or \$40 per summer term, convenience fee for Internet payment does not apply	2019
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
City Employees	Free with Presentation of City Employee Identification Card	2019
Promotions - Reduced Fare Days	Up to three (3) reduced fare days per year subject to approval of City Manager. \$0.25 per ride or free in exchange for donation	2019
Bulk Pass Sale Discounts		
100 to 249 Passes	10% discount	2013
250 to 499 Passes	15% discount	2013
500 to 999 Passes	20% discount	2013
1,000 or Greater Passes	25% discount	2013
Third-Party Fare Agreements		
50 to 99 Passes (\$900 monthly revenue guarantee)	25% discount	2013
100 to 249 Passes (\$1,400 monthly revenue guarantee)	30% discount	2013
250 to 499 Passes (\$2,600 monthly revenue guarantee)	35% discount	2013
500 or Greater Passes (\$3,600 monthly revenue guarantee)	40% discount	2013
Cumberland County Court Programs and Fayetteville Police Department Homeless Prevention	\$0.40 per one day pass or \$20 per rolling 30 day pass	2018
Cumberland County Schools		
After School Activity Pass	Free fare	2014
Youth (18 & Under) Day Passes, Student Rolling 30 Day Passes, Summer Fun Passes	Passes up to \$5,000 in value per fiscal year at no charge	2016
Cumberland County NCWorks Career Center		
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
County and State Organizations and Affiliated Agencies		
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

Fee Schedule

Description	Current Fee	Established or Last Changed
Identification Cards		
1st Card	Free	2014
2nd Card	\$2.00	2014
3rd Card	\$3.00	2014
Each Additional Card after 3rd	\$5.00	2014
No Show/Late Cancellation Penalty for Demand Response Service		
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
FAST Transit Center Community Room Rental		
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, 2019" 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 2019-20 and 2020-21 are considered along with the available fund balance at June 30, 2019, to project fund balance at June 30, 2021. 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, 2021.

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

Bonds Issued: Bonds that are sold.

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

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

Glossary

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

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

Capital Assets: Items (such as vehicles, equipment and furniture) purchased by the City that have an expected life of more than one year with a value of \$5,000 or greater.

Capital Funding Plan: A fund used to account for the payment of debt principal and interest for major capital improvements and to cash fund major improvements as appropriate.

Capital Improvement Project: A project generally expected to have a useful life greater than 10 years and an estimated total cost of \$50,000 or more. Capital projects include the construction, purchase, or major renovation of buildings, utility systems, streets, or other structures; purchase of land; and major landscaping projects.

Capital Projects Fund: A fund used to account for the acquisition or construction of major governmental capital facilities, infrastructure and equipment, which are not accounted for in other funds.

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

Contingency: An account in which funds are set aside for unforeseen expenditures which may become necessary during the year and which have not been provided for in the context of the annual operating budget.

Deficit: An excess of expenditures over revenues or expenses over income.

Department: A major administrative division of the City that indicates overall management responsibility for an operation or a group of related operations within a functional area.

Division: A unit, within a department, which participates in specific activities. For example, the Training Division in the Fire and Emergency Management Department.

Encumbrances: A financial commitment for services, contracts or goods that have not, as yet, been delivered or performed.

Enterprise Fund: A fund used to account for activities that are operated in a manner similar to business enterprises. Fees are charged to the consumers (general public) of the service to completely or partially recover the expenses of the operation.

Expenditures: The total costs of a program or capital project.

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

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

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

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

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

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

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

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

Interfund Accounts: Accounts that reflect transfers between funds.

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

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

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

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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FY
2021

City of
Fayetteville
North Carolina