

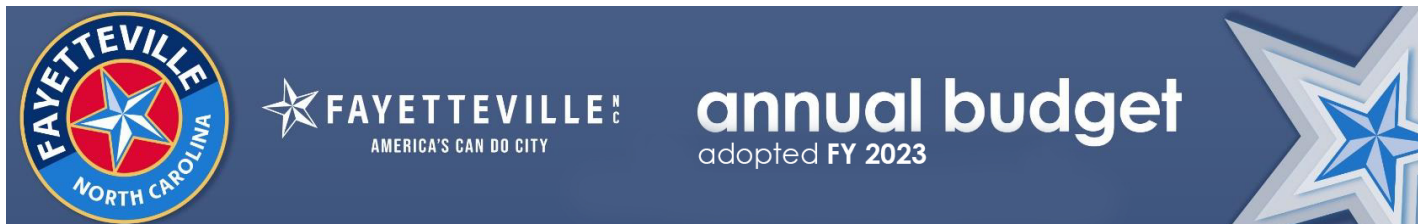
# annual budget

adopted



 **FY**  
**2023**





## **MAYOR AND CITY COUNCIL**

Mitch Colvin, Mayor

Kathy Jensen, Mayor Pro Tem, District 1

Shakeyla Ingram, District 2

Dr. Antonio Jones, 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

Adam Lindsay, Assistant City Manager

Jay Toland, Assistant City Manager

Telly C. Whitfield, Assistant City Manager

Rebecca Jackson, Chief of Staff

## **BUDGET AND EVALUATION STAFF**

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Birgit Sexton, Assistant Budget and Evaluation Director

Teresa Faircloth, Budget and Evaluation Analyst

Gailletta Suttles-Battle, Budget and Evaluation Analyst

Christina Zimmerman, Budget and Evaluation Analyst

## **STRATEGIC PERFORMANCE ANALYTICS STAFF**

James C. Lowery, Strategic Planning & Analytics Manager

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Jodi Phelps, Marketing & Communications Director

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Andrew Johnson, Graphic Design Manager

*Design by:*

*Marketing & Communications Department*

# Table of Contents

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## Introduction

Budget Message.....	i
Reader's Guide .....	A-1
Governmental Structure and Organization .....	A-2
Profiles of the Mayor and Council .....	A-5
Boards, Committees and Commissions .....	A-14

## Policies and Goals

Strategic Plan and Performance Results.....	B-1
Financial Policies .....	B-11

## Budget Overview

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

## Fund Summaries

Fund Accounting .....	D-1
Department/Fund Relationships .....	D-4
Fund Summaries .....	D-6
Fund Balance Projections .....	D-20

## Portfolio and Department Summaries

### Community Investment

Portfolio Summary .....	E-2
Development Services .....	E-4
Economic & Community Development .....	E-11
Human Relations.....	E-19

### Operations

Portfolio Summary .....	F-2
Airport .....	F-4
Fire .....	F-11
Parks, Recreation & Maintenance .....	F-20
Police .....	F-29
Public Services.....	F-38
Transit .....	F-55

---

# Table of Contents

---

## Support Services and Administration

Portfolio Summary .....	G-2
Budget & Evaluation .....	G-4
City Attorney's Office .....	G-9
City Manager's Office .....	G-16
Finance .....	G-25
Human Resource Development .....	G-34
Information Technology .....	G-42
Marketing & Communications .....	G-50
Mayor, Council & City Clerk .....	G-56

## Other Appropriations

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

## Fayetteville at a Glance

Fayetteville at a Glance .....	I-1
--------------------------------	-----

## Fiscal Information

Basics of Budgeting .....	J-1
Basis of Accounting .....	J-5
Revenue Assumptions .....	J-6
Detailed Budgets by Department	
Community Investment Portfolio .....	J-17
Operations Portfolio .....	J-20
Support Services and Administration Portfolio .....	J-26
Other Appropriations .....	J-34
Capital Outlay by Fund .....	J-35
Capital Outlay by Portfolio by Department .....	J-39
Capital Funding Plan .....	J-43
Five-Year Capital and Technology Improvement Plans .....	J-46

## Appendices

Authorized Staffing FTEs by Department .....	K-1
Positions and Salary Grade Assignments .....	K-12
Fee Schedule .....	K-21
Glossary .....	K-51

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FAYETTEVILLE<sup>NC</sup>  
AMERICA'S CAN DO CITY

**annual budget**  
adopted FY 2023



# Introduction

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## Budget Message

May 23, 2022

Dear Mayor Colvin and Members of the City Council:

On behalf of the City's Leadership Team and in accordance with the statutes of the State of North Carolina and the City of Fayetteville's charter, it is my honor to submit the proposed budget for fiscal year 2022-2023 (FY 23). This balanced budget proposal continues the significant commitments the City Council has made in setting a vision for the future.



Our Vision 2032 Statement establishes that we are striving to be an attractive, culturally diverse and inclusive city that is safe, prosperous, innovative and unified. While our city has been greatly impacted by COVID-19, with 88,602 infected and 631 deceased since 2020, we remained committed to achieving our vision for the next 10 years.

Specifically, over the last 12 months, we have maintained progress on our robust strategic plan as well as addressed pandemic-related community wellness. Key initiatives ranging from a comprehensive community crime-reduction strategy, Choice Neighborhood Initiative Grant Planning for the Murchison Road Corridor to continuation of a citywide stormwater masterplan and groundbreaking on a Homeless Day Center have kept staff quite busy. Added to those and other projects was the City's distribution of \$14 million in CARES Act funding to assist local businesses and more than \$11 million in Emergency Rental Assistance Program funding that assisted more than 2,500 households impacted due to COVID-19.

Earlier in FY22, the City was awarded more than \$40 million in American Rescue and Recovery Act funding that the City Council worked diligently to prioritize. That funding joins the more than \$14 million also awarded to the City by the State of North Carolina to address, among other things, parks and recreation projects, historic sites preservation and stormwater infrastructure projects. As we move through the process of identifying and completing projects to be funded by these federal and state resources, we will also focus on our proposed General Obligation (GO) Bond issuance referendum. Based on needs identified by Council and staff, the City plans to place a ballot measure on the November 8, 2022 election seeking authorization to issue up to \$97 million in GO Bonds to support projects related to public safety (\$60 million), infrastructure (\$25 million) and housing (\$12 million).

With the ambitious strategic plan, significant community needs and surfeit of state and federal funding, the FY23 budget contained herein continues all key city services and projects. Most

## Budget Message

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significantly though, unlike in prior years, the main thrust of the recommended budget addresses one of our greatest challenges – recruitment and retention of qualified staff.

Over the last several years, like many industries and organizations, we have repeatedly struggled to retain qualified staff. Given our outdated compensation plan and pay compression issues, we commissioned a compensation study for all City positions. The recently completed study identified that many of our more than 1,600 positions are compensated below the market rate for the job tasks. The study also recommended increases in compensation for most positions along with a strategy to address pay compression for longer-tenured employees whose salaries are close to those of newly hired employees. All told, the implementation of the study, approximately (\$6.6 million) is the most significant addition to the FY 23 budget. While implementation of the study will help with recruitment and retention issues, more will be needed in upcoming fiscal years in order for the City to remain an Employer of Choice.

The proposed FY 23 annual operating budget of \$248,258,980 across all funds is \$7,954,025 more than the original adopted budget for FY 22, an increase of 3.3%. For the General Fund, in particular, the proposed budget is \$188,318,886, which is consistent with the originally adopted budget for the current fiscal year.

### **Revenue Conditions**

Traditionally, three main categories of revenues provide almost three-quarters of the revenues supporting the General Fund. For FY 23, we continue to anticipate resilient revenues and are pleased at the prospect of our major revenues for FY23 exceeding pre-pandemic levels.

#### Ad Valorem Property Taxes

The tax rate to support the General Fund is recommended to remain at 49.95 cents per \$100 of assessed valuation. For FY 23, total property tax values supporting General Fund operating budgets are expected to grow by 1.25% over the values projected for the adopted FY 22 budget. On this basis, as valorem tax revenues of \$72.2 million are projected for the general fund, an increase of 1.3 percent. This year-over-year growth projection, while modest, serves as an indicator that the local economy continues to grow. The addition of the Amazon distribution center to our community bodes well for future economic development.

#### Sales Tax Distributions

For the last two years, sales tax revenues have exceeded expectations at rates that no one would have imagined. We are fortunate that the anticipated declines in sales tax revenues initially associated with the pandemic did not materialize. Fayetteville ended FY 21 with sales tax revenues 21.2% above budget and has continued to see year-over-year growth in excess of 13% during FY 22. Benefitting from the current growth and expecting a slowing of growth, the FY 23 budget includes sales tax revenues of \$59.67 million, \$9.0 million or 17.9% above the FY 22 budget.

#### Utility Tax Distributions

Utility tax collections across North Carolina are greatly impacted by the volatility of sales of electricity, which are influenced by our unpredictable weather conditions, and by the impacts of

emerging technologies on the tax base for telecommunication and video programming services, which mainly apply to land line telephone and cable television services. For FY 23, the budget anticipates utility tax revenues of \$12.56 million, a nominal decline of \$5,000 from the original budget for FY 22.

### Expenditure Highlights

Fayetteville is a growing city of more than 208,000 residents. This budget provides for continuation of all municipal services at the same service levels as FY 22. 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:

#### Goal 1: Safe & Secure Community



- Continues progress on the construction project to relocate Fire Station 4
- \$2.7 million for fire vehicle and apparatus equipment including \$1.1 million for a replacement heavy rescue truck and \$1.4 million for two replacement pumper trucks
- 297,000 for radio equipment and associated maintenance
- \$100,000 for a temporary facility to serve as Fire Station #18
- Continues funding for the Mental Health Community Liaison and Homeless Community Coordinator positions to assist officers and help connect individuals with available resources in the community
- \$1.6 million for police vehicle replacements, \$403,000 for purchase, licensing and data storage for replacement body-worn camera equipment with advance capabilities, and \$224,000 for replacement conducted electrical weapons (Tasers)
- \$450,000 to repave the perimeter road and replace the perimeter fencing at the Airport
- \$75,000 for contracted mental health services for officers
- \$70,000 for neighborhood traffic calming measures and speed studies and \$65,000 for neighborhood multi-use lane markings

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



- \$50,000 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
- Provides \$115,000 of support for Fayetteville Cumberland Economic Development Corporation and \$35,353 for the Center for Economic Empowerment and Development

## Budget Message

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- Continues funding \$220,000 for the management of the downtown Arts and Entertainment District services and programs
- \$25,000 for contracted economic development advisory services
- Funds an additional Plans Examiner position to assist with expedited plan review service
- Continues implementation and support of the Local Small Business Enterprise (LSBE) program

### Goal 3: City Investment in Today and Tomorrow



- \$4.7 million in annual pavement preservation funding
- \$4.5 million for stormwater watershed studies, \$3.5 million for the design of projects resulting from the watershed studies, and \$450,000 for spot repairs, easement acquisition and project management
- \$335,000 for contracted professional engineering services
- \$200,000 for dam safety, preservation and repairs
- \$160,000 for contracted construction inspections to facilitate the community-wide installation of MetroNet broadband infrastructure

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



- \$30,000 of local funding to begin a bus route to service the Amazon distribution center in spring, 2022
- Funds operating costs for new amenities constructed using the Parks and Recreation Bonds
- Continues progress on Parks and Recreation bond projects
- \$165,000 to provide a community New Year's Eve Celebration
- \$145,000 for a celebration in honor of Juneteenth
- \$23,300 for a July 4<sup>th</sup> concert and fireworks display
- \$20,000 for continuation of the community entry signage program
- \$100,000 to continue the partnership with Cumberland County to fund strategies to assist homeless citizens
- Continues funding for the RAPID team to address illegal dump site abatement

### Goal 5: Financially Sound City Providing Exemplary City Services



- Funds \$6.6 million for a 4% of mid-point merit pay increases for employees not on step plans, increases to public safety employee step-plans, and market and compression issues identified in the compensation study
- Funds \$1.3 million for required increases for employer contributions for pension and medical benefits
- \$137,000 for a solid waste cart management software system
- \$25,000 for the biennial employee satisfaction survey

- \$1.4 million for a variety of technology capital projects, including \$400,000 for computer replacements, \$175,000 for City domain migration, \$100,000 additional funding for direct fiber connections to remote sites and email exchange conversion, and \$89,000 for public safety camera replacements and security compliance
- \$5.8 million for vehicle and equipment fleet replacements, including \$3.1 million in the General Fund

### Goal 6: Collaborative Citizen and Business Engagement



- Funds a Development Advocate position to facilitate and streamline the review and approval process for commercial and residential development projects
- Continues funding of a Public Information Specialist for Solid Waste to increase community awareness of solid waste and recycling programs and to enhance litter awareness
- \$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
- \$12,000 for support of community events
- \$35,000 for a continued partnership with Sustainable Sandhills for an enhanced litter awareness campaign
- \$10,000 of funding support for the Fayetteville Cumberland Reentry Council
- \$15,000 to initiate a digital advertising kiosk program in partnership with Cool Springs Downtown District, the Public Works Commission, the Arts Council of Fayetteville/Cumberland County, the Fayetteville Convention and Visitors Bureau, and the Fayetteville Cumberland Economic Development Corporation

### 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
- Storm water fee recommended to remain at \$6.00 per month
- Residential solid waste fee is recommended to remain at \$225 per year, additional minor fee adjustments are proposed with minimal expected revenue impacts
- Bus fares are recommended to remain at current levels
- Other fee adjustments include minor adjustments to code enforcement, building permit and trade inspection fees to simplify the fee structure with negligible expected revenue impacts
- FY 22 sales taxes expected to be 13.3% above budget, followed by expected 4.0% increase in FY 23

## Budget Message

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- FY 22 utility tax distributions projected to be .2% below budget, followed by a consistent projection for FY 23
- Payment in lieu of taxes from the Public Works Commission (PWC) is projected to be \$12.40 million in FY 23, 4.7% above the FY 22 payment of \$11.85 million
- FY 23 proposed budget includes \$1.2 million in loan proceeds in the General Fund to purchase vehicles and equipment
- Balances the budget with a \$3.3 million total General Fund fund balance appropriation, including \$1.9 million from fund balance assigned for the general capital funding plan, \$1.1 million from fund balance assigned for the Parks and Recreation Bond funding plan, and \$0.2 million from fund balance reserved for the County Recreation District, and \$125,000 from unassigned fund balance. This represents a 75.4% decrease, or \$10.1 million, in the use of unassigned fund balance as compared to the \$13.4 million original fund balance appropriation for FY 22. This marked decrease is primarily due to the decreased transfers to capital projects, resulting from ARPA funds and potential grant funds for infrastructure.

### What the Future May Bring

As you can see, Fayetteville is on the move. Much has been completed and this budget will advance even further the City towards fulfilling the 2032 Vision Statement. Still, to continue the forward progress though, the City will need to identify additional resources to address significant public safety infrastructure needs, identify a sustainable funding source to address the growing street, sidewalk and stormwater infrastructure needs, and support an affordable housing strategy.

The City Council again has shown leadership in calling for general obligation bond referenda totaling \$97M. The referenda that includes \$60M for public safety, \$25M for infrastructure, and \$12M for affordable housing will be on the November 2022 ballot for voter approval. If approved, this will be the largest voter approved referendum in the city's history and will provide funding to address long-standing concerns frequently cited by citizens.

Regardless of the referenda outcome, this budget strikes a careful balance in enhancing our services as a major metropolitan area – 6<sup>th</sup> largest city in the 9<sup>th</sup> largest state in the most powerful country in history – while also addressing our need to take care of our most valuable resource, our employees.

Additionally, 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 in excess of Council's 12% goal for the General Fund at the conclusion of FY 23 is \$13.2 million, which must be reduced by \$9.3 million assigned for the Capital Funding Plan and the Parks and Recreation Bond Funding Plan (excluding the County recreation program).

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 Message

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Budget and Evaluation Director Kelly Olivera, budget office staff members Birgit Sexton, Teresa Faircloth, Gail Suttles-Battle and Christina Zimmerman, Assistant City Managers Adam Lindsay, Jay Toland and Telly Whitfield, and budget committee members Rebecca Jackson, Dwayne Campbell and Jerry Clipp for their work in developing this budget for City Council's consideration. Finally, I would like to thank the City Council for this opportunity and for providing clear expectations throughout the budget development process.

Additionally, worth noting, the Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Fayetteville for its annual budget for the fiscal year beginning July 1, 2021. 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.

Respectfully submitted,

A handwritten signature in black ink, reading "Douglas J. Hewett". The signature is fluid and cursive, with the first name "Douglas" being more prominent and the last name "Hewett" following in a similar style.

Douglas J. Hewett, ICMA-CM  
City Manager

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Fayetteville  
North Carolina**

For the Fiscal Year Beginning

**July 01, 2021**

*Christopher P. Morrill*  
Executive Director

## Adjustments to Recommended Budget

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The Fiscal Year 2022-2023 Recommended Budget was released to City Council on May 23, 2022, the public presentation was conducted on June 13, 2022, 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 June 2 and June 9, 2022. 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 13, 2022, as required by the Local Government Budget and Fiscal Control Act. As the public hearing was conducted in person, it was also available via video conferencing due to the ongoing COVID-19 pandemic, following with the opportunity to provide comments.

The budget ordinance that follows reflects the fiscal year 2022-2023 annual budget for the City of Fayetteville as adopted by City Council on June 13, 2022. The adopted annual budget, including the financial plan for the Risk Management Internal Service Fund and Fleet Maintenance Internal Service Fund, totals \$277,996,037.

### General Fund Adjustments

The adopted budget for General Fund revenues and other financing sources increased by \$865,000 and reflected the following changes:

- an increase of \$865,000 in fund balance appropriation, reflecting the net impact of Council directed expenditure additions.

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 \$200,000 to fund At-Risk Youth programs
  - the addition of \$35,000 for the Neighborhood Beautification program
  - the addition of \$30,000 for Community Beautification program
- Operations Portfolio
  - the addition of \$484,000 to fund increase of seasonal temp to \$15/hr.
  - the addition of \$6,650 to fund expected increase of temporary services
- Support Services Portfolio
  - the addition of \$100,000 to fund Next-Generation Workforce Initiative
  - the addition of \$9,350 to fund 4% pay increase for Council members

### Other Funds Adjustments

- Central Business Downtown District (CBDT) - an additional \$50,000 was appropriated from fund balance for a Concierge program as directed by Council.

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## 2022-23 Budget Ordinance (2023-1)

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

Section 1. It is estimated that the following revenues and other financing sources will be available during the fiscal year beginning July 1, 2022, and ending June 30, 2023, to meet the appropriations listed in Section 2.

### Schedule A: General Fund

Ad Valorem Taxes	\$	72,183,863
Other Taxes		1,599,720
Intergovernmental Revenues		97,884,382
Functional Revenues		7,278,316
Other Revenues		3,300,990
Investment Earnings		120,195
Interfund Transfers		1,420,273
Loan Proceeds		1,235,743
Fund Balance Appropriation		4,160,404
<b>Total Estimated General Fund Revenues and Other Financing Sources</b>		<b>189,183,886</b>

### Schedule B: Central Business Tax District Fund

Ad Valorem Taxes		143,480
Investment Earnings		1,000
Interfund Transfers		139,274
Fund Balance Appropriation		51,918
<b>Total Estimated Central Business Tax District Fund Revenues and Other Financing Sources</b>		<b>335,672</b>

### Schedule C: Emergency Telephone System Fund

Intergovernmental Revenues		959,725
Investment Earnings		441
<b>Total Estimated Emergency Telephone System Fund Revenues and Other Financing Sources</b>		<b>960,166</b>

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

Interfund Charges		3,139,100
Investment Earnings		9,700
<b>Total Estimated Law Enforcement Officers' Special Separation Allowance Fund Revenues and Other Financing Sources</b>		<b>3,148,800</b>

### Schedule E: Parking Fund

Functional Revenues		630,230
Interfund Transfers		561,600
<b>Total Estimated Parking Fund Revenues and Other Financing Sources</b>		<b>1,191,830</b>

## 2022-23 Budget Ordinance (2023-1)

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

### Schedule F: PWC Assessment Fund

Other Revenues	\$	2,160,000
Investment Earnings		360,000
<b>Total Estimated PWC Assessment Fund Revenues and Other Financing Sources</b>		<b>2,520,000</b>

### Schedule G: Airport Fund

Functional Revenues	4,339,302
Other Revenues	16,390
Intergovernmental Revenues	187,651
Investment Earnings	5,920
Net Assets Appropriation	1,216,664
<b>Total Estimated Airport Fund Revenues and Other Financing Sources</b>	<b>5,765,927</b>

### Schedule H: Solid Waste Fund

Functional Revenues	14,239,207
Intergovernmental Revenues	470,392
Other Revenues	60,700
Investment Earnings	3,490
Net Assets Appropriation	1,586,858
<b>Total Estimated Solid Waste Fund Revenues and Other Financing Sources</b>	<b>16,360,647</b>

### Schedule I: Stormwater Management Fund

Stormwater Fees	11,432,940
Other Functional Revenues	129,191
Investment Earnings	3,320
Net Assets Appropriation	4,816,559
<b>Total Estimated Stormwater Management Fund Revenues and Other Financing Sources</b>	<b>16,382,010</b>

### Schedule J: Transit Fund

Other Taxes	649,750
Fees - Bus Fares	681,552
Other Fees & Revenues	594,889
Other Revenues	880
Intergovernmental Revenues	6,832,549
Interfund Transfers	4,565,422
<b>Total Estimated Transit Fund Revenues and Other Financing Sources</b>	<b>13,325,042</b>

<b>Grand Total</b>	<b>\$</b>	<b>249,173,980</b>
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## 2022-23 Budget Ordinance (2023-1)

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

Section 2. The following amounts are hereby appropriated for the operations of the City Government and its activities for the fiscal year beginning July 1, 2022, and ending June 30, 2023, according to the following schedules:

Schedule A: General Fund

Community Investment	\$	7,112,449
Operations		134,938,321
Support Services and Administration		19,307,896
Other Appropriations		27,825,220
<b>Total Estimated General Fund Expenditures and Other Financing Uses</b>		<b>189,183,886</b>

Schedule B: Central Business Tax District Fund

<b>Total Estimated Central Business Tax District Fund Expenditures and Other Financing Uses</b>	<b>335,672</b>
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Schedule C: Emergency Telephone System Fund

<b>Total Estimated Emergency Telephone System Fund Expenditures and Other Financing Uses</b>	<b>960,166</b>
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Schedule D: Law Enforcement Officers' Special Separation Allowance Fund

<b>Total Estimated Law Enforcement Officers' Special Separation Allowance Fund Expenditures and Other Financing Uses</b>	<b>3,148,800</b>
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Schedule E: Parking Fund

<b>Total Estimated Parking Fund Expenditures and Other Financing Uses</b>	<b>1,191,830</b>
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Schedule F: PWC Assessment Fund

<b>Total Estimated PWC Assessment Fund Expenditures and Other Financing Uses</b>	<b>2,520,000</b>
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Schedule G: Airport Fund

<b>Total Estimated Airport Fund Expenditures and Other Financing Uses</b>	<b>5,765,927</b>
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Schedule H: Solid Waste Fund

<b>Total Estimated Solid Waste Fund Expenditures and Other Financing Uses</b>	<b>16,360,647</b>
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Schedule I: Stormwater Management Fund

<b>Total Estimated Stormwater Management Fund Expenditures and Other Financing Uses</b>	<b>16,382,010</b>
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Schedule J: Transit Fund

<b>Total Estimated Transit Fund Expenditures and Other Financing Uses</b>	<b>13,325,042</b>
<b>Grand Total</b>	<b>\$ 249,173,980</b>

## 2022-23 Budget Ordinance (2023-1)

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

Section 3. It is estimated that the following revenues and other financing sources will be available through the Budget Ordinance Appropriation and other revenues during the fiscal year beginning July 1, 2022, and ending June 30, 2023, to meet the appropriation listed in Section 4.

Schedule A: Internal Service Fund - Risk Management

<b>Total Estimated Redistribution to Risk Management Fund and Other Revenues and Financing Sources</b>	<b>\$</b>	<b>26,606,734</b>
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Section 4. The following amounts are hereby appropriated for the operation of the Risk Management Fund and its activities for the fiscal year beginning July 1, 2022, and ending June 30, 2023, according to the following schedule.

Schedule A: Internal Service Fund - Risk Management

<b>Total Estimated Risk Management Fund Expenditures and Other Financing Uses</b>	<b>\$</b>	<b>26,606,734</b>
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## 2022-23 Budget Ordinance (2023-1)

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

Section 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, 2022, and ending June 30, 2023, to meet the appropriation listed in Section 6.

Schedule A: Internal Service Fund - Fleet Maintenance

<b>Total Estimated Redistribution to Fleet Maintenance Fund and Other Revenues and Financing Sources</b>	<b>\$</b>	<b>7,139,898</b>
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Section 6. The following amounts are hereby appropriated for the operation of the Fleet Maintenance Fund and its activities for the fiscal year beginning July 1, 2022, and ending June 30, 2023, according to the following schedule.

Schedule A: Internal Service Fund - Fleet Maintenance

<b>Total Estimated Fleet Maintenance Fund Expenditures and Other Financing Uses</b>	<b>\$</b>	<b>7,139,898</b>
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# 2022-23 Budget Ordinance (2023-1)

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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, 2022, 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 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 \$14,438,769,464, and estimated collection rates of 99.00% for real and personal property, and 98.99% 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 \$158,285,527, and estimated collection rates 88.55% for real and personal property and 100.0% for motor vehicles.

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, 2022.

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, 2022, are hereby reappropriated, subject to availability of departmental funds, to this budget.

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

Section 13. Compensation of each council member and the mayor is increased by 4%.

Section 14. Compensation is authorized at \$732.10 per month for the chairperson of the Public Works Commission, and at \$610.09 per month for each other Public Works Commission member.

## 2022-23 Budget Ordinance (2023-1)

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

Section 15. The Public Works Commission is authorized to expend an amount not to exceed \$150,000 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 13th DAY OF JUNE, 2022



ATTEST:

Pamela J. Megill  
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 2022 - 2023 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 2022 - 2023 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 2022 - 2023 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

## Organizational Chart





# Governmental Structure and Organization

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## Form of Government

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

Under the council/manager form of government, the Fayetteville City Council performs the legislative functions of the City, establishing laws and policies; sets strategic priorities; and, adopts the annual budget. The City Council appoints a manager who carries out the laws and policies enacted by Council. The city manager is responsible for managing the City's employees and 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 p.m. and are open to the public. The Council holds special meetings when necessary; notice of the meeting must be given to the public and media 48 hours before that meeting.

City Council also holds informal work sessions on the first Monday of each month at 5 p.m. These are informal meetings. Generally, no votes are taken. At these meetings, Council receives information and asks questions.

# Governmental Structure and Organization

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## Citizen Participation

The Fayetteville City Council has established boards and commissions. The volunteers who are appointed to the boards and commissions serve as the link that connects the public to its governing body and serve as advisors who make recommendations that help shape the policies and programs of Fayetteville.

Appointees are to be city residents. Some appointees must have special licenses or meet certain professional requirements.

Appointees are to serve on only one board or commission at a time and shall attend at least 75% of regularly scheduled meetings on an annual basis from the date of their appointment. Should an appointee fail to comply with the attendance requirement or fail to attend three regularly scheduled meetings, the appointee shall be automatically removed.

## Profiles of the Mayor and Council

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Fayetteville City Council's 10-member body includes Mayor Mitch Colvin and Council members Kathy Jensen (Mayor Pro Tem), Shakeyla Ingram, Dr. Antonio Jones, 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.

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

## Profiles of the Mayor and Council

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- Increase home ownership for city residents

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**  
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**Mayor Pro Tem Kathy Jensen** was elected to serve District 1 on the Fayetteville City Council in November 2013 and re-elected in November

2015 and November 2017. She was born and raised in Fayetteville and a 1983 graduate of Pine Forest High School. Mayor Pro Tem Kathy Jensen went on 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 part of the businesses. In 1993, she married LTC Jerry Jensen and supported him in his military career through Fort Bragg, Germany, Virginia, Newport, R.I. and back to her Fayetteville, her hometown. When they were deciding where to live, she and Jerry wanted to raise their children where she was born and raised. In 2005, Mayor Pro Tem Kathy Jensen opened An Affair to Remember Bridal and Formal Wear on Ramsey Street.

Mayor Pro Tem Kathy Jensen has served on many boards and commissions. In September 2021, she was appointed by the North Carolina Governor to the North Carolina Military Affairs Commission where she serves on the economic development sub-committee and as the liaison to Fort Bragg. She was appointed by the Governor to be on the board of the North Carolina Youth Council in 2015. Also active with the Fayetteville-Cumberland Youth Council - a program she helped reactivate in 2015, Mayor Pro Tem Jensen's other involvements include Fayetteville-Cumberland Economic Development Commission, Core Value Awards, Gateways and Corridors, 911 Task Force Committee, Cumberland County Crown Coliseum, Fayetteville Police Foundation City liaison, PWC liaison, chair of the Boards and Commissions nominating committee, and chair of the Parks and Recreation Bond committee.

Mayor Pro Tem Kathy Jensen is committed to

## Profiles of the Mayor and Council

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her city and strengthening community. Mayor Pro Tem Kathy Jensen is a member of Saints Constantine and Helen Greek Orthodox Church, the Junior League of Fayetteville, the Military Officers Wives Association, the Women's Giving Circle, Women of Power Society of North Carolina and the Daughters of Penelope. Her care and commitment to her neighbors and citizens of north Fayetteville is visible every day.

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.

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**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 and the Fayetteville City Council. She became determined to overcome adversity after having experienced poverty as a child. She grew up in a family of small business owners, starting with her grandparents who owned Ramsey Street Barbershop for more than 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 nonprofit organizations for life-changing causes that benefited the community.

Close to five years later, she returned home to Fayetteville, devoted time to her community, and was elected to the City Council at age 28. Council Member Ingram works to bring our community together, stronger than ever. In addition to being a strong and engaging voice for our community, she works to empower the community.

Council Member Ingram is an animal lover and has a rescued/adopted fur pup, Marley. She serves as a big sister to her younger brother and a mentor to the youth and young adults in the community. Council Member Ingram has one niece and is a bonus aunt to many of her friends' children.

**Shakeyla Ingram**  
**Council Member District 2**  
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## Profiles of the Mayor and Council

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**Council Member** Dr. Antonio Jones was appointed as the District 3 representative to the Fayetteville City Council in December 2021. Council

Member Jones is a licensed Broker and Military Relocation Professional REALTOR with Jones Realty, which is a local family-owned business he co-owns with his brother. Council Member Jones previously served as a Regional Supervisor covering 3 of 7 regions for North Carolina Department of Health and Human Services' Epidemiology Section where he learned the value of collaboration across agencies and sectors in reaching goals.

In addition to a thriving real estate business, Council Member Jones and his wife of 23 years, Amichia Gainey Jones, are pastors at Temple of Faith Church in Fayetteville where their ministry allows them to positively impact others through a committed service to their faith. Demonstrating this commitment, Council Member Jones also currently serves as the A.I.M.S. Bible Institute & School of Ministry President.

Additionally raising two adult sons, Joel and Antonio, and having a long list of personal accomplishments, Council Member Jones and Amichia are both published authors dedicated to creating and supporting the community.

As a true Servant Leader, Council Member Jones firmly believes that regardless of what one may possess or accomplish, it means nothing without God. He looks forward to continue to serve District 3 and all city residents with a focus on public safety, affordable housing, accountability, and restoring HOPE.

Council Member Jones is a graduate and class leader of the Institute for Community Leadership. Besides being a Certified Public Manager at the state and national level, he is a Certified Life Coach and a Six Sigma Master Black Belt. Council Member Jones holds a

certificate in PMP Project Management and a certificate in Diversity, Equity, and Inclusion.

Council Member Jones has diligently served the Fayetteville community as a member of the COF Corridor Revitalization Committee, Build-a-Better-Block Murchison Road Steering Committee, and Habitat for Humanity Faith and Community Center. He partnered with the Mothers With-Children-Behind-Bars (MWCBB) non-profit organization, focused on youth offenders and their parents; is a partner of Refuge from the Storm Resource Program for homeless on Murchison Road; and is the nominating and membership chair of the Cumberland County Juvenile Crime Prevention Council.

**Dr. Antonio Jones**  
**Council Member District 3**  
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**Council Member D. J. Haire** is currently serving in his eleventh 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 and 2019. 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

## Profiles of the Mayor and Council

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the 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"; recipient of the North Carolina "Old North State Award"; recipient of North Carolina of "The Long Leaf Pine Award"; member of Omega Psi Phi Fraternity, Inc.; and a member of the 100 Black Men of America, Inc., Cape Fear Chapter.

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 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."

**D. J. Haire**  
**Council Member District 4**  
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**Council Member Johnny Dawkins**, is currently serving his third term on the City Council. He was re-elected as the District 5 representative in November 2015 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 more than four million dollars for cancer research since its founding in 1980.

Council Member Dawkins 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 82<sup>nd</sup> Airborne Division at Fort Bragg, and he is a former Honorary Wing Commander of the 43rd Airlift Wing at Pope Field. He has served as the chairman of the Pope Special Activities Committee, and as chairman of the North Carolina Department of Insurance's Health Insurance Agents Advisory Board.

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, on the Deacons Board at Snyder Memorial Baptist Church, on the Fayetteville Technical Community College Foundation Board, on the Fayetteville State University Foundation Board, on the Fayetteville Urban Ministry



## Profiles of the Mayor and Council

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Board, and on 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 AFB, Illinois.

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

**Johnny Dawkins**  
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**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 2008, and company commander of the 174<sup>th</sup> 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 are 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.

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## Profiles of the Mayor and Council

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**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. Council Member Wright has called Fayetteville his home for more than 40 years. Council Member Wright is a graduate of Miami Northwestern High School and Shaw University, where he earned a Bachelor of Arts in theology and philosophy. He also attended Chicago University, Liberty University and Seminary and received his Honorary Ph.D. 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.

Council Member Wright has been married to Deborah for 39 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
- City representative for faith community concerning gang and youth violence
- President, Fayetteville-Cumberland County Ministerial Council
- PWC Community Advisory Board Member

- Member of Shaw University Alumnae Chapter-Fayetteville
- Certified Mentor for Cumberland County School System
- Precinct Chairperson for district
- Cumberland County Veterans Council - City Liaison
- Fayetteville/Cumberland County Continuum of Care - City Liaison
- Former Board President for a drug and alcohol rehab center
- Board Member, Falcon Children's Home
- Chairman of Board, Homeless and Hunger Stand Down of Fayetteville
- 2012 Religious Leader Award Winner, Fayetteville-Cumberland Human Relations Commission
- Community Watch Organizer
- Cumberland Community Action Program-City Representative

**Larry Wright**

**District 7**

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**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. Council Member Courtney Banks-McLaughlin 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. Council Member Courtney Banks-McLaughlin earned her Master of Arts in Human Resource Management from Webster University in 2008.

## Profiles of the Mayor and Council

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Council Member Courtney 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, Council Member Courtney Banks-McLaughlin 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.

Volunteerism is one of Council Member Courtney Banks-McLaughlin favorite hobbies along with traveling, kayaking, and hiking. Her eagerness and drive to help the community resulted in her running for City Council in 2019. She is a leader in the community and advocate for the citizens of Fayetteville. She is reliable in addressing her constituents' needs and regularly attending neighborhood watch meetings. Council Member Courtney Banks-McLaughlin also serves on many committees for the city of Fayetteville, as her goal is to promote a better community and attain knowledgeable information on community affairs. The following committees she serves on are the Fayetteville-Cumberland Parks and Recreation, Cumberland County People of Disability, Stormwater, Military RULAC, Fayetteville-Cumberland Liaison Committee, and is the Vice Chair for the Homeless Advisory Committee.

Council Member Courtney Banks-McLaughlin is married to Melvin McLaughlin, an 82nd Airborne Division disabled veteran, and is the

proud mother of five children and one grandchild. Being a wife and mother is a valuable gift to Council Member Courtney Banks-McLaughlin that she treasures dearly. She's a strong backbone for her family, motivating them to excel and creating an amiable home environment. Council Member Courtney Banks-McLaughlin understands the importance of leading by example. She instills values and the need in servicing the community to her children. The McLaughlin family are members of Lewis Chapel Missionary Baptist Church. She is a member of the NAACP, an active member of Order of Eastern Star and a member of Delta Sigma Theta Sorority, Inc. Fayetteville Alumnae Chapter.

Council Member Courtney Banks-McLaughlin currently serves as a Girl Scouts Troop Leader for Troop 1954 and as an Assistant Coach for 12U girls basketball team. Council Member Courtney Banks-McLaughlin is a positive role model, who understands the dedication in molding future leaders by investing in our youth and adolescent future.

Council Member Courtney 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**

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**Fayetteville, NC 28301**

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

November 2019.

## Profiles of the Mayor and Council

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She is a native of Fayetteville and a product of the Cumberland County School System. Council Member Kinston attended Fayetteville Technical Community College, where she earned her Associate's Degree in general business administration. She earned a Bachelor of Arts in business administration degree from Fayetteville State University.

Council Member Kinston has worked at AT&T Mobility as a Sales and Service Agent for 17 years. She is the Executive Vice president of Communications Workers of America (CWA) 3680. She is currently serving a second term as an executive board member of the North Carolina State American Federation of Labor and Congress of Industrial Organizations (AFL-CIO).

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

In 2017, Governor Roy Cooper appointed Council Member Kinston as a Commissioner to the North Carolina Commission on Volunteerism and Community Service.

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

Council Member Kinston is committed to Fayetteville and community service, engaging and working with District Nine residents and growing the city of Fayetteville. "I have the

passion to fight for what is right and know that when all of us stand together, we can win", Council Member Kinston said.

During her first term, Council Member Kinston served on several City Council committees and has proven to be an asset in the areas of Human Resource, Audit and Finance, Infrastructure/Safety and strengthening our community.

Council Member Kinston is the mother of three children: Deja, Noah, and David. She is a grandmother of three: London, Lorenzo, and Lauren.

**Yvonne Kinston**

**District 9**

**433 Hay Street**

**Fayetteville, NC 28301**

**(910) 433-1992**

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## Boards, Committees and Commissions

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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 Advisors for the Woodpeckers Capital Reserve Account**  
The board acts as advisors and a forum for presenting and considering matters concerning the Premises, its operation and management.
- **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.
- **Community Police Advisory Board**  
The board is to provide sound advice and recommendations to the City Council, City Manager, and Police Chief to improve the quality of policing in Fayetteville in a cooperative effort between the community and the police by reviewing and recommending policy enhancements to better meet the needs of the community, provide and support a training curriculum that allows for police and community experiences to be shared and understood with greater context, and analyzing existing public records all of which results in improved perception of procedural justice, and enhanced trust of the police.
- **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.

## Boards, Committees and Commissions

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- **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, rezoning and special use permits. This board also hears and decides appeals or requests for variances with regard to the enforcement of any zoning ordinance.
- **Fayetteville-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. 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.

## Boards, Committees and Commissions

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- **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.

- **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 Executive Assistant to the City Council by phone at 433-1992 or by email at [boards@FayettevilleNC.gov](mailto:boards@FayettevilleNC.gov)

Applications are available on the City of Fayetteville's website at <https://fayettevillenc.gov/government/city-council/boards-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 9<sup>th</sup> 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

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distribution circuits to deliver power to approximately 83,000 customers. The highest peak demand of the PWC was 499 MW, occurring in February 2015. The total energy requirement for fiscal year 2021 was 2,070,690 MW hours.

The PWC operates two water treatment plants with a combined daily treatment capacity of 58 million gallons. In fiscal year 2021, the system treated approximately 23.507 million gallons per day on average, with a peak day of 37.520 million gallons per day. The overall system peak day of 42.25 million gallons occurred in 1999.

The utility serves approximately 90,000 water customers plus approximately 7,209 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 2021, the average combined discharge from both plants was 31.7 million gallons per day. Approximately 89,500 sewer customers are served through 1,300 miles of sanitary sewer mains and 82 sanitary sewer lift stations.



**annual budget**  
adopted FY 2023



# 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 Leadership 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. Due to pandemic safety concerns, the fiscal year 2022 biennial survey was pushed back into the spring of fiscal year 2022. 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 is used to improve existing services and help the City better understand the evolving needs of Fayetteville residents. The resident survey is conducted biennially.

### 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 as 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

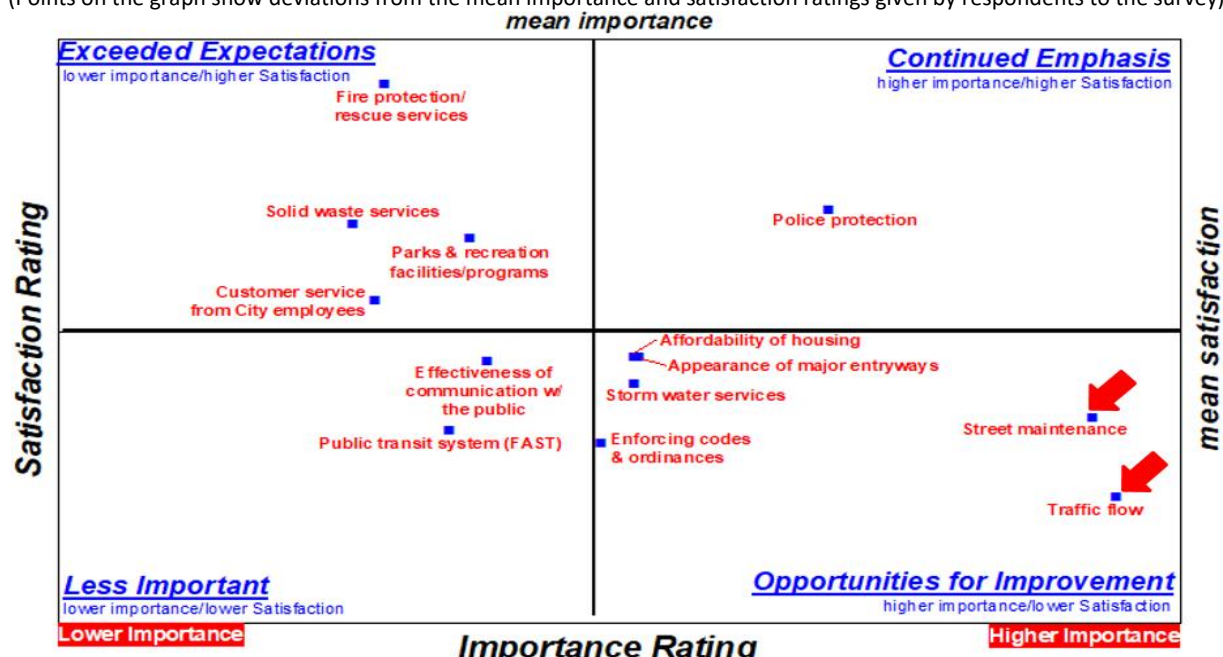
### Top Strategic Goals to emphasize:

- 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

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## Staff Engagement and Input

In fiscal year 2021, the City conducted an Employee Opinion Survey to obtain information to assist in decision-making. The employee survey is conducted biennially. The City received the results from FY 2021 in late spring, 2021. The top and bottom ranking areas from the fiscal year 2021 survey were:

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

### Other Major Findings:

- Mean response scores 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.

Feedback from employees is also received at the annual Employee Engagement and Empowerment (E3) Summit. Due to pandemic safety concerns, the annual summit in November 2021 was postponed. A review of the last E3 Summit is included below. 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, values, strategic plan, strategic goals, objectives, and key performance indicators, and the structure of City government. The City's Historic 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

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## Strategic Plan Development and Framework

In February 2021, 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 10- year vision statement, mission and core values.** 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 focused on community outcomes and identified **FY 2022 Targets For Action (TFA)** that outline specific action plans to be achieved in prioritized strategic initiatives. The City measures results with a focus on accountability and transparency through a holistic, citywide performance management program designed to optimize service to the community.

### VISION 2032

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



### MISSION

The City of Fayetteville provides quality and sustainable public services for our communities to thrive and business to grow.



### CORE VALUES

We, the Mayor, City Council, Managers, Supervisors and Employees **serve with**



**R**esponsibility  
**E**thics  
**S**tewardship  
**P**rofessionalism  
**E**ntrepreneurial Spirit  
**C**ommitment  
**T**eamwork

to safeguard and enhance the public trust in City Government.









## City's Strategic Plan and Performance Results

Goal 3: City Investment in Today and Tomorrow 		
Goal Objectives	Targets for Action	Goal KPI / Community Outcomes
<b>Objective 3.1:</b> To enhance City street connectivity, traffic flow and stormwater systems	<b>TFA 3.1.1</b> Develop funding plan for infrastructure ( <i>Includes Public Safety and Public Services capital needs</i> )	<b>Performance Results:</b> <ul style="list-style-type: none"> <li>\$ value of completed stormwater projects</li> <li>Miles of Streets Resurfaced</li> <li>% of streets rated with an excellent or good pavement condition rating</li> <li>% of traffic signal intersection equipment meeting NCDOT standards of inspection biannually</li> <li>\$ value of residential permits issued (Residential / Commercial)</li> <li>% satisfaction with overall preparedness to manage development and growth</li> <li># of building trades inspections (Residential / Commercial)</li> <li>% of building trades inspections completed within the established deadline</li> <li>% of construction plan reviews completed within the established deadline</li> <li># of code enforcement violation cases opened by type</li> <li>% of code enforcement cases opened proactively</li> <li>% satisfaction with overall enforcement of codes and ordinances</li> <li>% uptime of network connected devices and applications</li> <li>% of departments with IT strategic plans with smart city focus</li> <li>% of city properties with Wi-Fi Access</li> <li>% of residents indicating they have internet access.</li> </ul>
<b>Objective 3.2:</b> To manage the City's future growth and strategic land use		
<b>Objective 3.3:</b> To sustain a favorable development and business climate through timely and accurate construction review and building inspection services		
<b>Objective 3.4:</b> To revitalize neighborhoods with effective code enforcement and violations abatement	<b>TFA 3.4.1</b> Develop and Implement Council Policy to Incentivize Positive Property Ownership ( <i>Develop a new program and engage Home Owner's Association</i> )	
<b>Objective 3.5:</b> To increase our smart city capacity	<b>TFA 3.5.1</b> Build Smart City Capacity ( <i>Develop gap analysis and strategic plan</i> )	



Goal 4: Desirable Place to Live, Work, and Recreate 		
Goal Objectives	Targets for Action	Goal KPI / Community Outcomes
<b>Objective 4.1:</b> To maintain public transportation investments with high quality transit and airport services		<b>Performance Results:</b> <ul style="list-style-type: none"> <li>• Average load factor percentage for airport</li> <li>• # of enplaned/deplaned passengers for airport</li> <li>• % satisfaction with the condition and usability of the airport</li> <li>• # of fixed route transit passengers</li> <li>• # of FASTTRAC! Passengers</li> <li>• % of bus stops with shelter and/or benches</li> <li>• % satisfaction with the availability of public transportation (Transit)</li> <li>• # of recreation participants</li> <li>• # of athletic program participants</li> <li>• Acres of publically accessible open space</li> <li>• % satisfaction overall quality of Parks and Recreation programs and services</li> <li>• % satisfaction with overall satisfaction with diversity of city recreation opportunities</li> <li>• # of linear feet of sidewalk installed</li> <li>• % satisfaction with overall condition of sidewalks</li> <li>• % increase in green space</li> <li>• # of curb lane miles swept</li> <li>• Diversion rate for recycling as a percentage</li> <li>• % of successful collections for solid waste</li> <li>• # of residential waste collection points serviced</li> <li>• # of tons' yard waste collected</li> <li>• % satisfaction with yard waste collection</li> <li>• % satisfaction with recycling services</li> <li>• % satisfaction with overall quality of solid waste services</li> <li>• # of illegal dump sites identified and mitigated</li> <li>• Litter index</li> <li>• # of affordable housing units provided via ECD funding</li> <li>• % of affordable housing to total city housing inventory</li> <li>• # of Human Relations community events</li> <li>• % satisfaction with overall affordability of housing in Fayetteville</li> <li>• % satisfaction with overall quality of life in your neighborhood</li> <li>• Point-in-Time (PIT) homeless count</li> <li>• # of beds available for the homeless</li> <li>• % of residents living in poverty.</li> </ul>
<b>Objective 4.2:</b> To enhance diverse recreation, leisure and cultural opportunities	<b>TFA 4.2.1</b> Parks and Recreation Master Plan implementation with access for diverse needs ( <i>Complete ADA transition plan and disparity review</i> )	
<b>Objective 4.3:</b> To improve mobility and connectivity through sidewalk, trail, and bike lane investments		
<b>Objective 4.4:</b> To provide a clean and beautiful community with Increased green spaces	<b>TFA 4.4.1</b> Reduce litter and illegal dumping ( <i>Deploy RAPID team and Reverse Litter Campaign</i> )	
<b>Objective 4.5:</b> To ensure a place for people to live in great neighborhoods	<b>TFA 4.5.1</b> Implement residential revitalization efforts ( <i>Choice Neighborhood, Community Impact Teams and Good Neighbor</i> )  <b>TFA 4.5.2</b> Complete Housing Study and implement affordable housing strategy	
<b>Objective 4.6:</b> To reduce poverty and homelessness	<b>TFA 4.6.1</b> Strategy to address poverty and homelessness ( <i>Homeless Day Center, P4P and Empowerment plan model</i> )	

# City's Strategic Plan and Performance Results

Goal 5: Financially Sound City Providing Exemplary City Services		
		
Goal Objectives	Targets for Action	Goal KPI / Community Outcomes
<b>Objective 5.1:</b> To ensure strong financial management with fiduciary accountability & plan for future resource sustainability by aligning resources with City priorities	<b>TFA 5.1.1</b> Implement strategies to engage Council, staff and citizens in finance, budget and performance reporting ( <i>Produce financial and budgeting performance dashboards</i> )	<b>Performance Results:</b> <ul style="list-style-type: none"><li># of financial compliance findings reported in prior year annual audit</li><li>% of fleet orders that require re-work</li><li>PO Timeliness</li><li>% of projects on time</li><li>% unassigned fund balance</li><li>General obligation bond rating</li><li>% satisfaction with overall quality of services provided by the City</li><li>Retention Rate</li><li>Mean response of employees satisfied with their job</li><li>Days Away, Restricted, or Transferred (DART) score.</li></ul> 
<b>Objective 5.2:</b> To identify and achieve efficiencies through innovation and technology utilization, by increasing data driven decisions and using business intelligence strategies		
<b>Objective 5.3:</b> To promote an organizational climate that fosters an exceptional, diverse, engaged, and healthy workforce that delivers excellent services		
Goal 6: Collaborative Citizen and Business Engagement		
		
Goal Objectives	Targets for Action	Goal KPI / Community Outcomes
<b>Objective 6.1:</b> To ensure collaborative relationships with the business community, local governments, military, and stakeholders	<b>TFA 6.1.1</b> Develop a strategy to maximize a relationship with the military ( <i>Military Host Cities Coalition</i> )  <b>TFA 6.1.2</b> Conduct a Disparity Study	<b>Performance Results:</b> <ul style="list-style-type: none"><li>% satisfaction level of public involvement in local decisions</li><li>% of city contracts award to Local Small Disadvantaged Business Enterprises (LSDBE)</li><li># and type of FayFixIT Tickets</li><li># and type of call center interactions</li><li># of public records requests</li><li>Average wait time per call for the 1FAY call center</li><li>% of residents who felt the city is moving in the right direction</li><li>% satisfaction with overall customer service</li><li># of followers on Facebook</li><li># of unique website visits</li><li>% satisfaction with the availability of Information about city programs and services</li><li>% satisfaction with overall effectiveness of communication with the public</li><li># of Boards and Commission Members.</li></ul>
<b>Objective 6.2:</b> To ensure trust and confidence in City government through transparency and high quality customer service		
<b>Objective 6.3:</b> To inform and educate about local government by enhancing public outreach and increasing community dialog, collaboration and empowerment	<b>TFA 6.3.1</b> Develop a strategy to educate and engage citizens ( <i>Execute Strategic Communications Plan, Improve FayFixIT, Develop citywide customer service surveys</i> )	

# City's Strategic Plan and Performance Results

## Strategic Plan Implementation and Organizational 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. The City's performance program identifies strategic and operational **Key Performance Indicators (KPI)** and aligns the KPI to the City Council's strategic plan. Several elements to the performance program are included below:

- City Council championed the commitment for the City to be a High Performing Organization with the adoption of a resolution. The City of Fayetteville is committed to:
  - ✓ Visionary leadership with strategic planning at all levels of organization
  - ✓ Satisfied and engaged workforce
  - ✓ Satisfied and engaged customers, suppliers, partners and collaborators
  - ✓ Demonstrable results with Key Performance Indicators (KPI) at all levels (Strategic & Operational)
  - ✓ Continuous improvement
- A Target For Action (TFA) performance report is produced quarterly and presented to Council and the public. Using a Work Breakdown Structure and project management methodology, staff holds itself accountable to meet targeted completion dates for critical actions throughout the fiscal year. The report helps Council, staff and residents track progress on TFA's.
- A Strategic Performance Scorecard is produced annually and presented to Council and the public. The Performance Scorecard KPI cascade from the City Goal Objectives and focus on community outcomes.

## City's Strategic Plan and Performance Results

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- The City initiated the PerformanceStat program in FY 2020. PerformanceStat is a monthly senior leadership briefing designed to report results of operational KPI's. Every department is required to brief and participate in discussions. City departments identify and monitor program objectives and KPI's, which also are aligned to the City's Goal Objectives. The briefing includes trends, peer city reviews and project management results. PerformanceStat has increased collaboration among departments and the use of data and results to drive and inform decisions. It has also identified opportunities for improvement.
- The City produces KPI dashboards and shares them via the Open Data Portal on the City's website.
- City staff trains in lean methodology to continuously improve processes. "QuEST Projects" are deployed where necessary, representing a focus on Quality, Education and Sustainability Together.
- The City's DAT (Data Analytics Team) meets regularly to cross collaborate on data analytic projects and develop data standards. The team often works with the City's community partners and collaborators to broaden the scope for data analytic and research projects.

### Strategic Plan and Performance Program Results:

- Fayetteville has been recognized for excellence in Performance Management by the ICMA for four years
- Recognized by Living Cities and Governing as the most innovative city in the nation
- Publically reported Quarterly Performance reports accepted by City Council
- Publically reported Annual Scorecard accepted by City Council



More information regarding the City of Fayetteville's Strategy and Performance programs is available on the City's Website.

## **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.

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## **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.

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## **Accounting**

- The City will establish and maintain an accounting system in accordance with the North Carolina Local Government Budget and Fiscal Control Act.
- An annual audit will be performed by an independent accounting firm in accordance with generally accepted accounting principles, 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

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- 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

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- 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

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- The City will monitor the receipt and disbursement of all funds to ensure the maximum investment of idle cash.
- The City'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 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

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- 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

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- 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 2022 budget dedicates an equivalent of 5.07 cents of the City's 49.95 cent ad valorem tax rate (10.2 percent) to the CFP. The recommended fiscal year 2023 budget continues the same funding model for the CFP.
- 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

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- 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.

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### 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 \$850,000 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 un-asserted 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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**annual budget**  
adopted FY 2023



# Budget Overview

## Summary of Revenues and Expenditure Appropriations

### Funds Reported in Annual Budget Ordinance

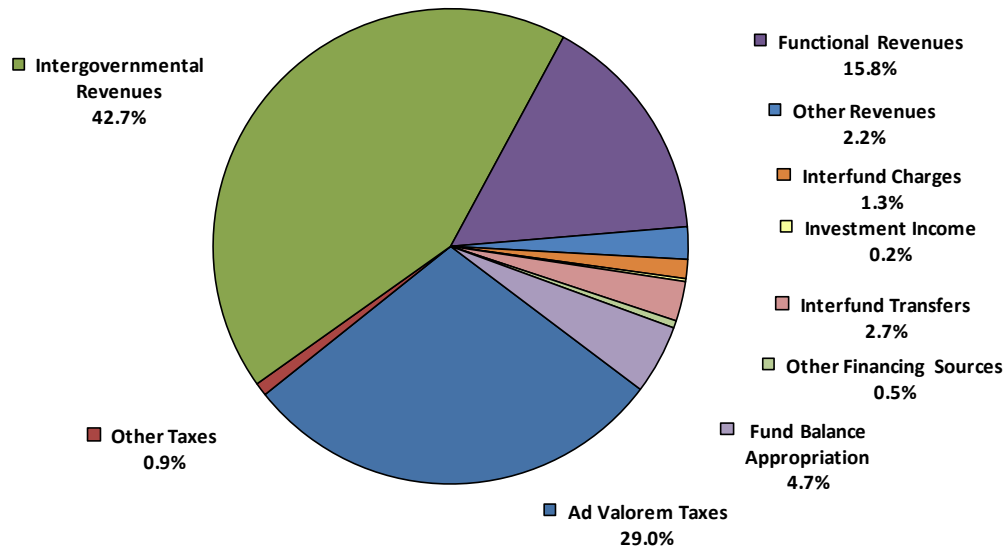
	2020-21 Actual	2021-22 Original Budget	2022-23 Recommended Budget	2022-23 Adopted Budget
Ad Valorem Taxes	\$ 72,227,580	\$ 72,172,441	\$ 72,327,343	\$ 72,327,343
Other Taxes	2,136,864	2,075,600	2,249,470	2,249,470
Intergovernmental Revenues	104,349,365	94,911,259	106,334,699	106,334,699
Functional Revenues	34,908,407	38,186,022	39,325,627	39,325,627
Other Revenues	6,496,554	6,193,715	5,538,960	5,538,960
Interfund Charges	1,679,836	1,792,736	3,139,100	3,139,100
Investment Income	504,131	506,541	504,066	504,066
Interfund Transfers	7,448,340	7,506,827	6,686,569	6,686,569
Other Financing Sources	3,850,578	3,087,996	1,235,743	1,235,743
Fund Balance Appropriation	0	13,871,818	10,917,403	11,832,403
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 233,601,655</b>	<b>\$ 240,304,955</b>	<b>\$ 248,258,980</b>	<b>\$ 249,173,980</b>
Personnel Services	\$ 115,415,146	\$ 125,476,112	\$ 135,788,168	\$ 136,288,168
Operating Expenditures	28,734,488	34,444,608	34,130,192	34,160,192
Contract Services	10,866,115	13,090,339	12,806,498	12,891,498
Capital Outlay	6,156,386	9,153,343	10,410,366	10,410,366
Transfers to Other Funds	26,701,379	24,390,155	22,793,634	22,793,634
Debt Service	13,998,149	16,108,207	15,000,699	15,000,699
Other Charges	15,159,332	17,642,191	17,329,423	17,629,423
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 217,030,995</b>	<b>\$ 240,304,955</b>	<b>\$ 248,258,980</b>	<b>\$ 249,173,980</b>

# Summary of Revenues and Expenditure Appropriations

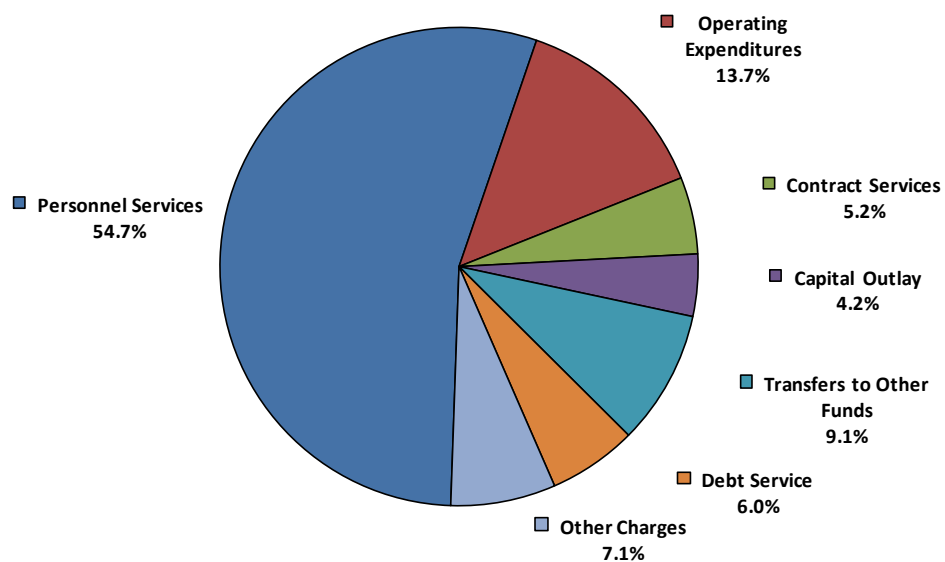
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## Funds Reported in Annual Budget Ordinance

### 2022-23 Adopted Budget Revenues and Other Financing Sources



### 2022-23 Adopted Budget Expenditures and Other Financing Uses



## Summary of Revenues By Fund

### Funds Reported in Annual Budget Ordinance

	2020-21 Actual	2021-22 Original Budget	2022-23 Recommended Budget	2022-23 Adopted Budget
<b>General Fund</b>				
Ad Valorem Taxes	\$ 72,041,157	\$ 72,013,601	\$ 72,183,863	\$ 72,183,863
Other Taxes	1,466,005	1,434,100	1,599,720	1,599,720
Intergovernmental Revenues	94,066,822	86,774,831	97,884,382	97,884,382
Functional Revenues	5,341,038	6,752,091	7,278,316	7,278,316
Other Revenues	3,528,678	3,267,036	3,300,990	3,300,990
Investment Income	127,099	34,195	120,195	120,195
Interfund Transfers	994,837	1,730,323	1,420,273	1,420,273
Proceeds from Loans	3,850,578	3,087,996	1,235,743	1,235,743
Fund Balance Appropriation	0	13,369,149	3,295,404	4,160,404
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 181,416,214</b>	<b>\$ 188,463,322</b>	<b>\$ 188,318,886</b>	<b>\$ 189,183,886</b>

### Central Business Tax District Fund

Ad Valorem Taxes	\$ 153,906	\$ 158,840	\$ 143,480	\$ 143,480
Investment Income	278	1,000	1,000	1,000
Interfund Transfers	139,274	139,274	139,274	139,274
Fund Balance Appropriation	0	3,593	1,918	51,918
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 293,458</b>	<b>\$ 302,707</b>	<b>\$ 285,672</b>	<b>\$ 335,672</b>

### Emergency Telephone System Fund

Intergovernmental Revenues	\$ 963,133	\$ 978,606	\$ 959,725	\$ 959,725
Investment Income	1,038	137	441	441
Fund Balance Appropriation	0	22,980	0	0
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 964,171</b>	<b>\$ 1,001,723</b>	<b>\$ 960,166</b>	<b>\$ 960,166</b>

### Lake Valley Drive MSD Fund

Ad Valorem Taxes	\$ 32,517	\$ 0	\$ 0	\$ 0
Investment Income	9	0	0	0
Fund Balance Appropriation	0	0	0	0
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 32,526</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

### LEOSSA Fund

Interfund Charges	\$ 1,679,836	\$ 1,792,736	\$ 3,139,100	\$ 3,139,100
Investment Income	10,483	75,000	9,700	9,700
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 1,690,319</b>	<b>\$ 1,867,736</b>	<b>\$ 3,148,800</b>	<b>\$ 3,148,800</b>

# Summary of Revenues By Fund

## Funds Reported in Annual Budget Ordinance

	2020-21 Actual	2021-22 Original Budget	2022-23 Recommended Budget	2022-23 Adopted Budget
<b>Parking Fund</b>				
Intergovernmental Revenues	\$ 0	\$ 0	\$ 0	\$ 0
Functional Revenues	363,704	734,512	630,230	630,230
Other Revenues	0	0	0	0
Investment Income	(8)	0	0	0
Interfund Transfers	701,853	500,369	561,600	561,600
Proceeds from Loans	0	0	0	0
Fund Balance Appropriation	0	0	0	0
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 1,065,549</b>	<b>\$ 1,234,881</b>	<b>\$ 1,191,830</b>	<b>\$ 1,191,830</b>

<b>PWC Assessment Fund</b>				
Other Revenues	\$ 2,173,775	\$ 2,744,000	\$ 2,160,000	\$ 2,160,000
Investment Income	354,046	390,000	360,000	360,000
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 2,527,821</b>	<b>\$ 3,134,000</b>	<b>\$ 2,520,000</b>	<b>\$ 2,520,000</b>

<b>Airport Fund</b>				
Intergovernmental Revenues	\$ 2,673,638	\$ 1,129,500	\$ 187,651	\$ 187,651
Functional Revenues	3,508,557	3,407,949	4,339,302	4,339,302
Other Revenues	32,400	27,499	16,390	16,390
Investment Income	5,679	4,500	5,920	5,920
Fund Balance Appropriation	0	476,096	1,216,664	1,216,664
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 6,220,274</b>	<b>\$ 5,045,544</b>	<b>\$ 5,765,927</b>	<b>\$ 5,765,927</b>

<b>Solid Waste Fund</b>				
Intergovernmental Revenues	\$ 617,330	\$ 465,428	\$ 470,392	\$ 470,392
Functional Revenues	14,098,815	14,385,688	14,239,207	14,239,207
Other Revenues	279,656	141,600	60,700	60,700
Investment Income	7,166	369	3,490	3,490
Interfund Transfers	1,758,676	326,605	0	0
Proceeds from Loans	0	0	0	0
Fund Balance Appropriation	0	0	1,586,858	1,586,858
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 16,761,643</b>	<b>\$ 15,319,690</b>	<b>\$ 16,360,647</b>	<b>\$ 16,360,647</b>

<b>Stormwater Fund</b>				
Intergovernmental Revenues	\$ 36,357	\$ 0	\$ 0	\$ 0
Functional Revenues	11,322,200	11,505,741	11,562,131	11,562,131
Other Revenues	444,946	12,700	0	0
Investment Income	(1,659)	1,340	3,320	3,320
Fund Balance Appropriation	0	0	4,816,559	4,816,559
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 11,801,844</b>	<b>\$ 11,519,781</b>	<b>\$ 16,382,010</b>	<b>\$ 16,382,010</b>

## Summary of Revenues By Fund

### Funds Reported in Annual Budget Ordinance

	2020-21 Actual	2021-22 Original Budget	2022-23 Recommended Budget	2022-23 Adopted Budget
<b>Transit Fund</b>				
Other Taxes	\$ 670,859	\$ 641,500	\$ 649,750	\$ 649,750
Intergovernmental Revenues	5,992,085	5,562,894	6,832,549	6,832,549
Functional Revenues	274,093	1,400,041	1,276,441	1,276,441
Other Revenues	37,099	880	880	880
Interfund Transfers	3,853,700	4,810,256	4,565,422	4,565,422
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 10,827,836</b>	<b>\$ 12,415,571</b>	<b>\$ 13,325,042</b>	<b>\$ 13,325,042</b>

### Total Revenues and Other Financing Sources

<b>Funds Reported in Annual Budget Ordinance</b>	<b>\$ 233,601,655</b>	<b>\$ 240,304,955</b>	<b>\$ 248,258,980</b>	<b>\$ 249,173,980</b>
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### Funds Reported in Internal Service Fund Financial Plans

	2020-21 Actual	2021-22 Original Budget	2022-23 Recommended Budget	2022-23 Adopted Budget
<b>Fleet Maintenance Fund</b>				
Interfund Charges	\$ 7,533,523	\$ 7,796,414	\$ 7,139,898	\$ 7,139,898
Other Revenues	0	0	0	0
Investment Income	(57)	0	0	0
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 7,533,466</b>	<b>\$ 7,796,414</b>	<b>\$ 7,139,898</b>	<b>\$ 7,139,898</b>

### Risk Management Fund

Intergovernmental Revenues	\$ (620)	\$ 10,000	\$ 0	\$ 0
Other Revenues	176,876	170,893	197,893	197,893
Interfund Charges	17,803,175	20,000,788	21,419,940	21,419,940
Employee Benefit Contributions	3,902,556	4,369,000	4,434,000	4,434,000
Investment Income	174,049	218,400	220,400	220,400
Interfund Transfers	354,914	351,820	118,649	118,649
Fund Balance Appropriation	0	1,163,180	215,852	215,852
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 22,410,950</b>	<b>\$ 26,284,081</b>	<b>\$ 26,606,734</b>	<b>\$ 26,606,734</b>

### Total Revenues and Other Financing Sources

<b>Funds Reported in Financial Plans</b>	<b>\$ 29,944,416</b>	<b>\$ 34,080,495</b>	<b>\$ 33,746,632</b>	<b>\$ 33,746,632</b>
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## Summary of Expenditure Appropriations By Fund

	2020-21 Actual	2021-22 Original Budget	2022-23 Recommended Budget	2022-23 Adopted Budget
<b>Funds Reported in Annual Budget Ordinance</b>				
<b>General Fund</b>				
Community Investment	\$ 6,175,071	\$ 6,739,027	\$ 6,882,449	\$ 7,112,449
Operations	115,495,002	130,367,466	134,062,560	134,588,210
Support Services & Administration	18,013,516	19,986,610	19,548,657	19,658,007
Other Appropriations	31,347,376	31,370,219	27,825,220	27,825,220
<b>Total General Fund</b>	<b>\$171,030,965</b>	<b>\$ 188,463,322</b>	<b>\$ 188,318,886</b>	<b>\$189,183,886</b>
<b>Central Business Tax District Fund</b>	<b>\$ 312,171</b>	<b>\$ 302,707</b>	<b>\$ 285,672</b>	<b>\$ 335,672</b>
<b>Emergency Telephone System Fund</b>	<b>\$ 872,171</b>	<b>\$ 1,001,723</b>	<b>\$ 960,166</b>	<b>\$ 960,166</b>
<b>Lake Valley Drive MSD Fund</b>	<b>\$ 32,547</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>LEOSSA Fund</b>	<b>\$ 1,229,489</b>	<b>\$ 1,867,736</b>	<b>\$ 3,148,800</b>	<b>\$ 3,148,800</b>
<b>Parking Fund</b>	<b>\$ 1,096,852</b>	<b>\$ 1,234,881</b>	<b>\$ 1,191,830</b>	<b>\$ 1,191,830</b>
<b>PWC Assessment Fund</b>	<b>\$ 2,527,821</b>	<b>\$ 3,134,000</b>	<b>\$ 2,520,000</b>	<b>\$ 2,520,000</b>
<b>Airport Fund</b>	<b>\$ 4,126,910</b>	<b>\$ 5,045,544</b>	<b>\$ 5,765,927</b>	<b>\$ 5,765,927</b>
<b>Solid Waste Fund</b>	<b>\$ 13,329,832</b>	<b>\$ 15,319,690</b>	<b>\$ 16,360,647</b>	<b>\$ 16,360,647</b>
<b>Stormwater Fund</b>	<b>\$ 11,790,595</b>	<b>\$ 11,519,781</b>	<b>\$ 16,382,010</b>	<b>\$ 16,382,010</b>
<b>Transit Fund</b>	<b>\$ 10,544,699</b>	<b>\$ 12,415,571</b>	<b>\$ 13,325,042</b>	<b>\$ 13,325,042</b>
<b>Total Annual Budget Ordinance</b>	<b>\$216,894,052</b>	<b>\$ 240,304,955</b>	<b>\$ 248,258,980</b>	<b>\$249,173,980</b>
<b>Funds Reported in Internal Service Fund Financial Plans</b>				
<b>Fleet Maintenance Fund</b>	<b>\$ 7,534,552</b>	<b>\$ 7,796,414</b>	<b>\$ 7,139,898</b>	<b>\$ 7,139,898</b>
<b>Risk Management Fund</b>	<b>\$ 22,139,313</b>	<b>\$ 26,284,081</b>	<b>\$ 26,606,734</b>	<b>\$ 26,606,734</b>
<b>Total Internal Service Fund Financial Plan</b>	<b>\$ 29,673,865</b>	<b>\$ 34,080,495</b>	<b>\$ 33,746,632</b>	<b>\$ 33,746,632</b>
<b>Subtotal All Funds</b>	<b>\$246,567,917</b>	<b>\$ 274,385,450</b>	<b>\$ 282,005,612</b>	<b>\$282,920,612</b>
Less: Intrabudget Transfers	(7,803,254)	(7,858,647)	(6,805,218)	(6,805,218)
Less: Interfund Charges	(27,016,534)	(29,589,938)	(31,698,938)	(31,698,938)
<b>Total All Funds</b>	<b>\$211,748,129</b>	<b>\$ 236,936,865</b>	<b>\$ 243,501,456</b>	<b>\$244,416,456</b>

## Intrabudget Transfers

	2020-21 Actual	2021-22 Original Budget	2022-23 Recommended Budget	2022-23 Adopted Budget
<b>General Fund</b>				
From Central Business Tax District Fund	\$ 68,564	\$ 56,597	\$ 39,547	\$ 39,547
From Lake Valley Drive MSD Fund	32,547	0	0	0
From Parking Fund	158,726	158,726	158,726	158,726
From Risk Management Fund	735,000	1,515,000	1,222,000	1,222,000
<b>Total General Fund</b>	<b>\$ 994,837</b>	<b>\$ 1,730,323</b>	<b>\$ 1,420,273</b>	<b>\$ 1,420,273</b>
<b>Central Business Tax District Fund</b>				
From General Fund	\$ 139,274	\$ 139,274	\$ 139,274	\$ 139,274
<b>Total Central Business Tax District Fund</b>	<b>\$ 139,274</b>	<b>\$ 139,274</b>	<b>\$ 139,274</b>	<b>\$ 139,274</b>
<b>LEOSSA Fund</b>				
Interfund Charges	\$ 1,679,836	\$ 1,792,736	\$ 3,139,100	\$ 3,139,100
<b>Total LEOSSA Fund</b>	<b>\$ 1,679,836</b>	<b>\$ 1,792,736</b>	<b>\$ 3,139,100</b>	<b>\$ 3,139,100</b>
<b>Parking Fund</b>				
From General Fund	\$ 701,853	\$ 500,369	\$ 561,600	\$ 561,600
<b>Total Parking Fund</b>	<b>\$ 701,853</b>	<b>\$ 500,369</b>	<b>\$ 561,600</b>	<b>\$ 561,600</b>
<b>Solid Waste Fund</b>				
From General Fund	\$ 1,758,676	\$ 326,605	\$ 0	\$ 0
<b>Total Solid Waste Fund</b>	<b>\$ 1,758,676</b>	<b>\$ 326,605</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Transit Fund</b>				
From General Fund	\$ 3,853,700	\$ 4,810,256	\$ 4,565,422	\$ 4,565,422
<b>Total Transit Fund</b>	<b>\$ 3,853,700</b>	<b>\$ 4,810,256</b>	<b>\$ 4,565,422</b>	<b>\$ 4,565,422</b>
<b>Fleet Maintenance Fund</b>				
Interfund Charges	\$ 7,533,523	\$ 7,796,414	\$ 7,139,898	\$ 7,139,898
<b>Total Fleet Maintenance Fund</b>	<b>\$ 7,533,523</b>	<b>\$ 7,796,414</b>	<b>\$ 7,139,898</b>	<b>\$ 7,139,898</b>
<b>Risk Management Fund</b>				
Interfund Charges	\$ 17,803,175	\$ 20,000,788	\$ 21,419,940	\$ 21,419,940
From General Fund	354,914	351,820	118,649	118,649
<b>Total Risk Management Fund</b>	<b>\$ 18,158,089</b>	<b>\$ 20,352,608</b>	<b>\$ 21,538,589</b>	<b>\$ 21,538,589</b>
<b>Transfers from General Fund</b>	<b>\$ 6,808,417</b>	<b>\$ 6,128,324</b>	<b>\$ 5,384,945</b>	<b>\$ 5,384,945</b>
<b>Transfers from Other Funds</b>	<b>\$ 994,837</b>	<b>\$ 1,730,323</b>	<b>\$ 1,420,273</b>	<b>\$ 1,420,273</b>
<b>Interfund Charges</b>	<b>\$ 27,016,534</b>	<b>\$ 29,589,938</b>	<b>\$ 31,698,938</b>	<b>\$ 31,698,938</b>
<b>Total Intrabudget Transfers</b>	<b>\$ 34,819,788</b>	<b>\$ 37,448,585</b>	<b>\$ 38,504,156</b>	<b>\$ 38,504,156</b>

# FY2022-23 Expenditure Appropriations By Fund By Category

	Personnel Services	Operating Expenditures	Contract Services	Capital Outlay	Transfers to Other Funds	Debt Service	Other Charges	Total
<b>Funds Reported in Annual Budget Ordinance</b>								
General Fund	\$ 114,157,145	\$ 24,515,920	\$ 7,864,736	\$ 7,625,471	\$ 12,086,647	\$12,851,604	\$ 10,082,363	\$ 189,183,886
Central Business Tax District Fund	0	25,000	271,125	0	39,547	0	0	335,672
Emergency Telephone System Fund	110,451	309,056	78,544	0	0	0	462,115	960,166
Lake Valley Drive MSD Fund	0	0	0	0	0	0	0	0
LEOSSA Fund	1,291,400	0	0	0	0	0	1,857,400	3,148,800
Parking Fund	0	176,355	729,307	0	158,726	127,442	0	1,191,830
PWC Assessment Fund	0	0	0	0	0	0	2,520,000	2,520,000
Airport Fund	2,140,830	1,878,636	206,861	327,000	450,000	0	762,600	5,765,927
Solid Waste Fund	5,716,101	3,830,721	2,329,254	2,441,847	137,289	1,085,290	820,145	16,360,647
Stormwater Fund	3,852,788	874,204	801,955	0	9,481,000	936,363	435,700	16,382,010
Transit Fund	9,019,453	2,550,300	609,716	16,048	440,425	0	689,100	13,325,042
<b>Total Annual Budget Ordinance</b>	<b>\$ 136,288,168</b>	<b>\$ 34,160,192</b>	<b>\$ 12,891,498</b>	<b>\$ 10,410,366</b>	<b>\$ 22,793,634</b>	<b>\$15,000,699</b>	<b>\$ 17,629,423</b>	<b>\$ 249,173,980</b>
<b>Funds Reported in Internal Service Fund Financial Plans</b>								
Fleet Maintenance Fund	\$ 2,554,262	\$ 4,373,186	\$ 41,200	\$ 125,000	\$ 0	\$ 0	\$ 46,250	\$ 7,139,898
Risk Management Fund	569,706	24,238,961	354,167	0	1,222,000	0	221,900	26,606,734
<b>Total Internal Service Fund Financial Plans</b>	<b>\$ 3,123,968</b>	<b>\$ 28,612,147</b>	<b>\$ 395,367</b>	<b>\$ 125,000</b>	<b>\$ 1,222,000</b>	<b>\$ 0</b>	<b>\$ 268,150</b>	<b>\$ 33,746,632</b>
<b>Total All Funds</b>	<b>\$ 139,412,136</b>	<b>\$ 62,772,339</b>	<b>\$ 13,286,865</b>	<b>\$ 10,535,366</b>	<b>\$ 24,015,634</b>	<b>\$15,000,699</b>	<b>\$ 17,897,573</b>	<b>\$ 282,920,612</b>

## Authorized Staffing by Fund

Authorized Regular Positions - Full-Time Equivalents	2020-21 Actual	2021-22 Original Budget	2022-23 Recommended Budget	2022-23 Adopted Budget
<b>Funds Reported in Annual Budget Ordinance</b>				
<b>General Fund</b>				
Community Investment	62.2	62.2	64.8	64.8
Operations	1,164.3	1,165.8	1,165.3	1,165.3
Support Services & Administration	111.5	112.5	118.8	118.8
Other Appropriations	0.2	0.2	0.2	0.2
<b>Total General Fund</b>	<b>1,338.2</b>	<b>1,340.7</b>	<b>1,349.1</b>	<b>1,349.1</b>
<b>Airport Fund</b>				
Operations	24.0	24.5	24.5	24.5
	<b>24.0</b>	<b>24.5</b>	<b>24.5</b>	<b>24.5</b>
<b>Emergency Telephone System Fund</b>				
Operations	1.3	1.3	1.3	1.3
	<b>1.3</b>	<b>1.3</b>	<b>1.3</b>	<b>1.3</b>
<b>Solid Waste Fund</b>				
Operations	75.8	77.4	81.4	81.4
	<b>75.8</b>	<b>77.4</b>	<b>81.4</b>	<b>81.4</b>
<b>Stormwater Fund</b>				
Operations	52.4	52.8	52.8	52.8
	<b>52.4</b>	<b>52.8</b>	<b>52.8</b>	<b>52.8</b>
<b>Transit Fund</b>				
Operations	122.0	125.0	126.0	126.0
	<b>122.0</b>	<b>125.0</b>	<b>126.0</b>	<b>126.0</b>
<b>Total Annual Budget Ordinance</b>	<b>1,613.7</b>	<b>1,621.7</b>	<b>1,635.1</b>	<b>1,635.1</b>
<b>Funds Reported in Internal Service Fund Financial Plans</b>				
<b>Fleet Maintenance Fund</b>				
Support Services & Administration	1.0	2.0	33.0	33.0
	<b>1.0</b>	<b>2.0</b>	<b>33.0</b>	<b>33.0</b>
<b>Risk Management Fund</b>				
Support Services & Administration	5.5	5.5	5.7	5.7
	<b>5.5</b>	<b>5.5</b>	<b>5.7</b>	<b>5.7</b>
<b>Total Internal Service Fund Financial Plans</b>	<b>6.5</b>	<b>7.5</b>	<b>38.7</b>	<b>38.7</b>
<b>Multi-Year Special Revenue Funds *</b>				
<b>Federal and State Financial Assistance Fund</b>				
Community Investment	8.8	8.8	9.2	9.2
Operations	1.0	19.0	19.0	19.0
Support Services & Administration	0.0	0.0	2.0	2.0
	<b>9.8</b>	<b>27.8</b>	<b>30.2</b>	<b>30.2</b>
<b>Total Multi-Year Special Revenue Funds</b>	<b>9.8</b>	<b>27.8</b>	<b>30.2</b>	<b>30.2</b>
<b>Multi-Year Capital Project Funds *</b>				
Support Services & Administration	5.0	5.0	5.0	5.0
<b>Total Multi-Year Capital Project Funds</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>
<b>Total All Funds *</b>	<b>1,635.0</b>	<b>1,662.0</b>	<b>1,709.0</b>	<b>1,709.0</b>

\* Special Revenue Funds and Capital Project Funds are appropriated in their respective ordinances and are not included in the annual budget ordinance or financial plans.

\* Frozen (unfunded) positions are not included in FTE position counts above.

## Authorized Staffing by Department

Authorized Regular Positions - Full-Time Equivalents	2020-21 Actual	2021-22 Original Budget	2022-23 Recommended Budget	2022-23 Adopted Budget
<b>Community Investment</b>				
Development Services	55.0	55.0	55.0	55.0
Economic & Community Development	13.0	13.0	16.0	16.0
Human Relations	3.0	3.0	3.0	3.0
	<b>71.0</b>	<b>71.0</b>	<b>74.0</b>	<b>74.0</b>
<b>Operations</b>				
Airport	24.0	24.5	24.5	24.5
Fire	326.0	345.0	345.0	345.0
Parks, Recreation & Maintenance	162.0	162.0	164.0	164.0
Police	605.5	606.5	607.5	607.5
Public Services	201.3	202.8	203.3	203.3
Transit	122.0	125.0	126.0	126.0
	<b>1,440.8</b>	<b>1,465.8</b>	<b>1,470.3</b>	<b>1,470.3</b>
<b>Support Services &amp; Administration</b>				
Budget and Evaluation	5.1	5.1	5.1	5.1
City Attorney's Office	8.0	8.0	11.5	11.5
City Manager's Office	23.9	24.9	25.9	25.9
Finance	27.0	29.0	63.0	63.0
Human Resource Development	18.0	18.0	19.0	19.0
Information Technology	29.0	29.0	29.0	29.0
Marketing & Communications	9.0	8.0	8.0	8.0
Mayor, Council and City Clerk	3.0	3.0	3.0	3.0
	<b>123.0</b>	<b>125.0</b>	<b>164.5</b>	<b>164.5</b>
<b>Other Appropriations</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>
<b>Total All Departments</b>	<b>1,635.0</b>	<b>1,662.0</b>	<b>1,709.0</b>	<b>1,709.0</b>

\* FTE position counts above include positions which are appropriated in Special Revenue Fund Project Ordinances and Capital Project Fund Ordinances and are not included in the annual budget ordinance or financial plans.

\* Frozen (unfunded) positions are not included in FTE position counts above.



FAYETTEVILLE<sup>NC</sup>  
AMERICA'S CAN DO CITY

**annual budget**  
adopted FY 2023



# 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

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Governmental funds are those used to account for the City's expendable financial resources and related liabilities, except those accounted for in proprietary and similar trust funds. The measurement focus is upon determination of changes in financial position, rather than upon net income. The following are the City's 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 municipal service district taxes levied on properties in the downtown area. Proceeds fund 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. Proceeds are used to repay an interfund loan from the General Fund to pay for drainage improvements that benefited the properties in the municipal service district. The municipal service district is to be abolished June 30, 2021 due to repayment of the loan.

# Fund Accounting

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## *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**

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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.
- **Solid Waste Fund** - The Solid Waste 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 the accumulation and allocation of costs associated with repair and maintenance of City vehicles and equipment. These costs are billed to the departments receiving the services. Transit vehicle and equipment repairs are funded directly in the Transit Fund. 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
<b>Community Investment:</b>								
Development Services	\$							
Economic & Community Development	\$	\$						
Human Relations	\$							
<b>Operations:</b>								
Airport								
Fire	\$							
Parks, Recreation & Maintenance	\$							
Police	\$			\$				
Public Services	\$						\$	
Transit								
<b>Supporting Services &amp; Administration:</b>								
Budget and Evaluation	\$							
City Attorney's Office	\$							
City Manager's Office	\$							
Finance	\$							
Human Resources Development	\$							
Information Technology	\$							
Marketing & Communications	\$							
Mayor, Council & City Clerk	\$							
<b>Other Appropriations:</b>								
Other Appropriations	\$		\$		\$	\$		\$

## Department/Fund Relationships

DEPARTMENTS	PROPRIETARY FUNDS					
	ENTERPRISE FUNDS				INTERNAL SERVICE FUNDS	
	Airport Fund	Solid Waste Fund	Stormwater Fund	Transit Fund	Fleet Maint Fund	Risk Mgmnt Fund
<b>Community Investment:</b>						
Development Services						
Economic & Community Development						
Human Relations						
<b>Operations:</b>						
Airport	\$					
Fire						
Parks, Recreation & Maintenance						
Police						
Public Services		\$	\$			
Transit				\$		
<b>Support Services &amp; Administration:</b>						
Budget and Evaluation						
City Attorney's Office						
City Manager's Office						
Finance					\$	\$
Human Resources Development						\$
Information Technology						
Marketing & Communications						
Mayor, Council & City Clerk						
<b>Other Appropriations:</b>						
Other Appropriations						

# General Fund Summary

	2020-21 Actual	2021-22 Original Budget	2021-22 Estimate	2022-23 Recommended Budget	2022-23 Adopted Budget
<b>Revenues</b>					
<b>Ad Valorem Taxes</b>					
Current Year Taxes	\$ 71,231,732	\$ 71,187,901	\$ 71,211,119	\$ 71,399,863	\$ 71,399,863
Prior Years Taxes	542,337	558,000	532,000	543,000	543,000
Penalties & Interest	267,088	267,700	206,000	241,000	241,000
	<b>\$ 72,041,157</b>	<b>\$ 72,013,601</b>	<b>\$ 71,949,119</b>	<b>\$ 72,183,863</b>	<b>\$ 72,183,863</b>
<b>Other Taxes</b>					
Vehicle License Tax	\$ 671,406	\$ 640,200	\$ 626,370	\$ 648,820	\$ 648,820
Privilege License Tax	14,041	18,000	13,000	15,600	15,600
Vehicle Gross Receipts	780,558	775,900	908,000	935,300	935,300
	<b>\$ 1,466,005</b>	<b>\$ 1,434,100</b>	<b>\$ 1,547,370</b>	<b>\$ 1,599,720</b>	<b>\$ 1,599,720</b>
<b>Intergovernmental Revenues</b>					
Federal	\$ 2,236,311	\$ 207,740	\$ 272,445	\$ 154,827	\$ 154,827
State					
Sales Taxes	52,364,572	50,624,034	57,376,980	59,672,060	59,672,060
Utility Taxes	12,756,367	12,565,700	12,542,235	12,560,762	12,560,762
Street Aid (Powell Bill)	4,978,921	5,099,497	10,161,553	5,770,454	5,770,454
Other	988,618	1,065,110	945,822	957,663	957,663
Local					
PWC Payment In Lieu of Tax	\$ 11,450,867	\$ 11,853,127	\$ 11,853,127	\$ 12,405,712	\$ 12,405,712
PWC - Other	4,200,000	0	0	0	0
Other	5,091,166	5,359,623	5,591,047	6,362,904	6,362,904
	<b>\$ 94,066,822</b>	<b>\$ 86,774,831</b>	<b>\$ 98,743,209</b>	<b>\$ 97,884,382</b>	<b>\$ 97,884,382</b>
<b>Functional Revenues</b>					
Permits and Fees	\$ 2,190,058	\$ 2,228,496	\$ 2,929,538	\$ 2,564,363	\$ 2,564,363
Property Leases	457,351	460,289	449,574	448,974	448,974
Public Services Fees	408,594	400,710	410,400	410,775	410,775
Development Services Fees	112,393	69,200	83,200	94,360	94,360
Public Safety Services	1,192,037	1,236,428	1,515,493	1,326,322	1,326,322
Parks & Recreation Fees	653,929	1,971,680	1,753,646	2,007,754	2,007,754
Other Fees and Services	326,676	385,288	377,266	425,768	425,768
	<b>\$ 5,341,038</b>	<b>\$ 6,752,091</b>	<b>\$ 7,519,117</b>	<b>\$ 7,278,316</b>	<b>\$ 7,278,316</b>
<b>Other Revenues</b>					
Refunds & Sundry	\$ 333,836	\$ 501,786	\$ 469,478	\$ 500,740	\$ 500,740
Indirect Cost Allocation	2,395,924	2,520,200	2,466,100	2,538,100	2,538,100
Special Use Assessments	93,818	86,750	75,500	86,750	86,750
Sale of Assets & Materials	705,100	158,300	225,400	175,400	175,400
	<b>\$ 3,528,678</b>	<b>\$ 3,267,036</b>	<b>\$ 3,236,478</b>	<b>\$ 3,300,990</b>	<b>\$ 3,300,990</b>
<b>Investment Income</b>	<b>\$ 127,099</b>	<b>\$ 34,195</b>	<b>\$ 125,500</b>	<b>\$ 120,195</b>	<b>\$ 120,195</b>
<b>Other Financing Sources</b>					
Interfund Transfers	\$ 994,837	\$ 1,730,323	\$ 1,600,323	\$ 1,420,273	\$ 1,420,273
Proceeds from Loans	3,850,578	3,087,996	3,087,996	1,235,743	1,235,743
	<b>\$ 4,845,415</b>	<b>\$ 4,818,319</b>	<b>\$ 4,688,319</b>	<b>\$ 2,656,016</b>	<b>\$ 2,656,016</b>
<b>Fund Balance Appropriation</b>	<b>\$ 0</b>	<b>\$ 13,369,149</b>	<b>\$ 0</b>	<b>\$ 3,295,404</b>	<b>\$ 4,160,404</b>
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 181,416,214</b>	<b>\$ 188,463,322</b>	<b>\$ 187,809,112</b>	<b>\$ 188,318,886</b>	<b>\$ 189,183,886</b>

## General Fund Summary

	2020-21	2021-22	2021-22	2022-23	2022-23
	Actual	Original Budget	Estimate	Recommended Budget	Adopted Budget
<b><u>Expenditures</u></b>					
Personnel Services	\$ 98,622,534	\$ 105,463,095	\$ 105,918,964	\$ 113,657,145	\$ 114,157,145
Operating Expenditures	20,720,356	24,168,681	24,534,010	24,485,920	24,515,920
Contract Services	5,846,543	8,521,593	10,733,438	7,829,736	7,864,736
Capital Outlay	4,810,469	6,968,178	11,828,138	7,625,471	7,625,471
Transfers to Other Funds	18,589,320	19,260,674	20,925,562	12,086,647	12,086,647
Debt Service	11,713,944	13,817,245	14,250,350	12,851,604	12,851,604
Other Charges	10,142,792	10,263,856	9,740,636	9,782,363	10,082,363
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 170,445,958</b>	<b>\$ 188,463,322</b>	<b>\$ 197,931,098</b>	<b>\$ 188,318,886</b>	<b>\$ 189,183,886</b>
<b><u>Expenditures By Function</u></b>					
<b>Community Investment</b>					
Development Services	\$ 4,232,930	\$ 4,761,198	\$ 5,038,842	\$ 5,255,752	\$ 5,255,752
Economic & Community Development	1,616,933	1,629,001	1,923,877	1,276,154	1,506,154
Human Relations	325,207	348,828	264,481	350,543	350,543
	<b>\$ 6,175,070</b>	<b>\$ 6,739,027</b>	<b>\$ 7,227,200</b>	<b>\$ 6,882,449</b>	<b>\$ 7,112,449</b>
<b>Operations</b>					
Fire & Emergency Management	\$ 29,224,746	\$ 32,631,368	\$ 35,606,702	\$ 35,222,004	\$ 35,222,004
Parks, Recreation & Maintenance	19,369,407	23,652,779	23,770,045	25,969,755	26,495,405
Police	52,782,137	55,502,948	58,476,124	58,060,994	58,060,994
Public Services	13,533,706	18,580,371	19,918,454	14,809,807	14,809,807
	<b>\$ 114,909,996</b>	<b>\$ 130,367,466</b>	<b>\$ 137,771,325</b>	<b>\$ 134,062,560</b>	<b>\$ 134,588,210</b>
<b>Support Services &amp; Administration</b>					
Budget and Evaluation	\$ 525,872	\$ 533,056	\$ 554,370	\$ 547,499	\$ 547,499
City Attorney's Office	1,547,809	1,383,069	1,437,851	1,851,464	1,851,464
City Manager's Office	2,310,594	2,756,964	3,135,717	2,735,962	2,835,962
Finance	2,867,278	3,189,559	3,317,864	3,177,787	3,177,787
Human Resource Development	1,158,695	1,527,397	1,642,851	1,610,275	1,610,275
Information Technology	7,663,427	8,234,629	8,212,320	7,621,534	7,621,534
Marketing & Communications	1,051,624	1,131,998	1,139,229	940,733	940,733
Mayor, Council & City Clerk	888,217	1,229,938	1,238,466	1,063,403	1,072,753
	<b>\$ 18,013,516</b>	<b>\$ 19,986,610</b>	<b>\$ 20,678,668</b>	<b>\$ 19,548,657</b>	<b>\$ 19,658,007</b>
<b>Other Appropriations</b>	<b>\$ 31,347,376</b>	<b>\$ 31,370,219</b>	<b>\$ 32,253,905</b>	<b>\$ 27,825,220</b>	<b>\$ 27,825,220</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 170,445,958</b>	<b>\$ 188,463,322</b>	<b>\$ 197,931,098</b>	<b>\$ 188,318,886</b>	<b>\$ 189,183,886</b>

# Central Business Tax District Fund Summary

	2020-21 Actual	2021-22 Original Budget	2021-22 Estimate	2022-23 Recommended Budget	2022-23 Adopted Budget
<b><u>Revenues</u></b>					
<b>Ad Valorem Taxes</b>					
Current Year Taxes	\$ 153,124	\$ 158,140	\$ 141,652	\$ 141,090	\$ 141,090
Prior Years Taxes	438	350	2,027	2,000	2,000
Penalties & Interest	344	350	390	390	390
	<b>\$ 153,906</b>	<b>\$ 158,840</b>	<b>\$ 144,069</b>	<b>\$ 143,480</b>	<b>\$ 143,480</b>
<b>Investment Income</b>	<b>\$ 278</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>
<b>Other Financing Sources</b>					
Interfund Transfers	\$ 139,274	\$ 139,274	\$ 139,274	\$ 139,274	\$ 139,274
	<b>\$ 139,274</b>	<b>\$ 139,274</b>	<b>\$ 139,274</b>	<b>\$ 139,274</b>	<b>\$ 139,274</b>
<b>Fund Balance Appropriation</b>	<b>\$ 0</b>	<b>\$ 3,593</b>	<b>\$ 0</b>	<b>\$ 1,918</b>	<b>\$ 51,918</b>
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 293,458</b>	<b>\$ 302,707</b>	<b>\$ 284,343</b>	<b>\$ 285,672</b>	<b>\$ 335,672</b>
<b><u>Expenditures</u></b>					
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Operating Expenditures	22,855	25,000	25,000	25,000	25,000
Contract Services	220,660	220,990	221,110	221,125	271,125
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	68,564	56,597	56,597	39,547	39,547
Debt Service	0	0	0	0	0
Other Charges	92	120	0	0	0
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 312,171</b>	<b>\$ 302,707</b>	<b>\$ 302,707</b>	<b>\$ 285,672</b>	<b>\$ 335,672</b>
<b><u>Expenditures By Function</u></b>					
<b>Community Investment</b>					
Economic & Community Development	\$ 312,171	\$ 302,707	\$ 302,707	\$ 285,672	\$ 335,672
	<b>\$ 312,171</b>	<b>\$ 302,707</b>	<b>\$ 302,707</b>	<b>\$ 285,672</b>	<b>\$ 335,672</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 312,171</b>	<b>\$ 302,707</b>	<b>\$ 302,707</b>	<b>\$ 285,672</b>	<b>\$ 335,672</b>

## Emergency Telephone System Fund Summary

	2020-21 Actual	2021-22 Original Budget	2021-22 Estimate	2022-23 Recommended Budget	2022-23 Adopted Budget
<b><u>Revenues</u></b>					
<b>Intergovernmental Revenues</b>					
State - E911 Tax	\$ 963,133	\$ 978,606	\$ 978,606	\$ 959,725	\$ 959,725
	<b>\$ 963,133</b>	<b>\$ 978,606</b>	<b>\$ 978,606</b>	<b>\$ 959,725</b>	<b>\$ 959,725</b>
<b>Investment Income</b>	<b>\$ 1,038</b>	<b>\$ 137</b>	<b>\$ 1,235</b>	<b>\$ 441</b>	<b>\$ 441</b>
<b>Other Financing Sources</b>					
Interfund Transfers	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Fund Balance Appropriation</b>	<b>\$ 0</b>	<b>\$ 22,980</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 964,171</b>	<b>\$ 1,001,723</b>	<b>\$ 979,841</b>	<b>\$ 960,166</b>	<b>\$ 960,166</b>
<b><u>Expenditures</u></b>					
Personnel Services	\$ 100,661	\$ 112,104	\$ 101,716	\$ 110,451	\$ 110,451
Operating Expenditures	766,758	814,833	439,459	309,056	309,056
Contract Services	4,752	74,786	74,786	78,544	78,544
Capital Outlay	0	0	342,560	0	0
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	0	0	0	462,115	462,115
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 872,171</b>	<b>\$ 1,001,723</b>	<b>\$ 958,521</b>	<b>\$ 960,166</b>	<b>\$ 960,166</b>
<b><u>Expenditures By Function</u></b>					
<b>Operations</b>					
Police	\$ 872,171	\$ 1,001,723	\$ 958,521	\$ 960,166	\$ 960,166
	<b>\$ 872,171</b>	<b>\$ 1,001,723</b>	<b>\$ 958,521</b>	<b>\$ 960,166</b>	<b>\$ 960,166</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 872,171</b>	<b>\$ 1,001,723</b>	<b>\$ 958,521</b>	<b>\$ 960,166</b>	<b>\$ 960,166</b>

# Lake Valley Drive MSD Fund Summary

	2020-21 Actual	2021-22 Original Budget	2021-22 Estimate	2022-23 Recommended Budget	2022-23 Adopted Budget
<b><u>Revenues</u></b>					
<b>Ad Valorem Taxes</b>					
Current Year Taxes	\$ 32,517	\$ 0	\$ 0	\$ 0	\$ 0
Prior Years Taxes	0	0	0	0	0
Penalties & Interest	0	0	0	0	0
	<b>\$ 32,517</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Investment Income</b>	<b>\$ 9</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Fund Balance Appropriation</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 32,526</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b><u>Expenditures</u></b>					
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Operating Expenditures	0	0	0	0	0
Contract Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	32,547	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	0	0	0	0	0
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 32,547</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b><u>Expenditures By Function</u></b>					
<b>Other Appropriations</b>	<b>\$ 32,547</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 32,547</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>



## LEOSSA Fund Summary

	2020-21 Actual	2021-22 Original Budget	2021-22 Estimate	2022-23 Recommended Budget	2022-23 Adopted Budget
<b><u>Revenues</u></b>					
<b>Interfund Charges</b>					
Employee Benefits	\$ 1,679,836	\$ 1,792,736	\$ 2,658,140	\$ 3,139,100	\$ 3,139,100
	<b>\$ 1,679,836</b>	<b>\$ 1,792,736</b>	<b>\$ 2,658,140</b>	<b>\$ 3,139,100</b>	<b>\$ 3,139,100</b>
<b>Investment Income</b>	<b>\$ 10,483</b>	<b>\$ 75,000</b>	<b>\$ 7,890</b>	<b>\$ 9,700</b>	<b>\$ 9,700</b>
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 1,690,319</b>	<b>\$ 1,867,736</b>	<b>\$ 2,666,030</b>	<b>\$ 3,148,800</b>	<b>\$ 3,148,800</b>
<b><u>Expenditures</u></b>					
Personnel Services	\$ 1,229,489	\$ 1,365,800	\$ 1,250,300	\$ 1,291,400	\$ 1,291,400
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	501,936	0	1,857,400	1,857,400
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 1,229,489</b>	<b>\$ 1,867,736</b>	<b>\$ 1,250,300</b>	<b>\$ 3,148,800</b>	<b>\$ 3,148,800</b>
<b><u>Expenditures By Function</u></b>					
<b>Other Appropriations</b>	<b>\$ 1,229,489</b>	<b>\$ 1,867,736</b>	<b>\$ 1,250,300</b>	<b>\$ 3,148,800</b>	<b>\$ 3,148,800</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 1,229,489</b>	<b>\$ 1,867,736</b>	<b>\$ 1,250,300</b>	<b>\$ 3,148,800</b>	<b>\$ 3,148,800</b>

# Parking Fund Summary

	2020-21 Actual	2021-22 Original Budget	2021-22 Estimate	2022-23 Recommended Budget	2022-23 Adopted Budget
<b><u>Revenues</u></b>					
<b>Intergovernmental Revenues</b>					
State - Other	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<b>Functional Revenues</b>					
Parking Fees	\$ 213,643	\$ 607,180	\$ 464,173	\$ 465,921	\$ 465,921
Parking Violations	89,743	65,684	154,666	113,369	113,369
Other Fees & Services	60,318	61,648	43,276	50,940	50,940
	\$ 363,704	\$ 734,512	\$ 662,115	\$ 630,230	\$ 630,230
<b>Other Revenues</b>					
Refunds & Sundry	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<b>Investment Income</b>	\$ (8)	\$ 0	\$ 0	\$ 0	\$ 0
<b>Other Financing Sources</b>					
Interfund Transfers	\$ 701,853	\$ 500,369	\$ 440,871	\$ 561,600	\$ 561,600
Proceeds from Loans	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
	\$ 701,853	\$ 500,369	\$ 440,871	\$ 561,600	\$ 561,600
<b>Fund Balance Appropriation</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total Revenues and Other Financing Sources</b>	\$ 1,065,549	\$ 1,234,881	\$ 1,102,986	\$ 1,191,830	\$ 1,191,830
<b><u>Expenditures</u></b>					
Personnel Services	\$ 45,848	\$ 0	\$ 0	\$ 0	\$ 0
Operating Expenditures	117,749	153,420	160,490	176,355	176,355
Contract Services	588,691	686,711	688,449	729,307	729,307
Capital Outlay	57,222	75,000	81,143	0	0
Transfers to Other Funds	158,726	158,726	158,726	158,726	158,726
Debt Service	127,446	127,494	127,494	127,442	127,442
Other Charges	1,170	33,530	0	0	0
<b>Total Expenditures and Other</b>	\$ 1,096,852	\$ 1,234,881	\$ 1,216,302	\$ 1,191,830	\$ 1,191,830
<b><u>Expenditures By Function</u></b>					
<b>Operations</b>					
Public Services	\$ 1,096,852	\$ 1,234,881	\$ 1,216,302	\$ 1,191,830	\$ 1,191,830
	\$ 1,096,852	\$ 1,234,881	\$ 1,216,302	\$ 1,191,830	\$ 1,191,830
<b>Total Expenditures and Other Financing Uses</b>	\$ 1,096,852	\$ 1,234,881	\$ 1,216,302	\$ 1,191,830	\$ 1,191,830

## PWC Assessment Fund Summary

	2020-21	2021-22	2021-22	2022-23	2022-23
	Actual	Original Budget	Estimate	Recommended Budget	Adopted Budget
<b><u>Revenues</u></b>					
<b>Other Revenues</b>					
Special Use Assessments	\$ 2,173,775	\$ 2,744,000	\$ 2,111,300	\$ 2,160,000	\$ 2,160,000
	<b>\$ 2,173,775</b>	<b>\$ 2,744,000</b>	<b>\$ 2,111,300</b>	<b>\$ 2,160,000</b>	<b>\$ 2,160,000</b>
<b>Investment Income</b>	<b>\$ 354,046</b>	<b>\$ 390,000</b>	<b>\$ 300,000</b>	<b>\$ 360,000</b>	<b>\$ 360,000</b>
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 2,527,821</b>	<b>\$ 3,134,000</b>	<b>\$ 2,411,300</b>	<b>\$ 2,520,000</b>	<b>\$ 2,520,000</b>
<b><u>Expenditures</u></b>					
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Operating Expenditures	0	0	0	0	0
Contract Services	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	2,527,821	3,134,000	2,411,300	2,520,000	2,520,000
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 2,527,821</b>	<b>\$ 3,134,000</b>	<b>\$ 2,411,300</b>	<b>\$ 2,520,000</b>	<b>\$ 2,520,000</b>
<b><u>Expenditures By Function</u></b>					
<b>Other Appropriations</b>	<b>\$ 2,527,821</b>	<b>\$ 3,134,000</b>	<b>\$ 2,411,300</b>	<b>\$ 2,520,000</b>	<b>\$ 2,520,000</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 2,527,821</b>	<b>\$ 3,134,000</b>	<b>\$ 2,411,300</b>	<b>\$ 2,520,000</b>	<b>\$ 2,520,000</b>

# Airport Fund Summary

	2020-21 Actual	2021-22 Original Budget	2021-22 Estimate	2022-23 Recommended Budget	2022-23 Adopted Budget
<b><u>Revenues</u></b>					
<b>Intergovernmental Revenues</b>					
Federal	\$ 2,673,638	\$ 1,129,500	\$ 1,821,133	\$ 187,651	\$ 187,651
State	0	0	0	0	0
	<b>\$ 2,673,638</b>	<b>\$ 1,129,500</b>	<b>\$ 1,821,133</b>	<b>\$ 187,651</b>	<b>\$ 187,651</b>
<b>Functional Revenues</b>					
Property Leases	\$ 1,533,860	\$ 1,473,912	\$ 2,441,486	\$ 2,451,620	\$ 2,451,620
Franchise Fees	1,533,459	1,331,237	1,588,939	1,286,452	1,286,452
Landing Fees	157,298	257,890	275,220	275,220	275,220
Public Safety Reimbursements	164,052	209,115	200,830	209,120	209,120
Other Fees & Services	119,888	135,795	153,145	116,890	116,890
	<b>\$ 3,508,557</b>	<b>\$ 3,407,949</b>	<b>\$ 4,659,620</b>	<b>\$ 4,339,302</b>	<b>\$ 4,339,302</b>
<b>Other Revenues</b>					
Refunds & Sundry	\$ 22,614	\$ 23,699	\$ 16,390	\$ 16,390	\$ 16,390
Sale of Assets & Materials	9,786	3,800	0	0	0
	<b>\$ 32,400</b>	<b>\$ 27,499</b>	<b>\$ 16,390</b>	<b>\$ 16,390</b>	<b>\$ 16,390</b>
<b>Investment Income</b>	<b>\$ 5,679</b>	<b>\$ 4,500</b>	<b>\$ 7,330</b>	<b>\$ 5,920</b>	<b>\$ 5,920</b>
<b>Fund Balance Appropriation</b>	<b>\$ 0</b>	<b>\$ 476,096</b>	<b>\$ 0</b>	<b>\$ 1,216,664</b>	<b>\$ 1,216,664</b>
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 6,220,274</b>	<b>\$ 5,045,544</b>	<b>\$ 6,504,473</b>	<b>\$ 5,765,927</b>	<b>\$ 5,765,927</b>
<b><u>Expenditures</u></b>					
Personnel Services	\$ 1,707,951	\$ 1,934,195	\$ 1,874,196	\$ 2,140,830	\$ 2,140,830
Operating Expenditures	1,111,010	1,787,556	1,529,493	1,878,636	1,878,636
Contract Services	162,166	161,093	165,623	206,861	206,861
Capital Outlay	45,500	0	91,224	327,000	327,000
Transfers to Other Funds	420,100	460,000	460,000	450,000	450,000
Debt Service	0	0	0	0	0
Other Charges	680,183	702,700	747,400	762,600	762,600
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 4,126,910</b>	<b>\$ 5,045,544</b>	<b>\$ 4,867,936</b>	<b>\$ 5,765,927</b>	<b>\$ 5,765,927</b>
<b><u>Expenditures By Function</u></b>					
<b>Operations</b>					
Airport	\$ 4,126,910	\$ 5,045,544	\$ 4,867,936	\$ 5,765,927	\$ 5,765,927
	<b>\$ 4,126,910</b>	<b>\$ 5,045,544</b>	<b>\$ 4,867,936</b>	<b>\$ 5,765,927</b>	<b>\$ 5,765,927</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 4,126,910</b>	<b>\$ 5,045,544</b>	<b>\$ 4,867,936</b>	<b>\$ 5,765,927</b>	<b>\$ 5,765,927</b>

## Solid Waste Fund Summary

	2020-21 Actual	2021-22 Original Budget	2021-22 Estimate	2022-23 Recommended Budget	2022-23 Adopted Budget
<b><u>Revenues</u></b>					
<b>Intergovernmental Revenues</b>					
Federal	\$ 121,555	\$ 0	\$ (3,580)	\$ 0	\$ 0
State	193,375	156,133	162,932	162,932	162,932
Local	302,400	309,295	306,845	307,460	307,460
	<b>\$ 617,330</b>	<b>\$ 465,428</b>	<b>\$ 466,197</b>	<b>\$ 470,392</b>	<b>\$ 470,392</b>
<b>Functional Revenues</b>					
Residential Solid Waste Fees	\$ 13,816,045	\$ 14,114,800	\$ 13,834,040	\$ 13,895,600	\$ 13,895,600
Property Leases	228,457	219,533	233,154	235,976	235,976
Other Fees & Services	54,313	51,355	62,929	107,631	107,631
	<b>\$ 14,098,815</b>	<b>\$ 14,385,688</b>	<b>\$ 14,130,123</b>	<b>\$ 14,239,207</b>	<b>\$ 14,239,207</b>
<b>Other Revenues</b>					
Refunds & Sundry	\$ 25,000	\$ 25,000	\$ 25,100	\$ 25,000	\$ 25,000
Sale of Assets & Materials	254,656	116,600	36,200	35,700	35,700
	<b>\$ 279,656</b>	<b>\$ 141,600</b>	<b>\$ 61,300</b>	<b>\$ 60,700</b>	<b>\$ 60,700</b>
<b>Investment Income</b>	<b>\$ 7,166</b>	<b>\$ 369</b>	<b>\$ 5,863</b>	<b>\$ 3,490</b>	<b>\$ 3,490</b>
<b>Other Financing Sources</b>					
Interfund Transfers	\$ 1,758,676	\$ 326,605	\$ 326,605	\$ 0	\$ 0
Proceeds from Loans	0	0	897,000	0	0
	<b>\$ 1,758,676</b>	<b>\$ 326,605</b>	<b>\$ 1,223,605</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Fund Balance Appropriation</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 1,586,858</b>	<b>\$ 1,586,858</b>
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 16,761,643</b>	<b>\$ 15,319,690</b>	<b>\$ 15,887,088</b>	<b>\$ 16,360,647</b>	<b>\$ 16,360,647</b>
<b><u>Expenditures</u></b>					
Personnel Services	\$ 4,319,964	\$ 4,928,547	\$ 4,864,935	\$ 5,716,101	\$ 5,716,101
Operating Expenditures	3,418,754	4,042,645	6,991,162	3,830,721	3,830,721
Contract Services	2,890,338	2,172,959	2,471,744	2,329,254	2,329,254
Capital Outlay	1,228,970	2,098,165	3,118,373	2,441,847	2,441,847
Transfers to Other Funds	116,821	0	0	137,289	137,289
Debt Service	638,289	1,233,163	1,258,163	1,085,290	1,085,290
Other Charges	716,696	844,211	797,711	820,145	820,145
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 13,329,832</b>	<b>\$ 15,319,690</b>	<b>\$ 19,502,088</b>	<b>\$ 16,360,647</b>	<b>\$ 16,360,647</b>
<b><u>Expenditures By Function</u></b>					
<b>Operations</b>					
Public Services	\$ 13,329,832	\$ 15,319,690	\$ 19,502,088	\$ 16,360,647	\$ 16,360,647
	<b>\$ 13,329,832</b>	<b>\$ 15,319,690</b>	<b>\$ 19,502,088</b>	<b>\$ 16,360,647</b>	<b>\$ 16,360,647</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 13,329,832</b>	<b>\$ 15,319,690</b>	<b>\$ 19,502,088</b>	<b>\$ 16,360,647</b>	<b>\$ 16,360,647</b>

# Stormwater Fund Summary

	2020-21 Actual	2021-22 Original Budget	2021-22 Estimate	2022-23 Recommended Budget	2022-23 Adopted Budget
<b><u>Revenues</u></b>					
<b>Intergovernmental Revenues</b>					
Federal	\$ 36,357	\$ 0	\$ (20,008)	\$ 0	\$ 0
State	0	0	0	0	0
	<b>\$ 36,357</b>	<b>\$ 0</b>	<b>\$ (20,008)</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Functional Revenues</b>					
Stormwater Fees	\$ 11,236,688	\$ 11,376,050	\$ 11,318,630	\$ 11,432,940	\$ 11,432,940
Stormwater Services	22,517	3,700	2,850	3,200	3,200
Street Sweeping - NCDOT	62,995	125,991	125,991	125,991	125,991
	<b>\$ 11,322,200</b>	<b>\$ 11,505,741</b>	<b>\$ 11,447,471</b>	<b>\$ 11,562,131</b>	<b>\$ 11,562,131</b>
<b>Other Revenues</b>					
Refunds & Sundry	\$ 404,078	\$ 0	\$ 0	\$ 0	\$ 0
Sale of Assets & Materials	40,868	12,700	0	0	0
	<b>\$ 444,946</b>	<b>\$ 12,700</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Investment Income</b>	<b>\$ (1,659)</b>	<b>\$ 1,340</b>	<b>\$ 3,300</b>	<b>\$ 3,320</b>	<b>\$ 3,320</b>
<b>Fund Balance Appropriation</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 4,816,559</b>	<b>\$ 4,816,559</b>
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 11,801,844</b>	<b>\$ 11,519,781</b>	<b>\$ 11,430,763</b>	<b>\$ 16,382,010</b>	<b>\$ 16,382,010</b>
<b><u>Expenditures</u></b>					
Personnel Services	\$ 2,889,512	\$ 3,724,383	\$ 3,239,956	\$ 3,852,788	\$ 3,852,788
Operating Expenditures	733,906	878,608	848,698	874,204	874,204
Contract Services	775,749	876,489	908,554	801,955	801,955
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	6,064,781	3,630,058	5,711,609	9,481,000	9,481,000
Debt Service	933,465	930,305	930,305	936,363	936,363
Other Charges	393,182	1,479,938	425,433	435,700	435,700
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 11,790,595</b>	<b>\$ 11,519,781</b>	<b>\$ 12,064,555</b>	<b>\$ 16,382,010</b>	<b>\$ 16,382,010</b>
<b><u>Expenditures By Function</u></b>					
<b>Operations</b>					
Public Services	\$ 11,790,595	\$ 11,519,781	\$ 12,064,555	\$ 16,382,010	\$ 16,382,010
	<b>\$ 11,790,595</b>	<b>\$ 11,519,781</b>	<b>\$ 12,064,555</b>	<b>\$ 16,382,010</b>	<b>\$ 16,382,010</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 11,790,595</b>	<b>\$ 11,519,781</b>	<b>\$ 12,064,555</b>	<b>\$ 16,382,010</b>	<b>\$ 16,382,010</b>

## Transit Fund Summary

	2020-21 Actual	2021-22 Original Budget	2021-22 Estimate	2022-23 Recommended Budget	2022-23 Adopted Budget
<b><u>Revenues</u></b>					
<b>Other Taxes</b>					
Vehicle License Tax	\$ 670,859	\$ 641,500	\$ 627,290	\$ 649,750	\$ 649,750
	<b>\$ 670,859</b>	<b>\$ 641,500</b>	<b>\$ 627,290</b>	<b>\$ 649,750</b>	<b>\$ 649,750</b>
<b>Intergovernmental Revenues</b>					
Federal	\$ 5,992,085	\$ 4,832,894	\$ 5,779,422	\$ 6,051,526	\$ 6,051,526
State	0	730,000	746,023	781,023	781,023
	<b>\$ 5,992,085</b>	<b>\$ 5,562,894</b>	<b>\$ 6,525,445</b>	<b>\$ 6,832,549</b>	<b>\$ 6,832,549</b>
<b>Functional Revenues</b>					
Bus Fares	\$ 3,514	\$ 1,013,785	\$ 1,153	\$ 681,552	\$ 681,552
Contract Transportation	0	89,109	0	247,855	247,855
Property Leases	175,172	198,533	171,742	189,095	189,095
Other Fees & Services	95,407	98,614	145,106	157,939	157,939
	<b>\$ 274,093</b>	<b>\$ 1,400,041</b>	<b>\$ 318,001</b>	<b>\$ 1,276,441</b>	<b>\$ 1,276,441</b>
<b>Other Revenues</b>					
Refunds & Sundry	\$ 341	\$ 880	\$ 124	\$ 880	\$ 880
Sale of Assets & Materials	36,758	0	0	0	0
	<b>\$ 37,099</b>	<b>\$ 880</b>	<b>\$ 124</b>	<b>\$ 880</b>	<b>\$ 880</b>
<b>Investment Income</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Other Financing Sources</b>					
Interfund Transfers	\$ 3,853,700	\$ 4,810,256	\$ 3,920,025	\$ 4,565,422	\$ 4,565,422
	<b>\$ 3,853,700</b>	<b>\$ 4,810,256</b>	<b>\$ 3,920,025</b>	<b>\$ 4,565,422</b>	<b>\$ 4,565,422</b>
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 10,827,836</b>	<b>\$ 12,415,571</b>	<b>\$ 11,390,885</b>	<b>\$ 13,325,042</b>	<b>\$ 13,325,042</b>
<b><u>Expenditures</u></b>					
Personnel Services	\$ 6,499,195	\$ 7,947,988	\$ 6,750,154	\$ 9,019,453	\$ 9,019,453
Operating Expenditures	1,991,041	2,573,865	2,486,599	2,550,300	2,550,300
Contract Services	377,215	375,718	607,828	609,716	609,716
Capital Outlay	14,226	12,000	20,000	16,048	16,048
Transfers to Other Funds	965,625	824,100	889,875	440,425	440,425
Debt Service	0	0	0	0	0
Other Charges	697,397	681,900	689,400	689,100	689,100
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 10,544,699</b>	<b>\$ 12,415,571</b>	<b>\$ 11,443,856</b>	<b>\$ 13,325,042</b>	<b>\$ 13,325,042</b>
<b><u>Expenditures By Function</u></b>					
<b>Operations</b>					
Transit	\$ 10,544,699	\$ 12,415,571	\$ 11,443,856	\$ 13,325,042	\$ 13,325,042
	<b>\$ 10,544,699</b>	<b>\$ 12,415,571</b>	<b>\$ 11,443,856</b>	<b>\$ 13,325,042</b>	<b>\$ 13,325,042</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 10,544,699</b>	<b>\$ 12,415,571</b>	<b>\$ 11,443,856</b>	<b>\$ 13,325,042</b>	<b>\$ 13,325,042</b>

# Fleet Maintenance Fund Summary

	2020-21 Actual	2021-22 Original Budget	2021-22 Estimate	2022-23 Recommended Budget	2022-23 Adopted Budget
<b><u>Revenues</u></b>					
<b>Interfund Charges</b>					
Fleet Maintenance Services	\$ 7,533,523	\$ 7,796,414	\$ 5,904,612	\$ 7,139,898	\$ 7,139,898
	<b>\$ 7,533,523</b>	<b>\$ 7,796,414</b>	<b>\$ 5,904,612</b>	<b>\$ 7,139,898</b>	<b>\$ 7,139,898</b>
<b>Other Revenues</b>					
Sale of Assets	\$ 0	\$ 0	\$ 168,205	\$ 0	\$ 0
	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 168,205</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Investment Income</b>	<b>\$ (57)</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 7,533,466</b>	<b>\$ 7,796,414</b>	<b>\$ 6,072,817</b>	<b>\$ 7,139,898</b>	<b>\$ 7,139,898</b>
<b><u>Expenditures</u></b>					
Personnel Services	\$ 328,074	\$ 219,203	\$ 1,809,069	\$ 2,554,262	\$ 2,554,262
Operating Expenditures	6,781,327	7,488,072	4,130,468	4,373,186	4,373,186
Contract Services	366,166	47,000	71,800	41,200	41,200
Capital Outlay	29,924	0	16,918	125,000	125,000
Transfers to Other Funds	0	0	0	0	0
Debt Service	0	0	0	0	0
Other Charges	29,061	42,139	44,539	46,250	46,250
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 7,534,552</b>	<b>\$ 7,796,414</b>	<b>\$ 6,072,794</b>	<b>\$ 7,139,898</b>	<b>\$ 7,139,898</b>
<b><u>Expenditures By Function</u></b>					
<b>Support Services &amp; Administration</b>					
Finance	\$ 7,534,552	\$ 7,796,414	\$ 6,072,794	\$ 7,139,898	\$ 7,139,898
	<b>\$ 7,534,552</b>	<b>\$ 7,796,414</b>	<b>\$ 6,072,794</b>	<b>\$ 7,139,898</b>	<b>\$ 7,139,898</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 7,534,552</b>	<b>\$ 7,796,414</b>	<b>\$ 6,072,794</b>	<b>\$ 7,139,898</b>	<b>\$ 7,139,898</b>



## Risk Management Fund Summary

	2020-21 Actual	2021-22 Original Budget	2021-22 Estimate	2022-23 Recommended Budget	2022-23 Adopted Budget
<b><u>Revenues</u></b>					
<b>Intergovernmental Revenues</b>					
Federal	\$ (620)	\$ 10,000	\$ (26,445)	\$ 0	\$ 0
	<b>\$ (620)</b>	<b>\$ 10,000</b>	<b>\$ (26,445)</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Other Revenues</b>					
Refunds & Sundry	\$ 176,876	\$ 170,893	\$ 590,485	\$ 197,893	\$ 197,893
	<b>\$ 176,876</b>	<b>\$ 170,893</b>	<b>\$ 590,485</b>	<b>\$ 197,893</b>	<b>\$ 197,893</b>
<b>Interfund Charges</b>					
Workers' Compensation	\$ 2,131,860	\$ 2,169,000	\$ 2,384,000	\$ 2,346,000	\$ 2,346,000
Employee Benefits	14,265,562	16,104,000	16,104,000	16,775,000	16,775,000
Property & Liability	1,405,753	1,727,788	1,727,788	2,298,940	2,298,940
	<b>\$ 17,803,175</b>	<b>\$ 20,000,788</b>	<b>\$ 20,215,788</b>	<b>\$ 21,419,940</b>	<b>\$ 21,419,940</b>
<b>Employee Benefit Contributions</b>	<b>\$ 3,902,556</b>	<b>\$ 4,369,000</b>	<b>\$ 4,369,000</b>	<b>\$ 4,434,000</b>	<b>\$ 4,434,000</b>
<b>Investment Income</b>	<b>\$ 174,049</b>	<b>\$ 218,400</b>	<b>\$ 218,400</b>	<b>\$ 220,400</b>	<b>\$ 220,400</b>
<b>Other Financing Sources</b>					
Interfund Transfers	\$ 354,914	\$ 351,820	\$ 351,820	\$ 118,649	\$ 118,649
	<b>\$ 354,914</b>	<b>\$ 351,820</b>	<b>\$ 351,820</b>	<b>\$ 118,649</b>	<b>\$ 118,649</b>
<b>Fund Balance Appropriation</b>	<b>\$ 0</b>	<b>\$ 1,163,180</b>	<b>\$ 0</b>	<b>\$ 215,852</b>	<b>\$ 215,852</b>
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 22,410,950</b>	<b>\$ 26,284,081</b>	<b>\$ 25,719,048</b>	<b>\$ 26,606,734</b>	<b>\$ 26,606,734</b>
<b><u>Expenditures</u></b>					
Personnel Services	\$ 464,703	\$ 477,507	\$ 471,841	\$ 569,706	\$ 569,706
Operating Expenditures	20,635,291	23,628,473	23,820,553	24,238,961	24,238,961
Contract Services	297,545	327,751	332,458	354,167	354,167
Capital Outlay	0	0	0	0	0
Transfers to Other Funds	735,000	1,515,000	1,515,000	1,222,000	1,222,000
Debt Service	0	0	0	0	0
Other Charges	6,774	335,350	315,895	221,900	221,900
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 22,139,313</b>	<b>\$ 26,284,081</b>	<b>\$ 26,455,747</b>	<b>\$ 26,606,734</b>	<b>\$ 26,606,734</b>
<b><u>Expenditures By Function</u></b>					
<b>Support Services &amp; Administration</b>					
Finance	\$ 3,039,518	\$ 3,622,200	\$ 3,766,471	\$ 4,287,526	\$ 4,287,526
Human Resource	17,955,005	22,661,881	22,689,276	22,319,208	22,319,208
Development					
	<b>\$ 20,994,523</b>	<b>\$ 26,284,081</b>	<b>\$ 26,455,747</b>	<b>\$ 26,606,734</b>	<b>\$ 26,606,734</b>
<b>Total Expenditures and Other Financing Uses</b>	<b>\$ 20,994,523</b>	<b>\$ 26,284,081</b>	<b>\$ 26,455,747</b>	<b>\$ 26,606,734</b>	<b>\$ 26,606,734</b>

## Fund Balance Projections

	General Fund	Central Business Tax District Fund	Emergency Telephone System Fund	Lake Valley Drive MSD Fund
<b>Available Fund Balance at June 30, 2021</b>	<b>\$62,158,217</b>	<b>\$113,827</b>	<b>\$858,624</b>	<b>\$25</b>
FY22 Estimated Revenues and Other Sources	187,809,112	284,343	979,841	0
FY22 Estimated Expenditures and Other Uses *	(198,536,643)	(302,707)	(958,521)	0
Less: Fund Balance To Be Restricted for County Recreation at 6/30/22	(2,711,346)	0	0	0
Less: Fund Balance To Be Assigned for General Capital Funding Plan at 6/30/22	(1,015,298)	0	0	0
Less: Fund Balance To Be Assigned for Stadium Funding Plan at 6/30/22	(932,923)	0	0	0
Less: Fund Balance To Be Assigned for Parks & Recreation Capital Funding Plan at 6/30/22	(9,196,028)	0	0	0
<b>Projected Available Fund Balance at June 30, 2022</b>	<b>\$37,575,091</b>	<b>\$95,463</b>	<b>\$879,944</b>	<b>\$25</b>
FY23 Estimated Revenues and Other Sources	185,023,482	283,754	960,166	0
FY23 Estimated Expenditures and Other Uses *	(189,183,886)	(335,672)	(498,051)	0
Plus: FY23 Use of Fund Balance Restricted for County Recreation	191,292	0	0	0
Plus: FY22 Use of Fund Balance Assigned for General Capital Funding Plan	1,916,007	0	0	0
Less: FY23 Use of Fund Balance Assigned for Parks & Recreation Bond Fund Plan	(1,063,105)	0	0	0
<b>Projected Available Fund Balance at June 30, 2023</b>	<b>\$34,458,881</b>	<b>\$43,545</b>	<b>\$1,342,059</b>	<b>\$25</b>

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

## Fund Balance Projections

			PWC Assessment Fund	Airport Fund
	LEOSSA Fund	Parking Fund		
<b>Available Fund Balance at June 30, 2021</b>	<b>\$7,250,084</b>	<b>\$223,182</b>	<b>\$0</b>	<b>\$2,601,084</b>
FY22 Estimated Revenues and Other Sources	2,666,030	1,102,986	3,134,000	4,793,340
FY22 Estimated Expenditures and Other Uses *	(1,250,300)	(1,216,302)	(3,134,000)	(4,867,936)
Plus: Parking Fund Receivable at 6/30/21	0	22,604	0	0
Plus: Airport Unusual Federal CARES Act Receivable at 6/30/21	0	0	0	1,711,133
Less: Fund Balance to be Restricted for Parking Deck Capital Reserve at 6/30/22	0	(174,624)	0	0
<b>Projected Available Fund Balance at June 30, 2022</b>	<b>\$8,665,814</b>	<b>(\$42,154)</b>	<b>\$0</b>	<b>\$4,237,621</b>
FY23 Estimated Revenues and Other Sources	3,148,800	1,191,830	2,520,000	4,549,263
FY23 Estimated Expenditures and Other Uses *	(1,291,400)	(1,218,800)	(2,520,000)	(5,765,927)
Less: FY23 Increase in Fund Balance To Be Restricted for Parking Deck Capital Reserve	0	(26,970)	0	0
<b>Projected Available Fund Balance at June 30, 2023</b>	<b>\$10,523,214</b>	<b>(\$96,094)</b>	<b>\$0</b>	<b>\$3,020,957</b>

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

## Fund Balance Projections

	Solid Waste Fund	Stormwater Fund	Transit Fund	Fleet Maintenance Fund **
<b>Available Fund Balance at June 30, 2021</b>	<b>\$6,526,663</b>	<b>\$7,177,662</b>	<b>(\$120)</b>	<b>(\$343,631)</b>
FY22 Estimated Revenues and Other Sources	15,887,088	11,430,763	11,443,856	6,072,817
FY22 Estimated Expenditures and Other Uses *	(19,502,088)	(12,064,555)	(11,443,856)	(6,072,817)
Plus: Transit Federal Receivables and Solid Waste FEMA/State Receivables Expected to be Paid in FY22	163,944	31,498	41,211	0
<b>Projected Available Fund Balance at June 30, 2022</b>	<b>\$3,075,607</b>	<b>\$6,575,368</b>	<b>\$41,091</b>	<b>(\$343,631)</b>
FY23 Estimated Revenues and Other Sources	14,773,789	11,565,451	13,325,042	7,139,898
FY23 Estimated Expenditures and Other Uses *	(16,360,647)	(16,382,010)	(13,325,042)	(7,139,898)
Plus: Solid Waste and Stormwater FEMA/State Receivables Expected to be Paid	0	0	0	0
<b>Projected Available Fund Balance at June 30, 2023</b>	<b>\$1,488,749</b>	<b>\$1,758,809</b>	<b>\$41,091</b>	<b>(\$343,631)</b>

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

\*\* Negative available fund balance for the Fleet Maintenance Fund reflects the initial cash outlay for the purchase of inventory which had not yet been distributed through work orders for billing to departments.

## Fund Balance Projections

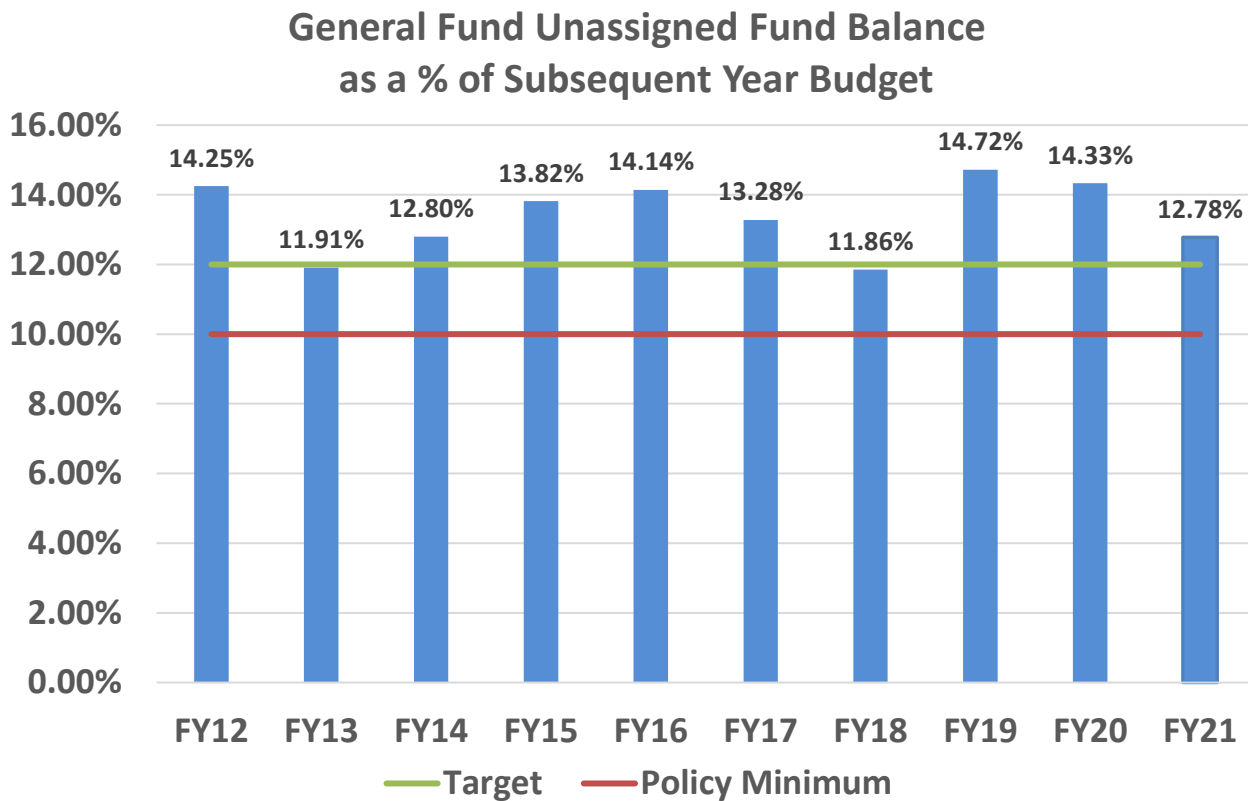
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	<b>Risk Management Fund</b>
<b>Available Fund Balance at June 30, 2021</b>	<b>\$23,065,345</b>
FY22 Estimated Revenues and Other Sources	25,719,048
FY22 Estimated Expenditures and Other Uses *	(26,455,747)
<b>Projected Available Fund Balance at June 30, 2022</b>	<b>\$22,328,646</b>
FY23 Estimated Revenues and Other Sources	26,390,882
FY23 Estimated Expenditures and Other Uses *	(26,392,900)
<b>Projected Available Fund Balance at June 30, 2023</b>	<b>\$22,326,628</b>

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

## History of General Fund Available Fund Balance

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**annual budget**  
adopted FY 2023



# Community Investment

Portfolio Overview ..... E-2

Development Services..... E-4

Economic & Community Development ..... E-11

Human Relations ..... E-19



# Community Investment

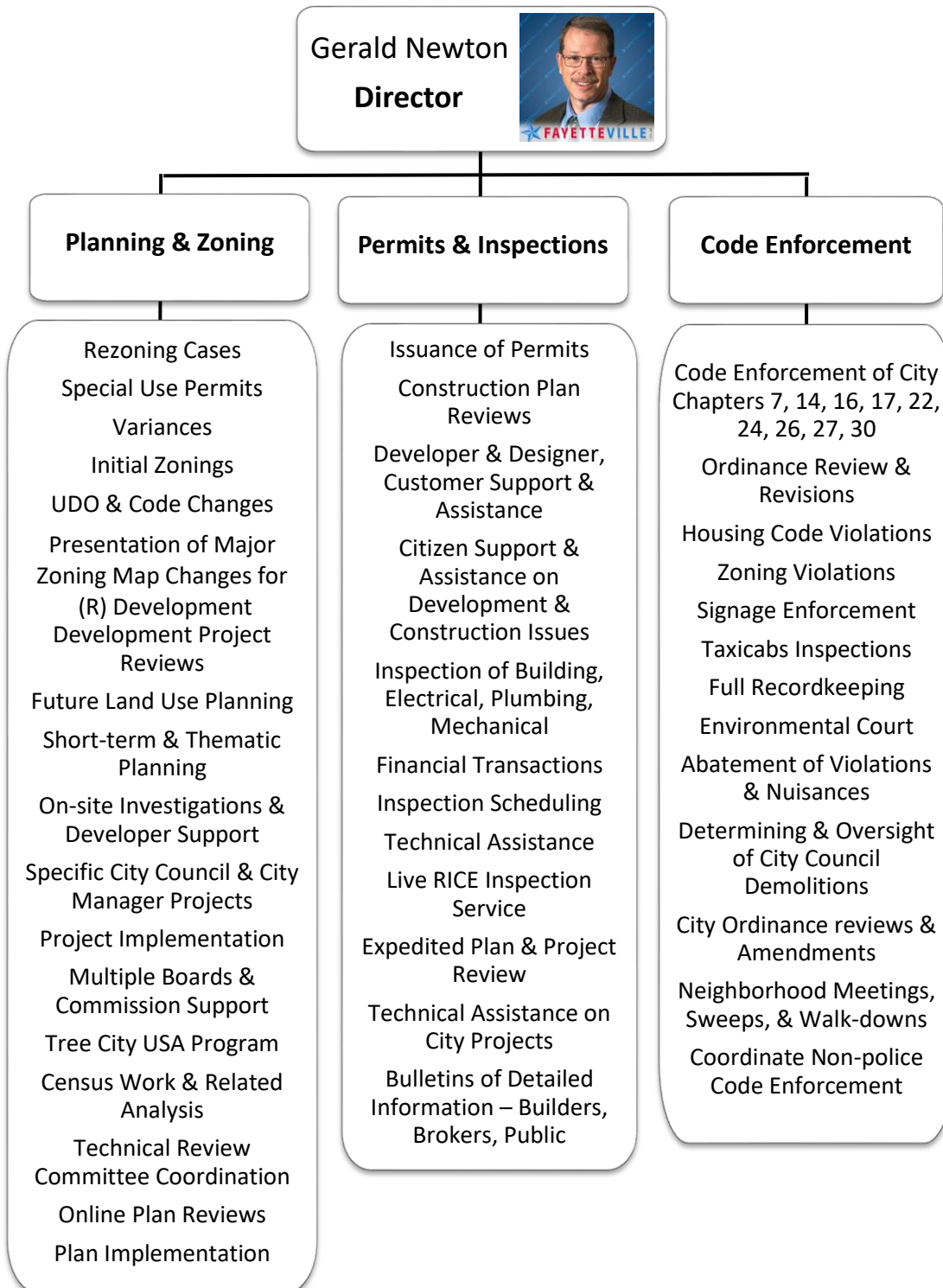
	<b>2020-21 Actual</b>	<b>2021-22 Original Budget</b>	<b>2022-23 Recommended Budget</b>	<b>2022-23 Adopted Budget</b>	<b>% Change vs 2021-22 Original Budget</b>
<b>Expenditures by Department</b>					
Development Services	\$4,232,930	\$4,761,198	\$5,255,752	\$5,255,752	10.4%
Economic and Community Development	1,929,104	1,931,708	1,561,826	1,841,826	-4.7%
Human Relations	325,207	348,828	350,543	350,543	0.5%
<b>Total Expenditures</b>	<b>\$6,487,241</b>	<b>\$7,041,734</b>	<b>\$7,168,121</b>	<b>\$7,448,121</b>	<b>5.8%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$4,274,430	\$4,749,726	\$5,335,464	\$5,335,464	12.3%
Operating	316,045	468,446	418,933	448,933	-4.2%
Contract Services	816,498	991,410	835,567	885,567	-10.7%
Capital Outlay	0	66,000	218,000	218,000	230.3%
Transfers to Other Funds	920,588	258,371	178,821	178,821	-30.8%
Debt Service	0	0	0	0	0.0%
Other Charges	159,680	507,781	181,336	381,336	-24.9%
<b>Total Expenditures</b>	<b>\$6,487,241</b>	<b>\$7,041,734</b>	<b>\$7,168,121</b>	<b>\$7,448,121</b>	<b>5.8%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$2,021,938	\$2,088,574	\$2,407,346	\$2,407,346	15.3%
Other General Fund Funding	4,153,132	4,650,453	4,475,103	4,705,103	1.2%
General Fund Subtotal	6,175,070	6,381,142	6,882,449	7,112,449	11.5%
Central Business Tax District	312,171	302,707	285,672	335,672	10.9%
<b>Total Funding Sources</b>	<b>\$6,487,241</b>	<b>\$7,041,734</b>	<b>\$7,168,121</b>	<b>\$7,448,121</b>	<b>5.8%</b>

## Community Investment

					% Change vs 2021-22
Full-Time Equivalent Positions by Department	2020-2021 <u>Actual</u>	2021-2022 <u>Original Budget</u>	2022-2023 <u>Recommended Budget</u>	2022-2023 <u>Adopted Budget</u>	<u>Original Budget</u>
Development Services	55.0	55.0	55.0	55.0	0.0%
Economic and Community Development	4.2	4.2	6.8	6.8	61.9%
Human Relations	3.0	3.0	3.0	3.0	0.0%
<b>Total Authorized FTEs</b>	<b>62.2</b>	<b>62.2</b>	<b>64.8</b>	<b>64.8</b>	<b>4.2%</b>

# Development Services

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## DEPARTMENT MISSION

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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.

### ***Program: Code Enforcement***

*General Fund \$1,556,711 / 14.6 FTEs*

#### **Purpose Statement:**

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

- The Code Enforcement Division opened 116 dangerous and blighted cases. 51 out of the 116 cases for repairs or voluntary demolition were closed by the owner.
- The Division worked 8,270 cases from July 2021 through March 2022.
- The Division has removed 3,289 signs to date this fiscal year.
- The Division bid out 17 large sites on private property for cleanup.
- The Reduce and Prevent Illegal Dumping (RAPID) Code Enforcement team reported 490 cases.
- The RAPID team cleaned 268 dump sites.
- Approximately 70 percent (69.8%) of the illegal dumping cases were initiated by Code Enforcement staff.

#### **City Goal:**

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

#### **Objective:**

To provide a clean and beautiful community through effective code enforcement (TFA 4.4 & 3.4).

## Development Services

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Key Performance Measures:	<u>FY 2021</u>	<u>FY 2022</u> <u>Estimated</u>	<u>FY 2023</u> <u>Target</u>
# of enforcement cases per FTE	1,077.00	1,120.00	1,120.00
# of code enforcement violations cases	13,212.00	12,300.00	12,300.00
% of voluntary demolition cases in response to code enforcement action	50.00%	35.00%	50.00%
% of proactive code enforcement cases	69.50%	67.00%	67.00%
# of dump sites cleaned	N/A	375.00	250.00
# of code enforcement field staff per 10,000 population (191,304)	0.58	0.58 (11 field)	0.58 (11 field)
# of code enforcement cases per 10,000 population	690.00	644.00	650.00

### ***Program: Permitting & Inspections***

*General Fund \$2,484,007 / 27.7 FTEs*

#### **Purpose Statement:**

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

#### **Highlights:**

- The Permit Technicians issued approximately 9,000 permits in fiscal year 2022.
- The Permitting & Inspections Division collected approximately \$2.5 million in revenue in fiscal year 2022.
- The estimated number of inspections for fiscal year 2022 is over 36,000.
- The Division reviewed approximately 900 plans during fiscal year 2022.

#### **City Goal:**

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

#### **Objective:**

To perform requested trade inspections within two business days per NCGS 143-139.4.

## Development Services

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
# of permits issued	11,782.00	11,267.00	11,500.00
# of plan reviews (all trades)	726.00	940.00	940.00
% of all inspections completed within the established level of service (two days)	99.00%	99.50%	99.50%
% of construction plans reviewed within the established level of service (10 days)	99.00%	99.00%	99.50%
% of permits issued within the established level of service (two days)	98.00%	98.00%	99.00%
% of residential reviews within five business days (GS is 15 days)	99.00%	99.00%	99.00%
# of Permit Technician's average daily permits	17.00	18.00	25.00
# of daily inspections/inspectors	14.00	17.00	11.00

### ***Program: Planning & Zoning***

*General Fund \$1,215,034 / 12.7 FTEs*

#### **Purpose Statement:**

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. The Planning & 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 & Zoning Division reviewed 52 preliminary plans and 111 pre-application plans.
- The City added more than approximately 191 acres of properties from five annexations.
- Revised three previously approved Planned Neighborhood Development plans.
- The new Chapter 160D of the North Carolina General Statutes modernizes and consolidates current development regulation statutes from other chapters into a single unified chapter.

#### **City Goal:**

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

## Development Services

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**Objective:**

To provide complete, efficient, accurate project and plan reviews for development community and City Council.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
	7.00	11.00 (currently 7)	12.00
# of Planning/Zoning positions per 10,000 population			
% of inspections conducted by supervisors within one year	11.00%	100.00%	100.00%
% of plans reviewed within 10 days	100.00%	100.00%	100.00%
% of staff recommendations accepted by City Council or court	94.50%	95.00%	95.00%
% of TRC review and comment to TRC approval-staff turns within five days	95.00%	98.00%	98.00%
% of HRC Minor CoAs turned within five business days	95.00%	95.00%	95.00%

## Development Services

	<b>2020-21 Actual</b>	<b>2021-22 Original Budget</b>	<b>2022-23 Recommended Budget</b>	<b>2022-23 Adopted Budget</b>	<b>% Change vs 2021-22 Original Budget</b>
<b>Expenditures by Program</b>					
Code Enforcement	\$1,285,218	\$1,520,919	\$1,556,711	\$1,556,711	2.4%
Inspections	1,923,650	2,130,758	2,484,007	2,484,007	16.6%
Planning	1,024,062	1,109,521	1,215,034	1,215,034	9.5%
<b>Total Expenditures</b>	<b>\$4,232,930</b>	<b>\$4,761,198</b>	<b>\$5,255,752</b>	<b>\$5,255,752</b>	<b>10.4%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$3,778,242	\$4,094,095	\$4,427,199	\$4,427,199	8.1%
Operating	250,397	293,305	294,185	294,185	0.3%
Contract Services	193,733	291,573	314,043	314,043	7.7%
Capital Outlay	0	66,000	218,000	218,000	230.3%
Transfers to Other Funds	10,000	12,500	0	0	-100.0%
Debt Service	0	0	0	0	0.0%
Other Charges	558	3,725	2,325	2,325	-37.6%
<b>Total Expenditures</b>	<b>\$4,232,930</b>	<b>\$4,761,198</b>	<b>\$5,255,752</b>	<b>\$5,255,752</b>	<b>10.4%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$2,021,938	\$2,079,416	\$2,407,346	\$2,407,346	15.8%
Other General Fund Funding	2,210,992	2,681,782	2,848,406	2,848,406	6.2%
General Fund Subtotal	4,232,930	4,761,198	5,255,752	5,255,752	10.4%
<b>Total Funding Sources</b>	<b>\$4,232,930</b>	<b>\$4,761,198</b>	<b>\$5,255,752</b>	<b>\$5,255,752</b>	<b>10.4%</b>
<b>Full-Time Equivalent Positions by Department</b>					
<b>Total Authorized FTEs</b>	<b>55.0</b>	<b>55.0</b>	<b>55.0</b>	<b>55.0</b>	<b>0.0%</b>

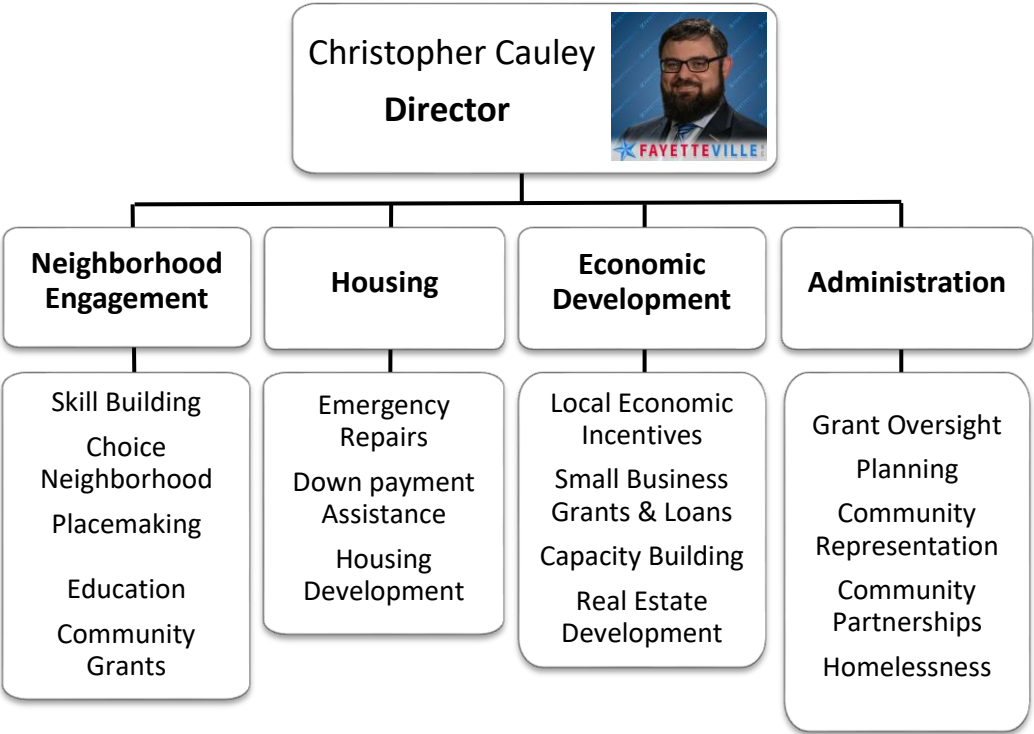


# Development Services

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## BUDGET HIGHLIGHTS

- Personnel reflects the addition of a Development Center Manager position and a Plans Examiner position; and two Code Enforcement RAPID team positions were transferred to Solid Waste.
- During FY 2022, two Planner II positions were reclassified as two Senior Planner positions.
- A Building Inspector position continues to be frozen and unfunded, and is not reflected in the total authorized FTEs.
- Personnel includes \$234,625 for employee pay adjustments, \$20,608 for medical benefit rate adjustments, and \$22,835 for retirement rate adjustments.
- Operating includes \$101,152 for vehicle maintenance and fuel; \$41,634 for telephone and data connectivity services; \$29,890 for official notices and other advertising; \$29,729 for employee training and development and local mileage reimbursements; \$21,880 for printing and postage expenditures; \$19,550 for global positioning system and other software maintenance and licensing; \$9,525 for membership, dues and subscriptions; \$11,950 for general supplies and food; \$8,165 for one-time purchases; \$5,000 for computer equipment; \$10,464 for photo copier services; and \$5,246 for uniforms.
- Contract Services includes \$230,000 for lot cleanings and demolitions, \$70,743 for the City's share of the local funding match for the Fayetteville Area Metropolitan Planning Organization, \$6,200 for a variety of small contract services, and \$7,100 for data searches and background checks.
- Capital includes \$218,000 for ten vehicle replacements.



# Economic & Community Development

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## DEPARTMENT MISSION

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To engage with neighborhoods, community partners, and the private sector to build a stronger economy and community for all residents.

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

*General Fund \$415,372 / 2.7 FTEs*

*Grant Funds \$495,626 (Community Development Block Grant and HOME Investment) / 3.2 FTE*

### **Purpose Statement:**

To project, plan, and prepare for Fayetteville's future growth by creating impactful programs that aid in building a stronger economy and community for all residents.

### **Highlights:**

- The Economic & Community Development Department continues to manage Federal, State, and locally funded programs successfully. Funded programs include Community Development Block Grant (CDBG): \$1,622,224; HOME Investment Partnership Grant (HOME): \$937,431; City General Funds for Corridor Revitalization: \$50,000; and continued to steer the remaining funds of more than \$1.6M CARES Act funding.
- \$11.4M of Emergency Assistance Grant funds were obligated within six months of the two-year timeline with 2,071 households assisted.
- Partnered with the Salvation Army to assist with providing daily meals and fed over 11,000 residents, as of March 2022, with a monthly average of over 2,400.
- Partnered with the Salvation Army to support the White Flag night program. This program allows residents experiencing homelessness the ability to escape the cold when the temperature, with wind chill, reaches 32 degrees or below. There were a total of 40 White Flag nights with 744 individuals sheltered.
- Efforts through the Homeless Client Assistance Program have reunited 13 individuals with their families. This program also pays for bus passes for homeless residents to travel in the city; however, due to COVID-19, the bus fares were waived city-wide for riders and continue to be waived.
- The Hope Center homeless shelter, now called the Dream Center, reopened as a day center at 913 Person Street and is operated by Manna Church. As of March 2022, 3,299 lunches and 62 laundry services were provided.
- Continued funding of the Homeless Management Information Services (HMIS) is defined by the interlocal government agreement between the City and the County. This technology system is used to collect client-level information and data on the provision of housing and services to homeless individuals, families, and persons at risk of homelessness. The current HMIS software agreement and collaboration ensure our compliance with the U.S. Department of Housing and Urban Development (HUD) data collection, management, and reporting standards.

## Economic & Community Development

- Homeless prevention and assistance support offered through the partnership with Connections of Cumberland County has resulted in 73 female heads of households being assisted with intensive case management to prevent eviction or disconnection of services.
- Partnered with Greater Life of Fayetteville, which has provided 32 low and moderate-income residents with family stability and financial literacy services.
- Department staff continues to leverage existing funds and seek other 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 provide support to homeless resource providers to end homelessness.

Key Performance Measures:	<u>FY 2021</u>	<u>FY 2022 Estimated</u>	<u>FY 2023 Target</u>
% of reduction in Point in Time Count annually	297.00	282.00	282.00
# of beds available for homeless residents	54.00	54.00	54.00
# of meals served to the homeless	26,772.00	15,000.00	25,000.00

### **Program: Economic Development**

General Fund \$603,366 / 1.1 FTEs

MSD Fund \$335,672 / 0 FTEs

Grant Funds \$660,993 (Community Development Block Grant) / 1 FTE

### Purpose Statement:

To engage and offer assistance to the private sector to build a stronger economy.

### Highlights:

- The Economic & Community Development staff provided business support services and technical assistance to include assessments, referrals, market opportunities, and direct financial assistance to over 200 new and existing small businesses.
- The department sponsored 45 low and moderate-income Fayetteville Technical Community College (FTCC) students continuing their education by assisting with the payment of tuition, books, and other related school expenses. Additional sponsorship grants are expected, with some funds remaining to assist at least 23 students.
- Continued to offer a gap loan and various matching grant programs to provide direct financial assistance and support small businesses development, expansion, and retention. Assisted 26 businesses that created and retained 97 jobs. These numbers continue to grow.

# Economic & Community Development

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## City Goal:

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

## Objective:

To increase the number of jobs created and retained by small businesses.

Key Performance Measures:	<u>FY 2021</u>	<u>FY 2022 Estimated</u>	<u>FY 2023 Target</u>
# of grants/loans offered to support the development and expansion of small businesses	43.00	20.00	25.00
# of jobs created as a result of a small business grant or loans through community development programs	7.00	22.00	10.00
# of jobs retained as a result of a small business grant or loans through community development programs	213.00	86.00	50.00

### ***Program: Housing***

*General Fund \$94,750 / 1.2 FTEs*

*Grant Funds \$3,677,575 ( Community Development BlockGrant and HOME Investmetn) / 2.5 FTE*

## Purpose Statement:

To increase the availability of housing choices and improve existing housing conditions.

## Highlights:

- The Economic & Community Development Department continued administering Federal funds to increase the supply of affordable housing in the City and partnered with Fayetteville Area Habitat for Humanity, Inc. to construct one single-family home in the Central Campbellton area and finalize the construction of the final 8 of 47 single-family homes in the 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.
- Federal funds also assisted with the construction of 80 multi-family rental units at McArthur Park II Apartments.
- The Economic & Community Development Department administers various housing programs to provide emergency repair and rehabilitation of homes occupied by low-to-moderate income residents and assisted three low-to-moderate income residents with full rehabilitation, and two others are in the process. Partnership with Fayetteville Urban Ministry also assisted 60+ low-income homeowners with emergency repairs.

## City Goal:

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

## Economic & Community Development

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**Objective:**

To improve the city's existing housing stock.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022</u> <u>Estimated</u></b>	<b><u>FY 2023</u> <u>Target</u></b>
# of full rehabs completed	3.00	4.00	6.00
# of emergency repairs	24.00	50.00	50.00

**Objective:**

To increase the supply of affordable housing choices and improve existing housing conditions.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022</u> <u>Estimated</u></b>	<b><u>FY 2023</u> <u>Target</u></b>
# of affordable single family homes	10.00	6.00	3.00
# of funded affordable multi family business plans (formerly reflected as multi family developments produced)	2.00	1.00	2.00

***Program: Neighborhood Engagement***

*General Fund \$192,666 (Mid Year Appropriation) / 1.8 FTEs*

*Grant Funds \$269,153 (Community Development Block Grant) / 2.5 FTE*

**Purpose Statement:**

To engage with neighborhoods to build capacity, ensure strong communities, and achieve successful outcomes.

**Highlights:**

- Work continued on the Murchison Choice Neighborhood Plan. Themes for revitalization were developed. An early action project called "Little Free Libraries" was implemented with 19 sites identified and little free libraries installed.
- Federal funds are used to eliminate slum and blight throughout the community, with two blighted structures demolished and two others in process.
- The Water and Sewer Program continues to serve low-to-moderate income homeowners with assessment and connection fee assistance to ensure residents have clean water and safe, sanitary sewer system access; 12 households were assisted.

**City Goal:**

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

## Economic & Community Development

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**Objective:**

To improve neighborhood appearance by removing a minimum of three structures that are blighted or deteriorated in FY 2023.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
# of blighted structures demolished	4.00	3.00	3.00

**Objective:**

Engage the community through workshops.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
# of community workshops, engagements, classes, etc.	9.00	8.00	6.00

## Economic & Community Development

	<b>2020-21 <u>Actual</u></b>	<b>2021-2022 <u>Original Budget</u></b>	<b>2022-23 <u>Recommended Budget</u></b>	<b>2022-23 <u>Adopted Budget</u></b>	<b>% Change vs 2021-22 <u>Original Budget</u></b>
<b>Expenditures by Program</b>					
Economic Development	\$1,227,763	\$1,698,812	\$889,038	\$1,139,038	-3.5%
Administration	144,793	159,214	415,372	415,372	160.9%
Housing	556,548	73,682	94,750	94,750	28.6%
Neighborhood Engagement	0	0	162,666	192,666	100.0%
<b>Total Expenditures</b>	<b>\$1,929,104</b>	<b>\$1,931,708</b>	<b>\$1,561,826</b>	<b>\$1,841,826</b>	<b>-4.7%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$197,314	\$361,993	\$612,619	\$612,619	69.2%
Operating	48,163	140,411	90,311	120,311	-14.3%
Contract Services	620,690	697,660	519,347	569,347	-18.4%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	910,588	245,871	178,821	178,821	-27.3%
Debt Service	0	0	0	0	0.0%
Other Charges	152,349	485,773	160,728	360,728	-25.7%
<b>Total Expenditures</b>	<b>\$1,929,104</b>	<b>\$1,931,708</b>	<b>\$1,561,826</b>	<b>\$1,841,826</b>	<b>-4.7%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	1,616,933	1,629,001	1,276,154	1,506,154	-7.5%
General Fund Subtotal	1,616,933	1,629,001	1,276,154	1,506,154	-7.5%
Central Business Tax District	312,171	302,707	285,672	335,672	10.9%
<b>Total Funding Sources</b>	<b>\$1,929,104</b>	<b>\$1,931,708</b>	<b>\$1,561,826</b>	<b>\$1,841,826</b>	<b>-4.7%</b>
<b>Full-Time Equivalent Positions by Department</b>					
<b>Total Authorized FTEs</b>	<b>4.2</b>	<b>4.2</b>	<b>6.8</b>	<b>6.8</b>	<b>61.9%</b>



# Economic & Community Development

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## BUDGET HIGHLIGHTS

- During FY2022, a Neighborhood Engagement Manager position, a Management Analyst position, and a Community Relations Specialist position, were added to the General Fund for the Neighborhood Engagement outreach program.
- Personnel includes \$14,763 for employee pay adjustments, \$2,774 for medical benefit rate adjustments, and \$3,336 for retirement rate adjustments.
- Operating costs includes \$50,000 for community signage; \$9,600 for general supplies and food; \$7,788 for travel, training and local mileage reimbursements; \$5,710 for telephone, postage, printing, and photo copier services; \$5,250 for advertising; \$3,600 for memberships, dues and subscriptions; and \$38,363 for utilities, including \$25,000 for parking utilities funded by the Central Business Tax District (CBTD).
- Contract Services funded by the General Fund includes \$153,576 for Campbell Soup incentive; \$16,146 for Springhill Suites tax incentive; \$100,000 for Joint Homeless Initiative between the City and County; \$25,000 for professional economic and community development services; \$2,800 for a Community Voices program facilitator; and \$820 for a variety of smaller and miscellaneous contract services. Contract Services funded by the CBTD include \$1,005 for tax collection fees, \$50,000 for concierge program, and \$220,000 to contract for the management of the downtown Arts and Entertainment District services and programs.
- Other Charges includes \$200,000 for At-Rik Youth program; \$115,000 for the Fayetteville Cumberland Economic Development Commission, \$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, \$39,547 transfer to the General Fund from the Central Business Tax District for financing costs associated with the Franklin Street Deck (\$31,727), and the Segra Stadium (\$7,820).
- Grant-funded program and personnel expenses for 9.2 FTEs are not reflected in this budget.

**Yamile Nazar**  
**Director**



**External & Internal  
Equity & Engagement**

Project Management and Support  
Community Engagement  
Budget Administration  
Partnering with Business  
Complaint Resolutions  
Mediation & Facilitation  
ADA/LEP Compliance  
Equal Opportunity Transit Oversight  
Compliance Training  
Liaison to the Human Relations Commission & the Fair  
Housing Board  
Diversity, Equity & Inclusion Training  
Investigations  
Create & Implement City of Fayetteville Diversity, Equity,  
Inclusion (DEI) Strategic Plan  
Oversight of DEI Values  
Policies & Practices of City Government  
Assist & Consult on Internal & External DEI Matters  
Provide Coaching Guidance & Education on DEI  
Assist with Recruitment & Retention of a Diverse  
Workforce  
Create & Implement DEI Training Modules  
Technical Assistance related to Policies Competencies,  
Biases, & Allyship  
Facilitator/Instructor

# Human Relations

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## DEPARTMENT MISSION

To embed Diversity, Equity, and Inclusion (DEI) into the culture, practices, and policies for the City of Fayetteville. Areas of focus for internal and external clients include DEI Services, Human Relations, Civil Rights, Community Engagement, and Partnering with Business. Additionally, to provide efficient and effective staff support to the Fayetteville - Cumberland Human Relations Commission and the Fair Housing Board to carry out their mandates and jurisdictions within their respective ordinances.

### ***Program: External & Internal Equity & Engagement***

*General Fund \$350,543 / 3.0 FTEs*

#### **Purpose Statement:**

Civil Rights manages all programs associated with federal laws that govern equal treatment and prohibit discrimination within protected classes. These include Title VI (Federal Funding) and Title VII (Employment) of the Civil Rights Act and Section 504 of the Americans with Disabilities Act (ADA). Partnering with Business (PWB) supports business sustainability, the overall success of organization, whether public, private, or non-profit sector who are dependent upon skillful talent management, resulting in greater productivity and simultaneously increasing retention of high-performing staff. PWB offers compliance and legal consequences training. Diversity, Equity, and Inclusion Services (DEI) serves both internal and external clients. It leads the organization in the process of developing and implementing the City's DEI Strategic Plan. This division serves as primary facilitator/instructor on all DEI training modules. Provides technical assistance to departments related to policy development, cultural competencies, implicit bias, the "isms", and allyship.

#### **Highlights:**

- DEI training: Human Relations developed a DEI (Diversity, Equity, and Inclusion) staff and professional development training module for its "Partnering with Business" initiative for organizations in the public, private, nonprofit, higher education, and military sectors. The module has already been utilized by the Commanding General and more than 100 senior leadership and executive level members of the 82nd Airborne Division; Cumberland County Foundation and its grantees; the Arts Council; FTCC Senior Leadership; and the Town of Hope Mills.
- Community engagement: during the pandemic, the department continued to provide virtual community and human relations sessions for building and sustaining welcoming and inclusive community environments. The department's "The Hate U Give" film screening and community engagement series is an ongoing City-sponsored experiential learning that ignites discussion around the film in facilitated dialogue groups and serves as an excellent way to engage residents in discussions involving DEI, youth, family, bias, and police/community relations. Over 150 individuals participated in these virtual sessions during the pandemic.
- Multilingual assistance: Human Relations provides multilingual assistance to City and County government efforts to facilitate resident safety awareness in emergency management and disaster preparedness situations, ranging from warnings during hurricane season to the current pandemic. Staff continues to provide these services for the emergency operation centers, providing information through broadcast and social media platforms to ensure residents are aware of

## Human Relations

information that may save lives. The department continues to provide inter-departmental assistance with bilingual outreach including, but not limited to, creating Spanish language flyers in support of the City's Economic & Community Development Department's efforts to inform limited English proficient individuals and underserved communities of its COVID assistance program that provides qualified city residents impacted by the pandemic with rent, utilities, and mortgage payment assistance.

- Fair housing: Human Relations and the Fair Housing Board continued its collaboration with Alliance Health on providing fair housing training in Fayetteville for its client service providers. More than 139 providers have been trained on the City's fair housing ordinance and related federal laws.
- Outreach efforts: the department initiated an awareness campaign of the City's ordinances, programs, and services through the Fort Bragg Military Spouses Facebook page with over 8,000 followers. The page disseminates weekly informational posts that involve updates on human relations, fair housing, and other related diversity, equity, and inclusion issues.

### City Goal:

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

### Objective:

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

Key Performance Measures:	<u>FY 2021</u>	<u>FY 2022 Estimated</u>	<u>FY 2023 Target</u>
% of participants indicating they are very satisfied or satisfied with educational events per the Human Relations customer survey	95.00%	95.00%	95.00%
# of Human Relations educational events	10.00	16.00	12.00

### Objective:

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

Key Performance Measures:	<u>FY 2021</u>	<u>FY 2022 Estimated</u>	<u>FY 2023 Target</u>
# of Human Relations community event participants	350.00	650.00	500.00
# of Human Relations community events	10.00	12.00	12.00
# of outreach materials distributed through social media, information materials, or staff outreach at Human relations community events	2500.00	2500.00	2500.00
# of volunteer hours spent on Human Relations community events and outreach opportunities	356.00	425.00	300.00

## Human Relations

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**Objective:**

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

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
# of cases: landlord/tenant, fair housing, fair employment	5.00	12.00	10.00
# of Human Relations staff hours spent handling resident requests for assistance and/or investigating complaints	50.00	100.00	75.00
# of landlord/tenant, fair housing, fair employment, and other assistance resident requests to Human Relations	300.00	335.00	250.00
% of Human Relations resident assistance requests responded to within two business days	95.00%	95.00%	95.00%

**Objective:**

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

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
% increase in pre/post testing knowledge for Human Relations educational events	20.00%	20.00%	20.00%

## Human Relations

	<b>2020-21 <u>Actual</u></b>	<b>2021-22 <u>Original Budget</u></b>	<b>2022-23 <u>Recommended Budget</u></b>	<b>2022-23 <u>Adopted Budget</u></b>	<b>% Change vs 2021-22 <u>Original Budget</u></b>
<b>Expenditures by Program</b>					
External& Internal Equity & Engagement	\$325,207	\$348,828	\$350,543	\$350,543	0.5%
<b>Total Expenditures</b>	<b>\$325,207</b>	<b>\$348,828</b>	<b>\$350,543</b>	<b>\$350,543</b>	<b>0.5%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$298,874	\$293,638	\$295,646	\$295,646	0.7%
Operating	17,486	34,730	34,437	34,437	-0.8%
Contract Services	2,074	2,177	2,177	2,177	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	6,773	18,283	18,283	18,283	0.0%
<b>Total Expenditures</b>	<b>\$325,207</b>	<b>\$348,828</b>	<b>\$350,543</b>	<b>\$350,543</b>	<b>0.5%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$0	\$9,158	\$9,158	\$9,158	0.0%
Other General Fund Funding	325,207	339,670	341,385	341,385	0.5%
General Fund Subtotal	325,207	348,828	350,543	350,543	0.5%
<b>Total Funding Sources</b>	<b>\$325,207</b>	<b>\$348,828</b>	<b>\$350,543</b>	<b>\$350,543</b>	<b>0.5%</b>
<b>Full-Time Equivalent Positions by Department</b>					
<b>Total Authorized FTEs</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>0.0%</b>

# Human Relations

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## BUDGET HIGHLIGHTS

- Personnel includes \$8,471 for employee pay adjustments, \$1,233 for medical benefit rate adjustments, and \$1,623 for retirement rate adjustments.
- Operating includes \$7,360 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; \$3,781 for memberships, dues and subscriptions; \$3,000 for food for various committee and commission meetings; and \$7,334 for telephone, printing, postage, and 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 includes \$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 \$16,618 is budgeted for the annual reception, projected to be funded by ticket sales and donations of \$9,158, and General Fund support of \$7,460.



FAYETTEVILLE<sup>NC</sup>  
AMERICA'S CAN DO CITY

annual budget  
adopted FY 2023



# Operations



Portfolio Overview ..... F-2

Airport ..... F-4

Fire..... F-11

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

Police ..... F-29

Public Services ..... F-38

Transit ..... F-55

# Operations

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	<b>2020-21 <u>Actual</u></b>	<b>2021-22 <u>Original Budget</u></b>	<b>2022-23 <u>Recommended Budget</u></b>	<b>2022-23 <u>Adopted Budget</u></b>	<b>% Change vs 2021-22 <u>Original Budget</u></b>
<b>Expenditures by Department</b>					
Airport	\$4,126,910	\$5,045,544	\$5,765,927	\$5,765,927	14.3%
Fire	29,224,746	32,631,368	35,222,004	35,222,004	7.9%
Parks, Recreation & Maintenance	19,369,407	23,652,779	25,969,755	26,495,405	12.0%
Police	53,654,307	56,504,671	59,021,160	59,021,160	4.5%
Public Services	39,750,990	46,654,723	48,744,294	48,744,294	4.5%
Transit	10,544,699	12,415,571	13,325,042	13,325,042	7.3%
<b>Total Expenditures</b>	<b>\$156,671,059</b>	<b>\$176,904,656</b>	<b>\$188,048,182</b>	<b>\$188,573,832</b>	<b>6.3%</b>

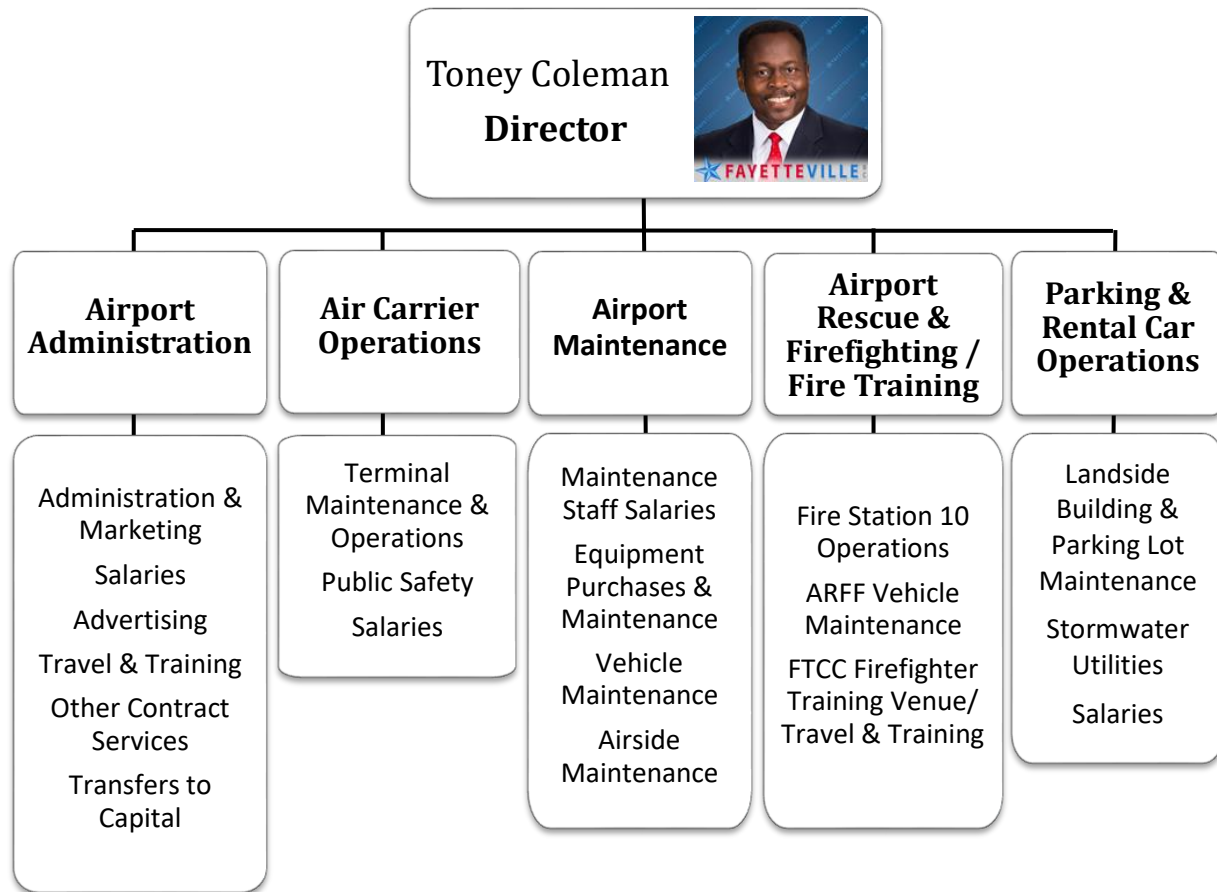
<b>Expenditures by Type</b>					
Personnel Services	\$98,002,811	\$106,556,838	\$114,897,822	\$115,388,473	8.3%
Operating	24,116,101	28,154,310	27,875,846	27,875,846	-1.0%
Contract Services	7,899,857	9,381,782	9,582,857	9,617,857	2.5%
Capital Outlay	5,514,046	9,062,343	10,125,104	10,125,104	11.7%
Transfers to Other Funds	15,047,817	15,849,015	16,673,942	16,673,942	5.20%
Debt Service	3,103,199	3,654,962	5,270,363	5,270,363	44.2%
Other Charges	2,987,228	4,245,406	3,622,247	3,622,247	-14.7%
<b>Total Expenditures</b>	<b>\$156,671,059</b>	<b>\$176,904,656</b>	<b>\$188,048,182</b>	<b>\$188,573,832</b>	<b>6.3%</b>

## Operations

	<b>2020-21 <u>Actual</u></b>	<b>2021-22 <u>Original Budget</u></b>	<b>2022-23 <u>Recommended Budget</u></b>	<b>2022-23 <u>Adopted Budget</u></b>	<b>% Change vs 2021-22 <u>Original Budget</u></b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$13,027,412	\$15,048,665	\$16,814,742	\$16,814,742	-38.0%
Other General Fund Funding	101,882,583	115,318,801	117,247,818	117,773,468	2.1%
General Fund Subtotal	114,909,995	130,367,466	134,062,560	134,588,210	3.2%
Airport Fund	4,126,910	5,045,544	5,765,927	5,765,927	14.3%
Emergency Telephone System Fund	872,171	1,001,723	960,166	960,166	-4.1%
Solid Waste Fund	13,329,832	15,319,690	16,360,647	16,360,647	6.8%
Parking Fund	1,096,857	1,234,881	1,191,830	1,191,830	-3.5%
Stormwater Fund	11,790,595	11,519,781	16,382,010	16,382,010	42.2%
Transit Fund	10,544,699	12,415,571	13,325,042	13,325,042	7.3%
<b>Total Funding Sources</b>	<b>\$156,671,059</b>	<b>\$176,904,656</b>	<b>\$188,048,182</b>	<b>\$188,573,832</b>	<b>6.3%</b>
<b>Full-Time Equivalent Positions by Department</b>					
Airport	24.0	24.5	24.5	24.5	0.0%
Fire	326.0	327.0	327.0	327.0	0.0%
Parks, Recreation & Maintenance	162.0	162.0	164.0	164.0	1.2%
Police	604.5	605.5	606.5	606.5	0.2%
Public Services	200.3	202.8	203.3	203.3	0.2%
Transit	122.0	125.0	126.0	126.0	0.8%
<b>Total Authorized FTEs</b>	<b>1,438.8</b>	<b>1,446.8</b>	<b>1,451.3</b>	<b>1,451.3</b>	<b>0.3%</b>

# Airport

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## DEPARTMENT MISSION

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

### **Program: Air Carrier Operations**

*Airport Fund \$1,825,759 / 9.0 FTEs*

#### **Purpose Statement:**

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.

#### **Highlights:**

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

#### **City Goal:**

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

#### **Objective:**

To maintain public transportation investments with high quality transit and airport services.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022</u> <u>Estimated</u></b>	<b><u>FY 2023</u> <u>Target</u></b>
# of enplaned and deplaned passengers	375,819.00	440,000.00	500,000.00
Average # of daily flights	22.00	22.00	23.00
% change in airline load factor	82.50%	82.50%	84.00%

### **Program: Airport Administration**

*Airport Fund \$1,676,533 / 6.5 FTEs*

#### **Purpose Statement:**

To secure and administer federal and state grants, provide expertise to Airport Commission and oversight of five-year capital improvement and technology improvement plans (CIP/TIP).

#### **Highlights:**

- Applied for and administered federal and state grants, including a Federal Aviation Administration (FAA) grant for a major terminal renovation project.
- Provided expertise to the Airport Commission.

# Airport

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- Administered the five-year capital improvement plan.

## City Goal:

To 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 2021</u>	<u>FY 2022 Estimated</u>	<u>FY 2023 Target</u>
Passenger facility charge	\$639,798.00	\$669,545.27	\$763,281.60

## **Program: Airport Maintenance**

*Airport Fund \$771,191 / 2.0 FTEs*

## Purpose Statement:

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 and augment Airport efforts through lease agreements with quality, limited, and full service 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:

To 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 2021</u>	<u>FY 2022 Estimated</u>	<u>FY 2023 Target</u>
# of total aircraft operation (takeoffs and landings)	38,064.00	41,870.00	46,057.00

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

*Airport Fund \$795,794 / 6.0 FTEs*

### **Purpose Statement:**

To provide 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. Keep airfield users up-to-date on runway and taxiway conditions. Additionally, to support the Firefighting Training Facility, which serves as 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.

### **Objective:**

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

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022</u> <u>Estimated</u></b>	<b><u>FY 2023</u> <u>Target</u></b>
% of Airport Fire Station 10 three minute response tests met	100.00%	100.00%	100.00%

## ***Program: Parking and Rental Car Operation***

*Airport Fund \$293,876 / 1.0 FTEs*

### **Purpose Statement:**

To develop and maintain parking and rental car rate structures that fund paid parking and rental car infrastructure development and fosters improved access control and vehicle circulation in an aesthetically pleasing environment.

### **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 the Airport revenues.

# Airport

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## 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.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022</u> <u>Estimated</u></b>	<b><u>FY 2023</u> <u>Target</u></b>
% change in annual parking revenue	-38.92%	93.10%	1.63%
% change in annual rental car revenue	18.89%	0.58%	9.68%



## Airport

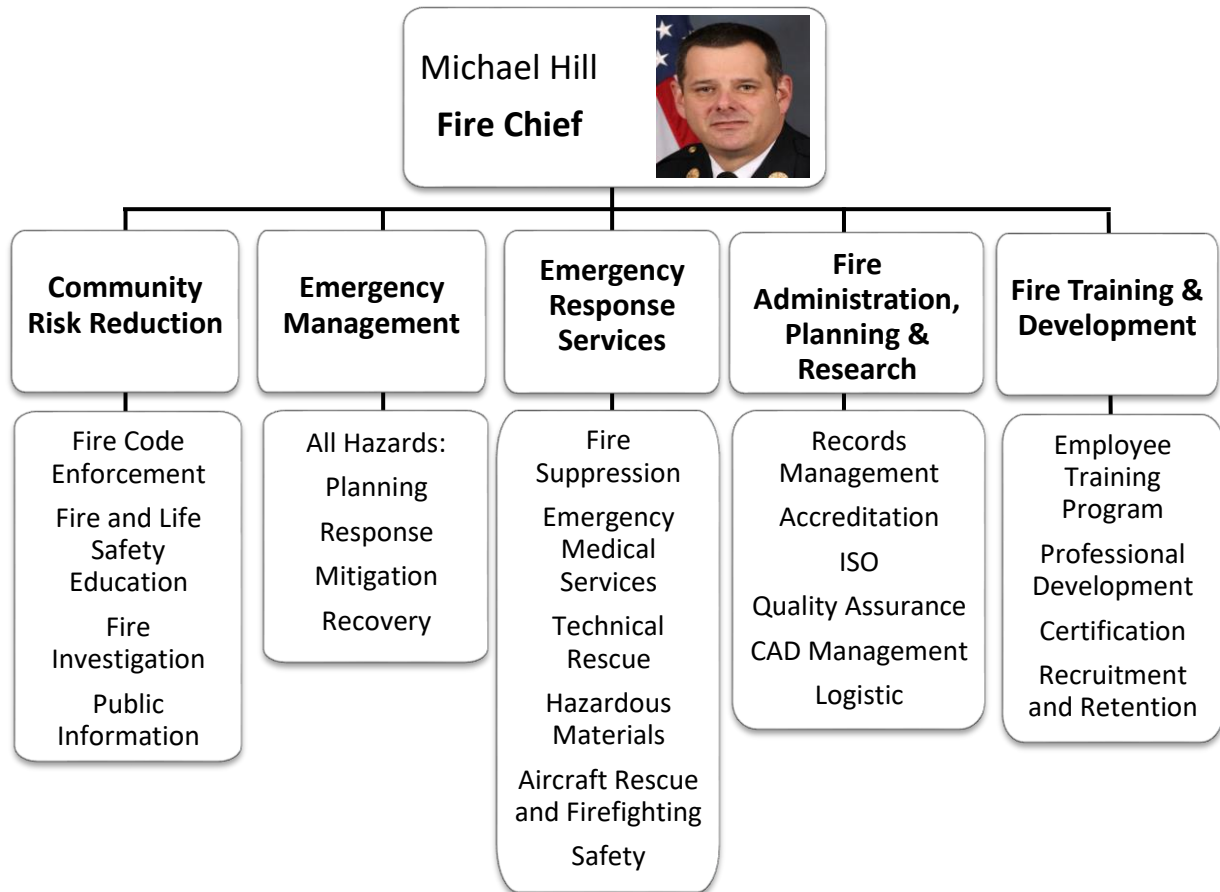
	<b>2020-21 <u>Actual</u></b>	<b>2021-22 <u>Original Budget</u></b>	<b>2022-23 <u>Recommended Budget</u></b>	<b>2022-23 <u>Adopted Budget</u></b>	<b>% Change vs 2021-22 <u>Original Budget</u></b>
<b>Expenditures by Program</b>					
Air Carrier Operations	\$1,369,205	\$1,752,440	\$1,825,759	\$1,825,759	4.2%
Airport Administration	1,134,175	1,546,007	1,676,533	1,676,533	8.4%
Airport Maintenance	362,553	427,197	771,191	771,191	80.5%
Airport Rescue and Fire Fighting/Fire Training	710,913	734,487	795,794	795,794	8.3%
Non-Program Expenditures	347,443	358,709	402,774	402,774	12.3%
Parking and Rental Car Operation	202,621	226,704	293,876	293,876	29.6%
<b>Total Expenditures</b>	<b>\$4,126,910</b>	<b>\$5,045,544</b>	<b>\$5,765,927</b>	<b>\$5,765,927</b>	<b>14.3%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$1,707,951	\$1,934,195	\$2,140,830	\$2,140,830	10.7%
Operating	1,111,010	1,787,556	1,878,636	1,878,636	5.1%
Contract Services	162,166	161,093	206,861	206,861	28.4%
Capital Outlay	45,500	0	327,000	327,000	100.0%
Transfers to Other Funds	420,100	460,000	450,000	450,000	-2.2%
Debt Service	0	0	0	0	0.0%
Other Charges	680,183	702,700	762,600	762,600	8.5%
<b>Total Expenditures</b>	<b>\$4,126,910</b>	<b>\$5,045,544</b>	<b>\$5,765,927</b>	<b>\$5,765,927</b>	<b>14.3%</b>
<b>Funding Sources</b>					
Airport Fund	\$4,126,910	\$5,045,544	\$5,765,927	\$5,765,927	14.3%
<b>Total Funding Sources</b>	<b>\$4,126,910</b>	<b>\$5,045,544</b>	<b>\$5,765,927</b>	<b>\$5,765,927</b>	<b>14.3%</b>
<b>Full-Time Equivalent Positions by Department</b>					
<b>Total Authorized FTEs</b>	<b>24.0</b>	<b>24.5</b>	<b>24.5</b>	<b>24.5</b>	<b>0.0%</b>

# Airport

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## BUDGET HIGHLIGHTS

- Personnel includes \$145,156 for employee pay adjustments, \$10,829 for medical benefit rate adjustments, and \$10,053 for retirement rate adjustments.
- Operating includes \$563,801 for utilities and stormwater fees; \$406,576 for maintenance of Airport facilities; \$300,000 for advertising; \$168,675 for general supplies; \$27,000 for one-time supplies; \$175,788 for vehicle and equipment maintenance and fuel; \$109,331 for insurance and claim settlements; \$46,000 for parking lot, runway, and taxiway maintenance; \$34,960 for travel and training; \$11,092 for memberships and dues; \$14,000 for uniforms; \$14,413 for telephone, data connectivity, postage, printing, and photo copier services; and \$7,000 for a replacement fingerprint machine.
- Contract Services includes \$61,499 for technical consulting, \$31,832 for landscaping and tree removal services, \$13,000 for security screenings, \$5,000 for wildlife control, \$72,000 for unanticipated contract service requirements, \$5,000 for contracted garbage collection, \$4,000 for a variety of smaller and miscellaneous contracted services, \$14,100 for approach certification, and \$430 for medical services.
- Capital includes \$50,000 for a marquee sign, and \$277,000 for various equipment consisting of two replacements and four additions, details listed on page J-36.
- Transfers include \$450,000 to replace the perimeter road paving and fencing.
- Other Charges includes \$478,300 for reimbursements to the General Fund for police services and \$263,300 for indirect cost allocations, \$15,000 for fuel inventory, \$5,000 for community relations, and \$1,000 for employee relations.
- Non-program expenditures include charges not directly attributable to a specific program, including indirect cost allocations, retiree benefits, and insurance and claim settlements.



# Fire

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## DEPARTMENT MISSION

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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 \$1,230,690 / 12.0 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 impacts to residents.

#### **Highlights:**

- The department reassigned two (2) additional firefighters to the CRR Division to serve as fire and life safety educators.
- The department documented 1,107 in-person community outreach events, making 28,237 customer contacts.
- The department installed 1,317 smoke alarms, representing a 265% increase over CY 2020.
- The department added a Deputy Fire Marshal position, thus installing the first mid-level manager in the history of the fire prevention office.
- The department received an Assistance to Firefighters Fire Prevention Grant to fund the addition of a part-time Fire Inspector position.
- The department completed 10,472 fire inspections, discovering and mitigating 9,085 fire code violations.

#### **City Goal:**

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

#### **Objective:**

To reduce number of fire code violations discovered in inspectable occupancies by 5% annually.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
# of fire inspections conducted	7,841.00	8,400.00	8,600.00
# of fire incidents occurring in inspectable occupancies	31.00	30.00	25.00
# of educational flyers distributed to inspectable occupancies	8,034.00	4,000.00	8,000.00

#### **Objective:**

To reduce the occurrence of fire in residential structures by 5% annually.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
# of fires in residential structures	350.00	316.00	300.00
# of smoke alarms installed	907.00	1,242.00	1,500.00
# of fires where smoke alarms alerted occupants	58.00	76.00	85.00

**Objective:**

To reduce the occurrence of incendiary fires affecting the community by 5% annually.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
Identify # of incendiary fires	46.00	42.00	40.00
Identify # of incendiary fires that lead to criminal charges	24.00	10.00	20.00

***Program: Emergency Management***

*General Fund \$435,518 / 3.0 FTEs*

**Purpose Statement:**

The mission of Emergency Management is to employ efforts to ensure all-hazards preparedness for the citizens, employees, and visitors within the City of Fayetteville (COF).

**Highlights:**

- The department coordinated the ongoing recovery and public assistance projects for Hurricane Matthew, Hurricane Florence, and the coronavirus (SARS-CoV-2) pandemic.
- The COF Emergency Management Ordinance was updated to better align with NC General Statutes focused on restricting activities on public streets not owned by the municipality.
- The department coordinated the injection of emergency action planning in all permitted COF special events.
- COF Security Coordinator completed security assessments of all COF facilities and renewed contract with the vendor providing security services.
- COF Weapons Ordinance and employee policy on weapons updated with revisions adopted.

**City Goal:**

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

**Objective:**

To work with internal and external partners to ensure a prepared and resilient community by conducting at least 10 emergency management drills reaching at least 10,000 people annually.

# Fire

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Key Performance Measures:	<u>FY 2021</u>	<u>FY 2022 Estimated</u>	<u>FY 2023 Target</u>
# of community outreach events with number of attendees	27/13,575.00	40/13,060.00	15/10,000.00
# of Emergency Management exercises and drills conducted (external)	6.00	4.00	6.00

## Objective:

To ensure a prepared and resilient City of Fayetteville workforce against all hazards by conducting at least five readiness exercises annually.

Key Performance Measures:	<u>FY 2021</u>	<u>FY 2022 Estimated</u>	<u>FY 2023 Target</u>
% of COF employees who meet NIMs requirement for their position	N/A	N/A	50.00%
# of internal annual readiness exercises (Fayetteville sponsoring agency)	6.00	4.00	4.00

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

*General Fund \$31,493,034 / 298.0 FTEs*

## Purpose Statement:

The mission of 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 26,414 emergency calls for service with 67% being medical in nature.
- The department realized a total response time for the first arriving unit of seven (7) minutes and three (3) seconds for 90% of all emergency calls.
- The department completed the design and initiated the bid phase of the fire station #4 relocation project to Bragg Blvd.
- The department responded to 325 overdose calls where Naloxone was administered, representing a 112% increase over CY 2020.
- The department completed a project of the cancer prevention initiative, whereas turnout gear washers were acquired for all fire facilities.
- The department replaced three(3) fire engines and one (1) ladder truck in CY 2021.

## City Goal:

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

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## Objective:

To ensure response to all incidents meet the benchmarks established in the Standards of Cover with a total response time of less than 8 minutes 90% of the time and unit reliability exceeds 90% annually.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
90% response time for first due apparatus	7:1 min	7:01 min	7:00 min
% unit reliability	82.70%	84.00%	90.00%

## Objective:

To ensure the number of incidents where fire was confined to the room of origin meets or exceeds 50% and average dollar loss/save ratio meets or exceeds 90% annually.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
% of structure fires confined to room of origin	52.57%	55.00%	58.00%
Average dollar loss/save ratio	93.60%	92.00%	94.00%
# of structure fires	358.00	384.00	350.00
# of fire incidents	840.00	992.00	825.00

## Objective:

To evaluate patient outcomes from EMS incidents.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
# of cardiac arrests	313.00	286.00	275.00
# of overdose incidents	267.00	330.00	275.00
# of Narcan administrations	264.00	330.00	275.00

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

*General Fund \$1,346,021 / 5.0 FTEs*

## Purpose Statement:

The mission of the Fire Administration, Planning and Research division is to provide operational support activities needed to direct public service programs to include functional areas of the Executive Fire Staff, Office Systems, Planning and Research, and Logistics Division.

# Fire

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## Highlights:

- The department was awarded re-accreditation by the Commission on Fire Accreditation International in 2021.
- The department maintained its ISO Class 1 Property Fire Protection (PPC).
- The department promoted two (2) new Deputy Fire Chiefs and two (2) new Assistant Fire Chiefs representing a 57% turnover in the executive staff members.
- The department redesigned and adopted its shoulder patch, retiring its predecessor after thirty (30) years.
- The department began transition from Fire House Records Management System to Image Trend Records Management System.

## City Goal:

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

## Objective:

To maintain accredited status through the Commission on Fire Accreditation International (CFAI) and ISO Class 1 rating by completing program appraisals for all service level programs and conduct service testing of ladders, pumps, hose and hydrants annually.

Key Performance Measures:	<u>FY 2021</u>	<u>FY 2022</u> <u>Estimated</u>	<u>FY 2023</u> <u>Target</u>
% of program appraisals completed	100.00%	100.00%	100.00%
% of annual service testing completed	100.00%	100.00%	100.00%

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

*General Fund \$716,741 / 9.0 FTEs*

## Purpose Statement:

The mission of the Human Resources & Professional Development Program is to direct and coordinate the training activities of the Fayetteville Fire Department and maintain all records pertaining to employee training. It will play a role in marketing and recruitment for entry level positions and developing personnel for key positions within the department.

## Highlights:

- The department processed thirty-three (33) replacement firefighters in joining the organization, including ten (10) lateral hires.
- The department increased overall minority employee representation to 20.01%, with 36.00% of newly hired firefighters belonging to underrepresented populations.
- The department documented over 130,000 hours of training of its employees.
- The department developed a hiring manual that guides its hiring process and codifies its practices.



- The department certified/re-certified 134 Emergency Medical Technicians, 30 Firefighters, 7 Driver/Operators, 9 Rescue Technicians, and 2 Hazardous Materials Technicians.

## City Goal:

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

## Objective:

Create, promote and foster an organizational environment that values development, diversity and growth opportunities for all employees resulting in at least a two percent increase in female firefighters, six percent increase in minority firefighters and offer percent of required career-development training and track-tenured required training annually.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
% of female firefighters	4.50%	4.00%	6.00%
% of minority firefighters	21.40%	22.20%	27.00%
% of required career-development training and track-tenured required training biennial	97.00%	100.00%	100.00%

## Objective:

Enhance community relationships and improve organizational diversity, through aggressive and targeted marketing and recruitment efforts by attending 12 local, 3 regional and 1 national recruitment events targeting minority candidates annually.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
# of local, regional, and national recruitment events targeting minority candidates	14.00	17.00	25.00
# of recruitment committee meetings	1.00	2.00	4.00

## Objective:

Provide development and training opportunities designed to increase individual and organizational performance while meeting established ISO requirements annually.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
% of Fire personnel obtaining 240 hrs. of established training goal	85.00%	89.50%	100.00%
% of firefighting staff that received 16 hours of training facility use annually	19.40%	49.00%	100.00%

# Fire

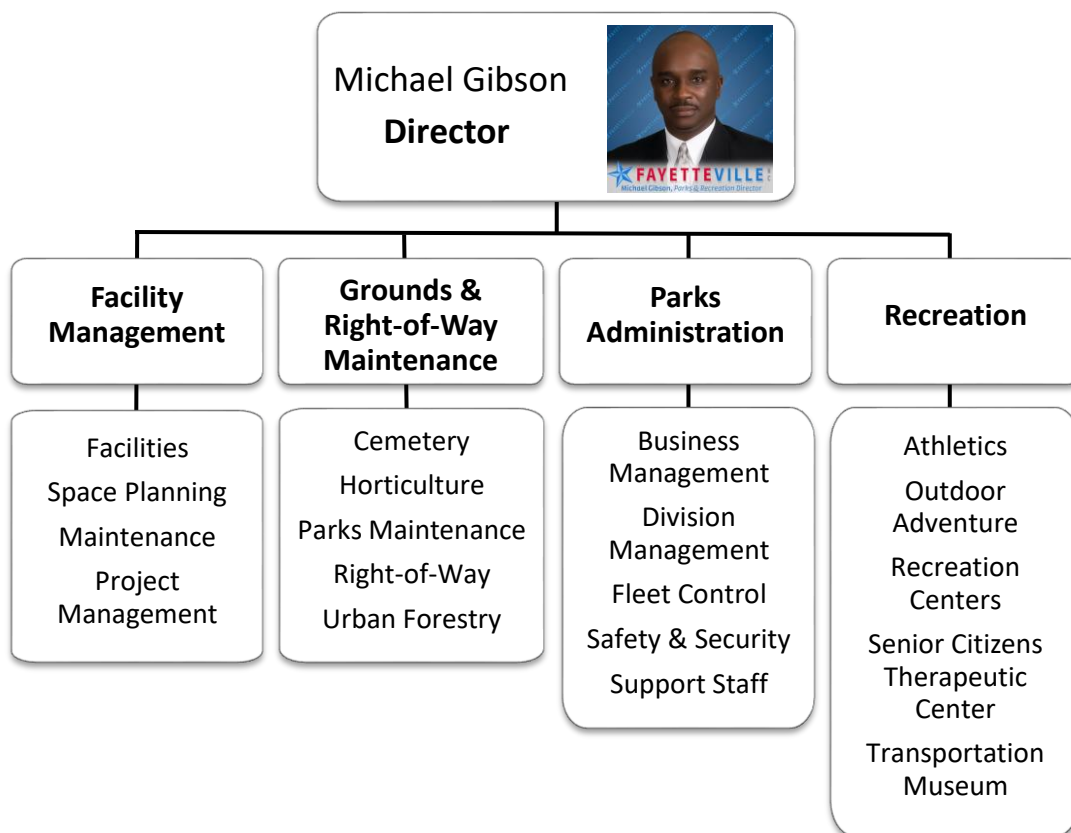
	<b>2020-21 Actual</b>	<b>2021-22 Original Budget</b>	<b>2022-23 Recommended Budget</b>	<b>2022-23 Adopted Budget</b>	<b>% Change vs 2021-22 Original Budget</b>
<b>Expenditures by Program</b>					
Community Risk Reduction	\$1,047,803	\$1,093,471	\$1,230,690	\$1,230,690	12.6%
Emergency Management	302,378	311,820	435,518	435,518	39.7%
Emergency Response Services	26,211,134	29,226,847	31,493,034	31,493,034	7.8%
Fire Administration, Planning and Research	1,132,842	1,473,743	1,346,021	1,346,021	-8.7%
Fire Training and Development	530,589	525,487	716,741	716,741	36.4%
<b>Total Expenditures</b>	<b>\$29,224,746</b>	<b>\$32,631,368</b>	<b>\$35,222,004</b>	<b>\$35,222,004</b>	<b>7.9%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$24,203,980	\$25,279,839	\$27,444,315	\$27,444,315	8.6%
Operating	3,492,555	3,893,726	3,818,182	3,818,182	-1.9%
Contract Services	830,331	975,061	985,663	985,663	1.1%
Capital Outlay	435,880	2,327,278	2,805,820	2,805,820	20.6%
Transfers to Other Funds	213,636	96,480	100,000	100,000	3.6%
Debt Service	0	0	0	0	0.0%
Other Charges	48,364	58,984	68,024	68,024	15.3%
<b>Total Expenditures</b>	<b>\$29,224,746</b>	<b>\$32,631,368</b>	<b>\$35,222,004</b>	<b>\$35,222,004</b>	<b>7.9%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$1,102,880	\$1,173,131	\$1,757,256	\$1,757,256	49.8%
Other General Fund Funding	28,121,866	31,458,237	33,464,748	33,464,748	6.4%
General Fund Subtotal	29,224,746	32,631,368	35,222,004	35,222,004	7.9%
<b>Total Funding Sources</b>	<b>\$29,224,746</b>	<b>\$32,631,368</b>	<b>\$35,222,004</b>	<b>\$35,222,004</b>	<b>7.9%</b>
<b>Full-Time Equivalent Positions by Department</b>					
<b>Total Authorized FTEs</b>	<b>326.0</b>	<b>327.0</b>	<b>327.0</b>	<b>327.0</b>	<b>0.0%</b>

## BUDGET HIGHLIGHTS

- Personnel includes \$1,855,224 for employee pay adjustments, \$144,534 for medical benefit rate adjustments and \$135,129 for retirement rate adjustments.
- Personnel reflects a reclassification of an Office Supervisor position to a Fire Analyst position during FY 2022.
- 18 Fire Fighter positions are appropriated in the Special Revenue Fund and are not included in the department FTE count.
- Operating costs consist of expenditures to operate 17 stations includes \$409,483 for general supplies and food, including supplies for 18 grant funded firefighter positions; \$434,025 for small equipment and one-time supplies, including \$44,624 for equipment for Engine #5, \$309,572 for replacement and new recruit personal protective equipment, \$8,160 for replacement computers, \$19,808 for 32 replacement mattresses, \$19,208 for carbon monoxide alarms and smoke alarms, and \$32,653 for other miscellaneous equipment; \$197,260 for uniforms; \$258,615 for utilities; \$251,855 for building, software, and general equipment maintenance and rentals; \$127,779 for telephone, data connectivity, postage, printing, and photo copier services; \$143,240 for travel, training and memberships; \$1,920,925 for vehicle maintenance and fuel; and \$75,000 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.
- Contract Services includes \$694,596 for payments to volunteer fire departments for contracted fire protection, \$27,500 for assessment centers, \$203,520 for medical services, and \$60,047 for a variety of small contract services.
- Capital includes \$2,805,820 for vehicles and equipment, including \$26,325 for thermal imaging cameras, \$5,495 for HazMat & rescue suit dryers, \$34,000 for Edraulics rescue tools package, \$1,400,000 for two fire pumpers, \$150,000 for one medium brush truck, \$1,100,000 for heavy truck-rescue, and \$90,000 for one sedan and two sports utility vehicles.
- Transfers to other funds includes \$100,000 for temporary Fire Station #18.
- Other charges includes \$13,024 for employee appreciation and community relations, \$10,000 of funding to be released for expenditures as funded by anticipated donations, and an indirect cost allocation of \$120,000 for HazMat operations offset by a \$75,000 allocation of HazMat costs to the Stormwater Fund.

## Parks, Recreation & Maintenance

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# Parks, Recreation & Maintenance

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## DEPARTMENT MISSION

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To provide quality and affordable parks and recreation facilities, to include quality and affordable programs for youth, adults, and citizens with special needs. 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 \$2,674,174 / 18.0 FTEs*

#### **Purpose Statement:**

Positively affect the City's image and appearance by providing and maintaining high quality facilities.

#### **Highlights:**

- Facility upgrades completed for the Hope Center/Dream Center to outfit the building for operation by Manna Church.
- Installed helical piers to stabilize the eastern wall of the Police Department; replaced and repaired damaged tile, sheetrock, and fixtures in shower/locker room areas to restore functionality.
- Awarded the contract for roofing replacement at 455 Grove Street.
- Completed interior demolition at the future Makers Space location; awarded the contract for roofing replacement.
- Completed roofing replacement at 280A Lamon Street.
- Began work to restore historical elements of the E.E. Smith house, to include millwork, wall covering, fire place, and a mantle in preparation for programming to begin in March.
- Installed automatic gate operators at Roy Turner Park, increasing security and accessibility of the park and reducing man-hours spent opening and closing the park daily.
- Replaced all HVAC units at the Police Training Center.
- Replaced all HVAC units at Fire Station 9.
- Replaced HVAC units for the breakroom and the 911 call center at City Hall; updated restrooms (second floor, 911 breakroom) to improve accessibility, aesthetics, and hygiene. Improved lighting, partitions, painting, new sinks/faucets, and installed new toilets with automatic flush valves.

#### **City Goal:**

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

#### **Objective:**

Complete at least 85% of facility maintenance work orders within one month of submission in FY 2022.

## Parks, Recreation & Maintenance

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Key Performance Measures:	<u>FY 2021</u>	<u>FY 2022 Estimated</u>	<u>FY 2023 Target</u>
% of work orders closed within one month of submission	94.00%	91.00%	85.00%
# of completed work orders	1,617.00	1,744.00	1,831.00

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

*General Fund \$9,527,900 / 63.0 FTEs*

#### **Purpose Statement:**

The mission of Grounds and Right-of-Way Maintenance is to create positive community impact by providing clean and well maintained greenspace throughout Fayetteville and Cumberland County.

#### **Highlights:**

- Facility upgrades were made at Lake Rim Park, to include installation of a new playground unit and re-sodding of the football field.
- Construction was completed at the Westover and Bailey Lake Dog Parks and the facilities were opened to the public.
- Upgrades were made to Lamon Street Park including repairs to concrete walkways and new infield clay.
- Woodrow Park received upgrades in landscaping, signage, and a new playground unit.
- Window Park received upgrades in landscaping, signage, and a new playground unit. E Melvin – splash pad is completed.
- Construction was completed at the new Montclair Park, including a walking trail, picnic shelter, outdoor basketball court, and individual picnic tables.
- A total of 45 trees and 500 shrubs, plus miscellaneous plant materials, were installed along Murchison Road.
- The connector to Linear Trail was completed.
- A walking trail was added to North Street Park.
- Hollywood Heights received upgrades in landscaping, signage, a new playground unit, and walking trail.
- Beth Finch Park received beautification, landscaping upgrades, and lighting.

#### **City Goal:**

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

#### **Objective:**

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

## Parks, Recreation & Maintenance

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
# of sites that meet level 2 maintenance standards	186.00	190.00	190.00
# of visits to level 2 sites	9,672.00	9,880.00	9,880.00

**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 areas, malls, colleges, and university campuses and government grounds.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
# of sites that meet Level 1 maintenance standard	260.00	269.00	273.00
# of visits to level 1 sites	22,880.00	24,180.00	24,492.00

**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.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
# of tons of litter taken to landfill	1,293.00	2,074.00	2,100.00

### ***Program: Parks Administration***

*General Fund \$6,827,113 / 14.0 FTEs*

**Purpose Statement:**

The mission of Parks Administration is to create and maintain an effective fiscal year budget, ensure data setup for the department's activity registration and facility reservation system, and facilitate the "Adopt-A" program for streets, sites, special projects, and park amenities.

**Highlights:**

- Projects continue to be completed as a result of the Parks & Recreation Bond referendum. Senior Center West is scheduled to open to the public in summer 2022.
- The department implemented the use of Wasp Barcode Technologies and Software for inventory control systems for athletic equipment and janitorial supplies.

# Parks, Recreation & Maintenance

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## 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 2021</u>	<u>FY 2022 Estimated</u>	<u>FY 2023 Target</u>
# of community garden plots sold	88.00	80.00	71.00
# of shelter rentals processed	319.00	828.00	870.00

## ***Program: Recreation***

*General Fund \$7,446,022 / 69.0 FTEs*

## Purpose Statement:

The Mission of the Recreation Program is to enhance quality of life by providing recreational opportunities throughout Fayetteville & Cumberland County.

## Highlights:

- Opened the Lake Rim Aquatic Center for public operations.
- Completed construction and opened the Bethany Community Park for public use.
- Resumed athletic programming with summer baseball and softball programming, following suspension of operations due to COVID-19.
- Began operating swimming pools with City staff, as opposed to previous operating efforts contracted through an outside vendor; successfully operated all 4 aquatic centers throughout summer 2021.
- Conducted the Independence Day concert and fireworks. This was one of the first major events held in Festival Park in 2021 with close to 4,000 people in attendance.
- Completed construction at the Stedman Recreation Center concession building, opening it for public use.
- Revised and simplified the youth athletic registration process in an effort to encourage and increase participation and play.
- Completed construction at the E. Melvin Honeycutt splash pad.
- Partnered with Cumberland County Health Department to provide Covid-19 vaccine clinics to the youth of Fayetteville/Cumberland County on sixteen separate dates at seven different recreation center locations throughout the city and county.
- Operated Christmas in the Park, serving an estimated 33,820 participants.
- Operated emergency shelter operations due to inclement weather at the Smith Recreation Center.
- Completed a ground breaking for the Lake Rim Recreation Center splash pad, celebrating a partnership with the Cape Fear Kiwanis Club, receiving a donation of \$20,000.



## Parks, Recreation & Maintenance

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**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.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
# of registered athletic program participants	1,831.00	17,465.00	18,338.00
# of athletic programs offered	451.00	2,095.00	2,200.00
# of youth athletic games scheduled	559.00	2,627.00	2,758.00

**Objective:**

To provide a wide variety of year round programs and activities.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
# of registered recreation program participants	4,228.00	27,318.00	28,684.00
# of recreation programs offered	850.00	2,263.00	2,376.00
# of swimming pool patrons	22,082.00	36,703.00	38,538.00

## Parks, Recreation & Maintenance

	<b>2020-21 Actual</b>	<b>2021-22 Original Budget</b>	<b>2022-23 Recommended Budget</b>	<b>2022-23 Adopted Budget</b>	<b>% Change vs 2021-22 Original Budget</b>
<b>Expenditures by Program</b>					
Facility Management	\$2,616,780	\$2,715,673	\$2,674,174	\$2,674,174	-1.5%
Grounds and Right-of-Way Maintenance	8,048,212	9,328,922	9,527,900	9,527,900	2.1%
Non-Program Expenditures	12,702	12,666	20,196	20,196	59.5%
Parks Administration	4,155,441	5,003,349	6,336,463	6,827,113	36.5%
Recreation	4,536,272	6,592,169	7,411,022	7,446,022	13.0%
<b>Total Expenditures</b>	<b>\$19,369,407</b>	<b>\$23,652,779</b>	<b>\$25,969,755</b>	<b>\$26,495,405</b>	<b>12.0%</b>

<b>Expenditures by Type</b>					
Personnel Services	\$10,282,889	\$11,864,236	\$13,691,799	\$14,182,450	20.0%
Operating	4,463,296	5,463,844	5,254,181	5,254,181	-3.6%
Contract Services	621,872	1,267,696	1,504,241	1,539,241	21.4%
Capital Outlay	1,091,919	1,625,000	2,059,570	2,059,570	26.7%
Transfers to Other Funds	1,192,000	1,776,343	96,000	96,000	-94.6%
Debt Service	1,404,000	1,364,000	3,121,268	3,121,268	128.8%
Other Charges	313,431	291,660	242,695	242,695	-16.8%
<b>Total Expenditures</b>	<b>\$19,369,407</b>	<b>\$23,652,779</b>	<b>\$25,969,755</b>	<b>\$26,495,405</b>	<b>12.0%</b>

### Funding Sources

#### General Fund

General Fund Functional Revenues	\$4,273,810	\$5,771,172	\$6,217,400	\$6,217,400	7.7%
Other General Fund Funding	15,095,597	17,881,607	19,752,355	20,278,005	13.4%
General Fund Subtotal	19,369,407	23,652,779	25,969,755	26,495,405	12.0%
<b>Total Funding Sources</b>	<b>\$19,369,407</b>	<b>\$23,652,779</b>	<b>\$25,969,755</b>	<b>\$26,495,405</b>	<b>12.0%</b>

### Full-Time Equivalent Positions by Department

<b>Total Authorized FTEs</b>	<b>162.0</b>	<b>162.0</b>	<b>164.0</b>	<b>164.0</b>	<b>1.2%</b>
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## Parks, Recreation & Maintenance

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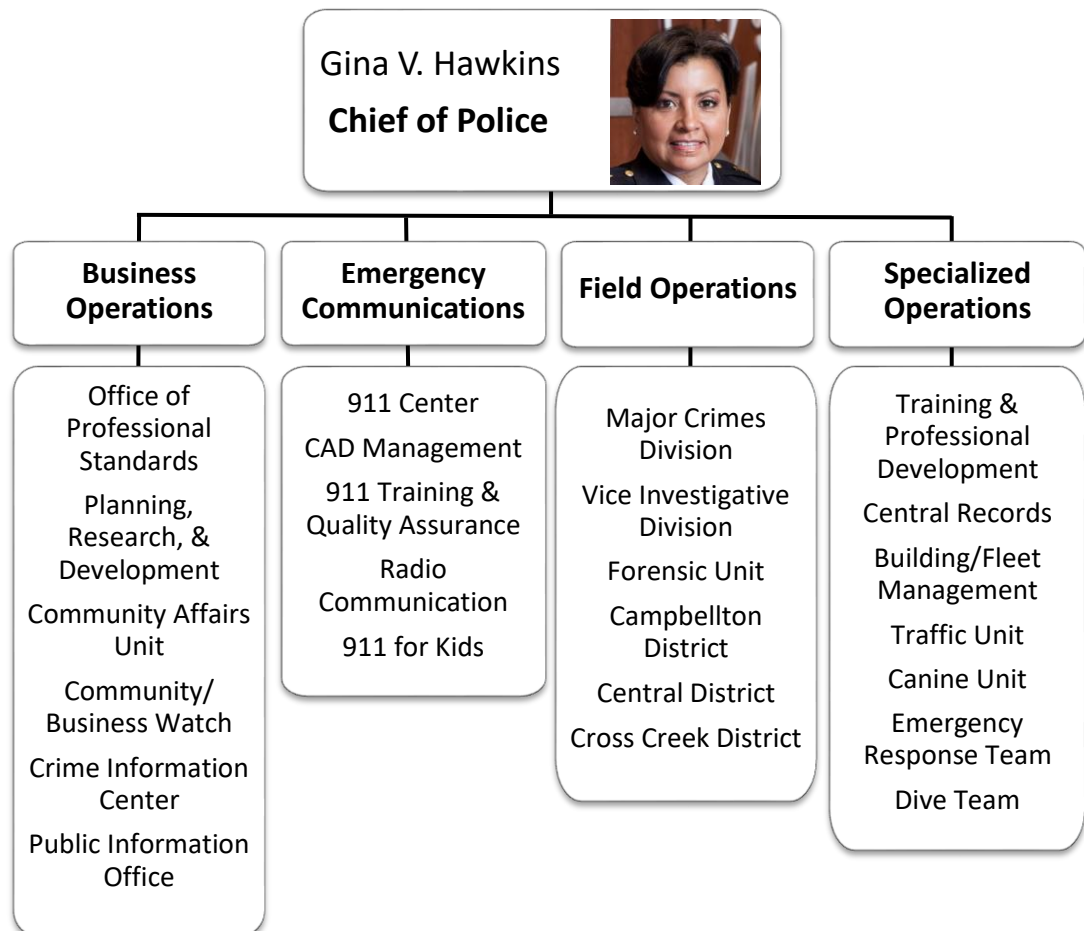
### BUDGET HIGHLIGHTS

- Personnel includes \$1,444,233 for employee pay adjustments, \$490,650 for seasonal/temporary services, \$61,045 for medical insurance rate adjustments, and \$61,406 for retirement rate adjustments.
- Personnel reflects the addition of a Park Ranger position, an unfunded and frozen Site Security Coordinator position, and \$385,579 for the continuation of part-time lifeguards.
- Operating costs consist of \$1,928,520 for utilities, which includes the addition of one new facility; \$1,079,220 for vehicle fuel and maintenance; \$988,910 for supplies items, including \$884,000 for general supplies, \$11,597 for one-time purchases, \$1,774 for musical instruments, \$50,299 for uniforms, and \$41,240 for food; \$44,875 for printing, postage and photo copier services; \$159,346 rental costs, including \$90,000 for the lease of Jordan Soccer Complex and \$25,000 for the Cumberland County Schools Joint Use Agreement; \$52,597 for travel and training and membership, dues and subscriptions; \$16,000 for advertising services; \$794,827 for software, general maintenance, and building maintenance; and \$154,078 for telephone and data connectivity services.
- Contract Services includes \$250,926 for recreation program instructor services; \$231,500 for sports officiating; \$178,015 for alarm monitoring; \$333,300 for Special Events including the New Year's celebration, Juneteenth, and July 4<sup>th</sup>; \$65,000 for lot cleaning; \$22,623 for summer camp excursions; \$56,323 for portable toilets; \$94,824 for county landfill fees; \$15,301 for dumpster service; \$35,000 to enhance littering awareness and education; \$28,535 for credit card fees; \$10,000 for various sports contracts; \$14,452 for ID badge readers; \$27,750 for background checks; \$35,000 for Lake Rim walking trail resurfacing; and \$140,692 for a variety of smaller and miscellaneous contracted services.
- Capital includes \$2,059,570 for vehicle and equipment replacements.
- Transfers to Other Funds includes \$3,121,268 to be set aside for the capital funding plan for bond projects and \$96,000 for the Little Cross Creek Greenway capital improvement project.
- 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, \$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 includes \$98,411 for the Blue Street Senior Center, \$86,055 for Chalmers Pool, \$161,837 for the Gilmore Therapeutic Recreation Center, \$11,121 for the Tokay Fitness Center, \$90,032 for the Westover Pool, \$97,258 for the Bates Pool, \$105,987 for the Lake Rim Pool, \$76,605 for the Senior West Center, and \$2,020 for the Senior East Center scheduled to open in June 2023.
- Non-program expenditures consist of \$20,196 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.

## **Parks, Recreation & Maintenance**

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- This budget includes \$5,099,014 for the County Parks and Recreation District; funded by \$3,799,600 of District and Eastover recreation tax proceeds, \$747,422 of participant and facility rental fees, \$1,000 of investment income, and an appropriation of \$550,992 from fund balance reserved for the District.



# Police

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## DEPARTMENT MISSION

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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: Business Operations***

*General Fund \$4,768,976 / 40.5 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 and 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 and the department's budget, and works collaboratively with various City departments and external agencies. The Office of Professional Standards supports the mission and core beliefs of the Fayetteville Police Department and is dedicated to protect 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:**

- Criminal Information Center Renovations.
- Additional LPR Cameras purchased.
- New non-sworn positions.

#### **City Goal:**

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

#### **Objective:**

To provide a professional well-trained work force to assist overall departmental operations.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
# of female officers hired	10.00	11.00	11.00
# of lateral recruits hired	20.00	20.00	20.00
% of BLET graduation rate	56.00%	60.00%	60.00%

**Objective:**

To provide access to resources to reduce the number of calls for service.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
# of homeless contacts by Homeless Coordinator established in 2022	N/A	60.00	60.00
# of mental health contacts by Mental Health Community Liaison established in 2022	N/A	20.00	20.00

**Objective:**

To maintain and enhance the efficiency of our departmental data management systems.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
# of video evidence clips collected	N/A	100.00	100.00
# of data tips directly related to LPR cameras	N/A	100.00	100.00

***Program: Emergency Communications***

*General Fund \$4,979,764 / 62.7 FTEs*

*Emergency Telephone System Fund \$960,166 / 1.3 FTEs*

**Purpose Statement:**

Emergency Communications provides communication support to law enforcement, fire and emergency medical services (EMS) agencies in delivering the most appropriate, timely, and safe response to calls for service from citizens.

**Highlights:**

- Reducing processing time for recruiting and new hires.
- Working and developing an enhanced back-up-plan for 911 Communication Center.
- Research partnership opportunities to enhance training requirements.

**City Goal:**

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

**Objective:**

Provide a professional well-trained work force to assist overall departmental operations.

## Police

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<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
# of overall employees trained on the new mandated requirements from NC Dept. of Justice	N/A	45.00	64.00
# of staff with specialized certifications	48.00	34.00	64.00
# of CALEA deficiencies	0.00	0.00	0.00
# of IAED deficiencies	0.00	0.00	0.00

**Objective:**

Provided access to resources to reduce the number of calls for service.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
# of calls referred	4,957.00	5,000.00	5,250.00
# of calls transferred	425.00	500.00	525.00

**Objective:**

To maintain and enhance the efficiency of our departmental data management systems.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
# of quality assurance checks conducted	2,802.00	3,084.00	3,180.00

***Program: Field Operations***

*General Fund \$38,621,431 / 403.5 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. Patrol Operations is the largest and most visible division in the Fayetteville Police Department, overseeing the majority of the department's uniformed officers on patrol and is responsible for conducting police response to emergency and non-emergency calls for service. Investigations has the responsibility for conducting all criminal investigations, protecting life and property, preparing incident reports, providing proactive patrols and special assignments. Investigations conducts a large volume of cases each year, ranging 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 activities.



## Highlights:

- Hire former or retired police officers as part-time investigative assistants to reduce detective work load.
- Rapid DNA Technology.

## City Goal:

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

## Objective:

To maintain a clearance rate for high-risk criminal activity at or above the FBI national average.

Key Performance Measures:	<u>FY 2021</u>	<u>FY 2022 Estimated</u>	<u>FY 2023 Target</u>
# of gang validations	187.00	200.00	240.00
# of crime prevention safety briefings	15.00	34.00	50.00
# of repeat offenders apprehended	1,877.00	2,000.00	1,500.00

## Objective:

To decrease the number of times officers respond to a particular address more than 5% per year in 2022.

Key Performance Measures:	<u>FY 2021</u>	<u>FY 2022 Estimated</u>	<u>FY 2023 Target</u>
# of public education events	31.00	50.00	50.00
# of community watch group meetings	27.00	71.00	80.00

## Objective:

To increase referrals for non police related calls for service to outside entities by 10%.

Key Performance Measures:	<u>FY 2021</u>	<u>FY 2022 Estimated</u>	<u>FY 2023 Target</u>
# of referrals to outside entities (DSS, civil process, magistrate, etc.)	N/A	100.00	120.00

## Objective:

To maintain and enhance the efficiency of our departmental data management system

Key Performance Measures:	<u>FY 2021</u>	<u>FY 2022 Estimated</u>	<u>FY 2023 Target</u>
# of Department home page views in SmartForce	N/A	1,000.00	1,200.00
# of log-ins to PingBoard	N/A	7,000.00	7,200.00

# Police

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

*General Fund \$9,690,823 / 98.5 FTEs*

### **Purpose Statement:**

The Specialized Operations 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, specially trained units such as canine, motorcycles, special events management, crisis negotiations, downtown and park patrol, civil emergency management, crash reconstruction, the Emergency Response Team, the Police Activities League, and the Urban Search and Rescue Unit. The bureau has overall responsibility for the Police Departments' Incident Command System (ICS) and is fully National Incident Management System (NIMS) compliant.

### **Highlights:**

- Develop training accountability processes and operating procedures for all specialized units.
- Develop Blue Team report that collects the necessary data associated with the Basic Law Enforcement Training (BLET) graduates to reflect the number of officer involved injury investigations, use of forces investigations and citizen complaints compared to previous years.
- Develop an automated reporting system that shows what reports or data has not been updated and approved by supervisors.
- Create standardized training for all employees on Record Management System (RMS) and data integrity.
- Standardized training associated with National Incident Based Reporting System (NIBRS) for supervisors.

### **City Goal:**

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

### **Objective:**

Provide professional well-trained specialized units to assist-overall departmental operations.

## Police

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
# of specialized unit training hours completed	11,190.00	13,203.00	14,500.00
# of employees trained	455.00	526.00	580.00
# of new sworn employees promoted and attended new supervisory orientation	N/A	0.00	30.00
# of sworn officers taking training related to the prevention of injuries	N/A	0.00	90.00
# of sworn officers taking training related to use of force	N/A	0.00	90.00
# of sworn officers taking training related to prevention of complaints	N/A	0.00	90.00
# of sworn officers involved in injury investigations	N/A	0.00	10.00
# of sworn officers sustained use of force investigations	N/A	0.00	5.00
# of sworn officers sustained citizen complaint investigations	N/A	0.00	5.00

### Objective:

Provide resources to reduce the number of calls for service related to specialized populations.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
# of non-sworn employees CIT trained	N/A	0.00	5.00
% of sworn employees CIT trained	5.00%	0.00%	25.00%

### Objective:

Maintain and enhance the efficiency of our departmental records management system

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
# of employees trained/retained (RMS)	N/A	0.00	90.00

# Police

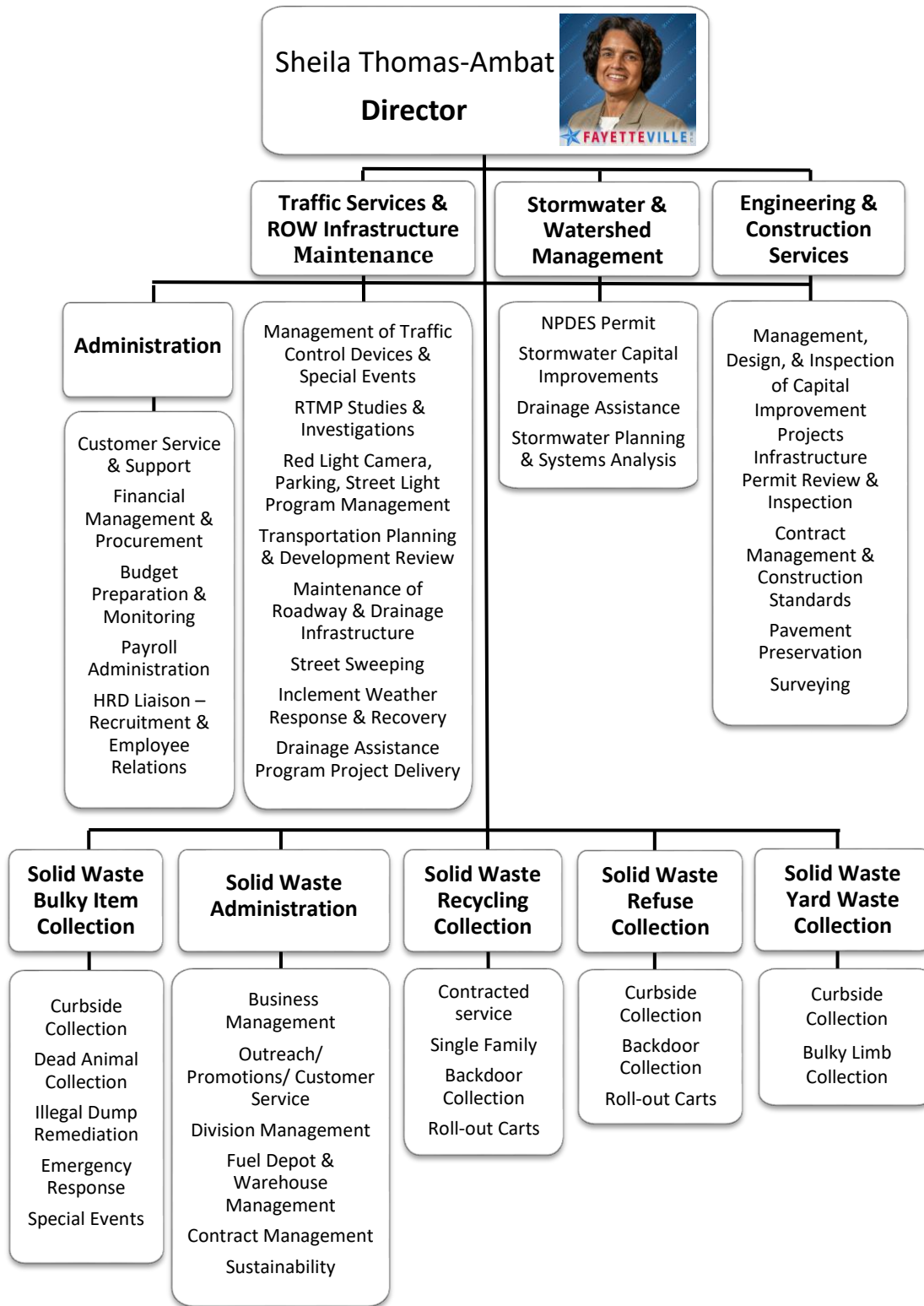
	<b>2020-21 Actual</b>	<b>2021-22 Original Budget</b>	<b>2022-23 Recommended Budget</b>	<b>2022-23 Adopted Budget</b>	<b>% Change vs 2021-22 Original Budget</b>
<b>Expenditures by Program</b>					
Emergency Communications	\$4,984,191	\$5,589,589	\$5,939,930	\$5,939,930	6.3%
Police Business Operations	4,327,935	4,315,122	4,768,976	4,768,976	10.5%
Police Field Operations	35,158,465	36,209,717	38,621,431	38,621,431	6.7%
Police Specialized Operations	9,183,716	10,390,243	9,690,823	9,690,823	-6.7%
<b>Total Expenditures</b>	<b>\$53,654,307</b>	<b>\$56,504,671</b>	<b>\$59,021,160</b>	<b>\$59,021,160</b>	<b>4.5%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$43,355,417	\$46,041,190	\$47,923,005	\$47,923,005	4.1%
Operating	7,226,335	7,774,875	7,885,486	7,885,486	1.4%
Contract Services	566,575	677,462	713,615	713,615	5.3%
Capital Outlay	2,356,389	1,646,400	1,616,319	1,616,319	-1.8%
Transfers to Other Funds	14,024	214,111	280,502	280,502	31%
Debt Service	0	0	0	0	0.0%
Other Charges	135,567	150,633	602,233	602,233	299.8%
<b>Total Expenditures</b>	<b>\$53,654,307</b>	<b>\$56,504,671</b>	<b>\$59,021,160</b>	<b>\$59,021,160</b>	<b>4.5%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$1,217,347	\$1,304,630	\$1,354,326	\$1,354,326	3.8%
Other General Fund Funding	51,564,789	54,198,318	56,706,668	56,706,668	4.6%
General Fund Subtotal	52,782,136	55,502,948	58,060,994	58,060,994	4.6%
Emergency Telephone System Fund	872,171	1,001,723	960,166	960,166	-4.1%
<b>Total Funding Sources</b>	<b>\$53,654,307</b>	<b>\$56,504,671</b>	<b>\$59,021,160</b>	<b>\$59,021,160</b>	<b>4.5%</b>
<b>Full-Time Equivalent Positions by Department</b>					
<b>Total Authorized FTEs</b>	<b>604.5</b>	<b>605.5</b>	<b>606.5</b>	<b>606.5</b>	<b>0.2%</b>

**BUDGET HIGHLIGHTS**

- Personnel reflects the following changes that occurred during FY 2022:
  - Reclassification of one Police Officer position to one PD Recruitment & Training Liaison position
  - One Lead Custodian position was replaced by one Custodian position
- One position is appropriated in the Special Revenue Fund and is not included in the department FTE count.
- Personnel includes (\$227,669) for employee pay adjustments, \$228,515 for medical benefit rate adjustments, and \$326,940 for retirement rate adjustments.
- Operating includes \$2,374,755 for vehicle maintenance and fuel; \$1,951,728 for various maintenance, licensing and repair expenditures, including \$203,176 for video data storage, \$269,500 for in-car camera hardware and software maintenance, \$260,111 for maintenance for the 800 MHz system, \$353,101 cloud based services; \$100,000 for camera software, \$68,737 for replacement of Public Safety PTZ cameras, \$60,000 for SmartForce, and \$45,995 for data retrieval; \$533,083 for general supplies and food; \$430,489 for uniforms; \$12,076 for one-time supplies; \$333,071 for small equipment, including \$20,000 for two canines, \$89,562 for replacement computers and monitors for E911 Center, and \$223,508 for replacement tasers; \$1,086,593 for utilities and communications; \$245,147 for travel, training, and memberships; and \$918,544 for other insurance and facility and tower space rents.
- Contract Services includes \$72,619 for street naming and addressing services provided by Cumberland County, \$72,779 for location monitoring bracelets, \$69,765 for investigative records searches, \$50,000 to conduct assessment processes for Captain and Major promotions, \$15,000 for transcription services, \$25,000 for services provided by the Child Advocacy Center, \$35,000 for towing services, \$7,899 for pre-employment screenings, \$21,885 for records storage and shredding, \$16,100 for accreditation services, \$92,691 for psychological evaluations, \$95,485 for a variety of other small contracted services, and \$139,392 for medical services.
- Capital includes \$1,585,500 for 43 replacement vehicles and \$30,819 for 2 drones.
- Transfers to Other Funds includes \$199,614 to the Public Safety CPO fund for the Taser replacement project, \$68,737 to the Public Safety CPO fund for the Public Safety Camera Replacement project, and \$12,151 for local matches for State grants.
- Other Charges includes \$100,000 for confidential/evidence funds, \$3,000 to support CrimeStoppers, \$16,775 for employee appreciation, \$20,343 for community relations activities, and 462,115 to balance projected E911 Center Fund revenues to projected expenditures.

# Public Services

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## DEPARTMENT MISSION

The Public Service Department is dedicated to quality and cost effective strategies, programs, and projects that enhance the safety, welfare and livability of the community by providing and managing infrastructure and services for transportation and maintenance, engineering and development, stormwater, solid waste and real estate.

### ***Program: Engineering & Construction Services***

*General Fund \$7,190,269 / 24.2 FTEs*

#### **Purpose Statement:**

To provide effective and efficient technical support to City departments, agencies, and citizens that ensures the construction, development, and inspections of public infrastructure that supports and fosters public safety, responsible development and quality of life.

#### **Highlights:**

- In fiscal year 2022, the pavement preservation program received funds to implement 3 major pavement treatments. Staff conducted street field inspections and assessments of pavement conditions to prepare the lists of streets required to be treated. It is determined that 51.01 miles (200 streets) of city street network will receive treatments: resurfacing project (2 contracts) includes 20.75 miles (74 streets); slurry seal project (1 contract) includes 24.93 miles (108 streets); cape seal project (1 contract) includes 5.33 miles (18 streets).
- Successfully completed the 2021 Power Bill statement for the maintenance of city streets.
- The contract of Pavement Condition and Roadway Asset Survey project is initiated to collect the pavement condition of the entire City street network (745 miles). In this project, the pavement condition of each street will be assessed and also a new platform, called PAVER to manage street maintenance will be implemented. Also, collection of right of way assets is another part of this contract.
- Provided construction inspections for bus stops at various locations throughout the city. This includes 628 linear feet of ADA compliant sidewalk, and bus pads along Redwood Dr., Ramsey St., Stacy Weaver Dr., Southern Ave., S. Plymouth St., 611 Pritchett Rd., 513 Pritchett Rd., and 3308 Bragg Blvd.
- Prepared contracts and provided construction oversight and inspection services for the installation of 2,575 linear feet of sidewalk EB-6031 Ramsey Street (Andrews Rd. to Summerchase), Cliffdale Sidewalk (Freedom Town Center to Skibo Rd.), Walter Reed Road (At Round A Bout), Private Development (14 projects). Prepared contracts and providing construction oversight and inspection services for the installation of 15,529 linear feet at Rosehill Road (Hickory Hill to Stuart Ave UNDER CONTRACT), Helen Street (Pamalee Drive to Eichelberger Drive UNDER CONTRACT), Reilly Road (Willowbrook to Cissna Drive UNDER CONTRACT). Result in total 18,104 linear feet. Provided construction inspections for 2,101 linear feet of sidewalk for commercial/private developments, including driveways; completed and closed out 29 sites.

## Public Services

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- Completed downtown streetscape improvements for the North 100 block of Hay Street for the yearly maintenance of brick replacement and trip hazard repairs.
- Provided construction inspections for Multi-Use Lane Projects, Spruce Street Drainage Project PH III, and Drainage Assistance Projects at Daytona Road, Derosé Street, Carnsmore, Argyll.
- FY 2022, July through January, Public Services inspected and monitored over 742 roadway excavation permits and assessed 150 permits for degradation costs.
- For fiscal year 2022, the parking lot maintenance program includes the resurfacing and placement of thermoplastic markings at Tokay Rec Center (Hamilton Drive).
- Survey crew performed multiple site surveys for design, construction staking and easement mapping, and acquisition with various levels of complexity, including the following projects: Yadkin Road, Yadkin Road PH II, Yadkin Road PH III, Fayetteville Tennis Courts, Flea Market Storm, 512 Singletary Place, Sunbury Stormwater, Pamalee Drive, Spruce Street PH III.
- Contract Coordinator trained staff to implement new contract documents for Public Services department on an ongoing basis.
- The pavement preservation program for fiscal year 2021 funded contracted resurfacing of an estimated 21 miles of city streets. An asphalt slurry and rejuvenation contract is part of the pavement preservation program.
- Construction Management, in conjunction with Traffic Services, continues to maintain CityWorks Sidewalk Asset Management System to track sidewalk installation throughout the city. Assisted Street Maintenance with setting up a work order tracking system for street sweeping.
- Completed application/plan reviews for 30 encroachment agreements for underground fiber optic installation and two application/plan reviews and encroachment agreements for gas line replacements. Completed 100% of the reviews within 10 days after receipt of submittal.
- Staff completed review of 33 new infrastructure permit submittals and 33 infrastructure permit resubmittals, on average, within five days after receipt.
- Reviewed and signed six final subdivision plats for recording.
- Reviewed seven stormwater easement plats.
- Processed 13 temporary encroachment permits and 16 excavation permits for various construction activities in and around the downtown area.
- Issued 22 construction permits to MetroNet (fiber optic network) to install underground fiber for 113 local concentration points (LCP) sites.
- Design for the Ray Avenue/Maiden Lane Drainage Improvement project is at 90% complete.
- Provided project management for the Cape Fear River Trail Part C project and construction was completed.
- Provided project management for the Sykes Pond Bridge replacement project.
- Provided project management and completed the first construction contract for the new Bridge Preservation Program and made priority bridge repairs to three bridges (Rosehill Road, Weiss Avenue, and Ray Avenue).
- Participated with PWC in construction and project management of Annexation Area 23.
- Provided project management for the completed Ramsey Street Sidewalk project. Began design of Yadkin Road, Skibo Road, McPherson Church Road, and Pamalee Drive Sidewalk Projects. Let out to Bid Rosehill Road(NCDOT), Rosehill Road (City), Helen Street and Reilly Road Sidewalk Projects.



## Public Services

- Administrative staff has entered 36 commercial Infrastructure permits and 7 residential infrastructure permits.
- Since “Go Live” with Oracle/HUB, March 28<sup>th</sup>, administrative staff entered 140 invoices and 13 requisitions with success.

### City Goal:

The City of Fayetteville will work to invest in today for the prosperity of tomorrow.

### Objective:

To develop high quality public infrastructure through comprehensive design and constuctions, using industry standard best management practices.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
% of appropriated funding expended on an annual basis for all CIP projects	N/A	80.00%	80.00%
% of appropriated funding expended on bridge maintenance	N/A	80.00%	80.00%
# of public projects under design per FTE	N/A	5.00	5.00
% of streets at a PCI of 75 or greater	77.00%	75.00%	75.00%
# of miles of roadway resurfaced and alternate pavement preservation techniques applied	21.00	35.00	35.00
# of linear feet of sidewalk constructed through City and private development projects	20,243.00	22,332.00	26,163.00

### Objective:

To provide efficient engineering development, plan, review and inspection services to community and government stakeholders.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
% of infrastructe permit reviews completed within 20 days	100.00%	100.00%	100.00%
# of development performance securities taken in and released	N/A	25.00	25.00

### Objective:

To ensure the protection and development of public infrastructure through coprehensive inspection services using industry standard best management practices.

## Public Services

Key Performance Measures:	<u>FY 2021</u>	<u>FY 2022 Estimated</u>	<u>FY 2023 Target</u>
# of active development projects under construction per FTE	38.00	34.00	36.00
# of final construction inspections for all newly released SCMs for all Public and Private developments within the City (not to include NPDES inspections)	N/A	25.00	25.00
# of performance security release inspections for all SCMs at the conclusion of their warranty period	N/A	15.00	15.00
# of development projects inspections per FTE	9.00	7.00	8.00
# of encroachment agreements into ROW	13.00	18.00	15.00
# of public projects under construction per FTE	1.66	2.00	2.00
# of street cuts/degradations inspected	267.00	250.00	250.00

### **Program: Solid Waste**

*Solid Waste Yard Waste \$3,595,907 / 30.8 FTEs*

*Solid Waste Refuse Collection \$6,582,037 / 27.8 FTEs*

*Solid Waste Recycling Collection \$2,803,898 / 1.2 FTEs*

*Solid Waste Bulky Item Collection \$1,447,027 / 11.8 FTEs*

*Solid Waste Administration \$974,854 / 9.8 FTEs*

### **Purpose Statement:**

To provide excellent, effective, and efficient Solid Waste services for the residents of the City of Fayetteville.

### **Highlights:**

- The division maintained better than a 99% collection accuracy.
- Participated in the redesigning of SCF to make it easier for residents to request services.
- Completed 50,154 service requests for solid waste related services.
- Completed 33,000 work orders for solid waste related services.
- Waste Management is on track to collect 7,304 tons of recycling from single-family residences and City-owned facilities in FY 2022.
- Implemented every other week recycling collection for residential solid waste customers. It is anticipated that this service change will save \$775,000 over the first five years, after funding the purchase cost of the larger carts.
- Completed Phase I of the swop of small 35-gallon recycling carts with larger 96-gallon recycling carts. Reclamation of approximately 25,000 blue 35 gallon recycling carts.
- Developing Request For Proposal (RFP) for on-boarding solid waste vehicle technology.
- Submitted scope for CoF Transfer Station RFP to address end of contract August 18, 2024.

- Through the QuEST – Environmental Sustainability group, Solid Waste (SW) implemented every other week bulky collection and every other week limb collection in order to maintain efficiencies and improve on customer expectations.
  - Early indications show routed collections have proven to be more efficient than scheduled services.
  - Data shows a sharp increase in tonnage for limbs collected beginning in October. There was an 84% increase in tons of limbs collected from September's 284 tons to October's 522.27 tons. In November, limb collections increased another 33%, 692.82 tons, before leveling off in December.
  - As collections increased during the soft rollout, limb complaints dropped 84% in November to 68 complaints from July's 427 complaints. They dropped another 63% to 26 complaints from November to December alone. Developed data driven spreadsheets for limb/bulky collections and the Vehicle Mega report.
- Substantial completion (90% completion) of Solid Waste ordinance revision (Chapter 22).

**City Goal:**

The City of Fayetteville will work to invest in today for the prosperity and preservation of tomorrow.

**Objective:**

To provide excellent Solid Waste collection services throughout the city.

## Public Services

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
% of annual household and yard waste collection	99.97%	99.97%	99.98%
% of bi-weekly bulky and limb collection	99.97%	99.97%	99.98%
% of closed SR/WO in Cityworks within 30 days	88.64%	84.45%	89.00%
% of NOV's closed by RAPID within 30 days	N/A	99.49%	99.00%
# of household, yard waste, and recycling collection points serviced	61,680.00	61,369.00	62,290.00
# of collection points for bulky serviced	61,680.00	61,369.00	62,290.00
# of collection points for limb serviced	61,680.00	61,369.00	62,290.00
Household waste tonage	60,242.00	56,022.00	56,863.00
Recycling waste tonage	5,886.00	7,304.00	7,414.00
Yard waste tonage	13,012.00	11,930.00	12,109.00
Bulky waste tonage	3,242.00	3,504.00	3,556.00
Limb tonage	5,846.00	4,700.00	4,770.00
Average collection cost per ton of household waste	\$108.41	\$127.66	\$130.22
Average collection cost per ton of recycling	\$464.83	\$260.55	\$265.76
Average collection cost per ton of yard waste	\$107.58	\$87.00	\$89.61
Average collection cost per ton of bulky	\$266.84	\$160.06	\$163.26

### Objective:

To divert recyclable materials from the household solid waste stream.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
% of diverted materials per Annual Report	33.00%	34.00%	40.00%
# of neighborhoods provided with Solid Waste PR and education annually	0.00	1.00	10.00
# of miscellaneous groups provided with Solid Waste PR and education annually; i.e. churches, schools, etc.	0.00	0.00	4.00

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**Program: Stormwater & Watershed Management**

*Stormwater Fund \$13,596,645 / 37.8 FTEs*

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**Purpose Statement:**

To provide resilient stormwater infrastructure, promote water quality and alleviate flooding to ensure a safe and healthy community while protecting the environment and valuable resources, for a sustainable community.

**Highlights:**

- Staff maintained compliance with the City's National Pollutant Discharge Elimination System (NPDES) MS4 stormwater discharge permit and began preparing for the forthcoming North Carolina Department of Environmental Qualities (NCDEQ) audit of the City's MS4 stormwater program.
- Stormwater Inspectors conducted six National Pollutant Discharge Elimination System (NPDES) industrial facility inspections with no cited Notice of Violations (NOVs) and 333 restaurant facility inspections with 99% of facilities found to be compliant.
- The 1% non-compliant restaurant facilities completed all corrective actions within seven days.
- Staff projects a total of 20 industrial facility inspections and 538 restaurant facility inspections by the end of the fiscal year.
- 113 stormwater outfalls have been inspected with a projected 279 total inspections to be completed by the end of the fiscal year.
- Staff also collected 1,092 water quality samples with a projected 2,200 total samples to be completed by the end of the fiscal year.
- Monitor ambient water conditions to include pH, turbidity, nitrogen, phosphorous, and fine metals, using such collected samples.
- Staff has managed the ongoing design and construction of four stormwater capital improvement projects (CIP) with an estimated construction value of approximately \$10M. Of the four projects, one was completed in February of 2022 with the three additional beginning construction during calendar year 2022.
- Staff continued implementation of the public outreach portion of the NPDES permit through various means of advertising and engagement. Although the COVID-19 pandemic continued to present many challenges, including the ongoing cancellation of in-person events. Staff continued to place an emphasis on outreach through pushing informational material out via social media and by developing and offering virtual lessons, including a webpage developed to house the virtual lessons. During the past year, the public outreach portion partnered with other municipalities across the state to host a Virtual Regional Creek Week, highlighting the importance of living in a watershed.
- Staff began the development of a Flood Awareness Program, which will be used to provide citizens with flooding prevention resources. A Flood Awareness webpage is in development to incorporate resources and maps for citizens to utilize.
- Staff has continued to manage the portfolio of Federal Emergency Management Assistance (FEMA) funded Hurricane Matthew Recovery projects.
- Shawcroft and Mirror Lake hurricane repair projects are in the process of being closed out with Letter of Map Revisions (LOMR) being reviewed by FEMA.

## Public Services

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- Devonwood Dam replacement is under construction and scheduled to be completed in July of 2022.
- Staff conducted site inspections for 22 DAP sites and prepared reports. Total since inception is 540 DAP sites.
- Six eligible DAP projects have completed construction, 13 projects have been designed, managed or are currently under design by staff.
- Staff updated and maintained a DAP GIS database to assist in tracking projects.
- The City administered approximately \$2.8M in state and federal grants to perform hazardous debris removal and bank stabilization at several locations within the city.
- The City was awarded Phase I of a FEMA hazard mitigation grant for Neville St. drainage improvements totaling approximately \$315,000. Phase II of the grant to fund construction is anticipated this year.
- Staff has worked with North Carolina Environmental Quality to develop Emergency Action Plans (EAPs) at three sites of City owned dams. These dams include Clark Pond Dam, College Lakes Dam, and The Lakes Dam.
- Staff oversaw the site selection and installation of four water level radar sensor systems, located in Beaver Creek 2, Carvers Creek, and Lock's Creek areas. Sensors will provide data for the City's Watershed Master Plan.
- Staff managed the Watershed Management Plan program, which in FY 2022 resulted in completing stormwater infrastructure assets and stream assessment surveys for Cross Creek Watershed, Carvers Creek Watershed, and Little Rockfish Creek 1 Watershed, as well as augmentation of data previously collected in Blounts Creek Watershed, Cape Fear 2 Watershed, Beaver Creek 3 Watershed, and Little Cross Creek Watershed.
- Staff initiated additional surveys for Bones Creek Watershed, Stewarts Watershed, and Buckeye Creek Watershed.
- Staff also managed the Watershed Master Plan Program Manager contract, as well as four Watershed Study contracts, and provided technical and review support to all aspects of the Program and deliverables generated.
- Staff reviewed and vetted proposed solutions that were developed as part of the Watershed Master Plan studies and presented a prioritized set to Council in December 2021.
- Staff initiated three additional watershed studies (Cross Creek Watershed, Bones Watershed, and Beaver Creek 2 Watershed).
- Since "Go Live" with Oracle/HUB, March 28<sup>th</sup>, staff entered 140 invoices and 13 requisitions with success.
- Administrative staff supported the Bones Creek watershed study this fiscal year by preparing and requesting printing needs for 1,790 survey letters and envelopes. Once survey permission forms and envelopes were ready for pick-up, staff then inserted each survey letter and return envelopes into the mailing envelopes. Once completed, all 1,790 letters had to be separated and place in bins based on the 9 different postal codes for the post office. Upon receiving returned signed survey letters from property owners, staff had to read each property owners responses and update the spreadsheet to reflect any flooding issues shared in the comment section. As of April 01, 2022, staff has received 256 responses and all have been updated in the spreadsheet.
- Currently administrative staff is prepping for the next watershed study, Beaver Creek 2. Staff anticipate this mailing to be around 2,238 letters and will hopefully have all needed materials to begin the process before May FY 2022.

**City Goal:**

The City of Fayetteville will work to invest in today for the prosperity and preservation of tomorrow.

**Objective:**

To protect water quality by managing the City's NPDES Municipal Stormwater Permit and Program.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
% of targeted audience for the scheduled public outreach programs per quarter	N/A	90.00%	90.00%
# of maintaining the Stormwater Hotline and provide acknowledgment/response to communication incidents, complaints and suggestions within one business day	N/A	80.00	80.00
% of targeted audience reached utilizing Flood Awareness Campaign to increase public knowledge of flooding to protect lives and property	N/A	90.00%	90.00%
% of completed scheduled inspections quarterly	N/A	90.00%	90.00%
% of provided responses to communicated incidents and complaints of illicit discharges within 72 hours	N/A	100.00%	90.00%

**Objective:**

Develop high quality stormwater capital projects to promote resiliency and provide a sustainable community.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
% of identified projects with appropriated budget	N/A	75.00%	80.00%
Target a running biennial average in completed stormwater infrastructure projects	N/A	\$7,500,000.00	\$5,000,000.00
% of maintained of funded projects on schedule on an annual basis	N/A	80.00%	80.00%
% of leverage grant funding to supplement 10% of annual project funding to expand the number of projects constructed by 25% on an annual basis	N/A	30.00%	10.00%
% of design projects that meet or exceed required levels of service for 90% of individual project limits	N/A	100.00%	90.00%

**Objective:**

To provide single-family residential property owners with assistance in repairing stormwater related issues located outside of City maintained rights-of-way.

## Public Services

Key Performance Measures:	<u>FY 2021</u>	<u>FY 2022 Estimated</u>	<u>FY 2023 Target</u>
% of completed initial site investigations within 72 hours of receipt of application	N/A	100.00%	90.00%
% of completed DAP projects within 6 months of SWAB approval	N/A	50.00%	50.00%

### Objective:

Establish a long-term, foundational system that can be utilized to identify critical watershed projects.

Key Performance Measures:	<u>FY 2021</u>	<u>FY 2022 Estimated</u>	<u>FY 2023 Target</u>
% of survey stormwater infrastructure in priority areas of the 13 watersheds	N/A	60.00%	100.00%
% of developing a GDB that houses survey data, model results, proposed solutions	N/A	90.00%	100.00%
Develop a web-based tool for decision-making	N/A	30.00%	100.00%
% of completing four watershed studies and develop proposed solutions	N/A	90.00%	100.00%
Begin modeling at least three additional watersheds	N/A	100.00%	90.00%

### ***Program: Traffic Services and RoW Infrastructure Maintenance***

General Fund \$8,811,368 / 44.9 FTEs  
Stormwater Fund \$1,357,351 / 15.0 FTEs

### Purpose Statement:

The Traffic Services and RoW Infrastructure and Maintenance Program provides reliable and exceptional transportation services, programs, and right of way infrastructure maintenance.

### Highlights:

- Initiated a connectivity and capacity study of city streets citywide, including the review of single access subdivisions.
- Initiated revision of the traffic signal to include pedestrian signals, at the intersection of Boundary Lane and Hillsboro Street.
- Completed an organizational study for the Public Services department and began development of Standard Operating Procedures (SOPs) for the department.
- Completed the installation of two street lighting projects along Cliffdale Road. One project was completed by Duke Energy between Reilly Road and Skibo Road and the second project was completed by Lumbee River EMC between Beaver Run Drive to south of Raeford Road.



- Activated paid on-street parking within the core downtown area on July 1, 2021.
- Responded to between 400 - 500 NC 811 tickets to locate underground traffic signal facilities.
- Performed 450 - 500 preventive maintenance inspections on traffic signals in the computerized traffic signal system.
- Procured and installed an additional three to five blue tooth units that are used to determine travel times on main corridors around the city, increasing the total to 18 - 20 units.
- Completed traffic calming projects that included four speed humps on North Churchill Drive, two speed humps on Wilder Drive, one speed hump on Cartman Drive, and traffic circles at the intersections of Redwood Drive at Poplar Drive and Tokay Drive at Marita Drive. Pending speed humps that are scheduled for installation in spring/summer 2022, including three humps on Eastwood Drive and two humps on Sykes Pond Road. Sourwood Drive also completed the speed hump process for one hump, however, the road is scheduled for resurfacing in FY 2023 therefore the hump will be installed upon completion.
- Installed over 145,000 linear feet (27.5 miles) of multi-use lanes on City maintained roadways in 16 different communities.
- Fully executed 22 commercial driveway permits, including 18 on NCDOT maintained roadways and four on City maintained roadways.
- Planned, designed, and built 11 new transit stops, including the construction of concrete bus pads, concrete access pads, concrete sidewalks and Americans with Disability Act (ADA) accessible wheelchair ramps with truncated domes.
- Responded to 650 service requests (through February 14, 2022) 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.
- Provided emergency response during Hurricane Elsa, providing 24-hour response and assistance in recovery efforts post-Hurricane.
- Completed preparation for several winter weather events, including applying brine as a pretreatment to all City roadways, fire stations, airport, and the transit center. Removed snow and ice during and after event with a 24-hour operation.
- The Stormwater open conveyance crew revitalized the drainage bibos on Person St by removing sediment and re-grading the drainage swell to allow new planting of vegetation by City staff and members of Fayetteville Technical Community College.
- The DAP staff members completed five projects and will be scheduled to complete three more by the end of the fiscal year. The crew installed 424 linear feet of new stormwater infrastructure.
- Two staff members of the Streets Division completed SOS training, sponsored by the City's HRD department.
- Administrative staff has entered 971 excavation permits, 153 residential driveway permits, 63 sidewalk permits, and 16 encroachments.
- Administrative staff has taken 625 service request and entered requests into CityWorks for Streets and Stormwater Maintenance and Traffic Services.
- Since "Go Live" with Oracle/HUB, March 28<sup>th</sup>, administrative staff entered 140 invoices and 13 requisitions with success.

## Public Services

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### City Goal:

The City of Fayetteville will work to invest in today for the prosperity and preservation of tomorrow.

### Objective:

To provide timely response to traffic asset maintenance.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
% of traffic signal equipment inspected twice annually	100.00%	100.00%	100.00%
% of emergency calls responded to within 2 hours	100.00%	100.00%	100.00%
% of signal timing requests investigated and responded to in 1 day	95.00%	95.00%	95.00%
% of signs and markings work orders completed within 5 working days	92.00%	92.00%	90.00%

### Objective:

To provide infrastructure maintenance in accordance with appropriate schedules.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
Sweep City streets four times per year	4.00	4.00	4.00
Sweep NCDOT streets six times per year	6.00	6.00	6.00
# of linear feet of open conveyances repaired, maintained and inspected	35,958.00	40,000.00	40,000.00
# of linear feet of closed circuit television inspection of closed conveyances	149,038.00	150,000.00	155,000.00
# of tons of asphalt placed for potholes and street repairs	957.21	1,050.00	1,100.00

### Objective:

To complete infrastructure improvement projects within appropriate schedules.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
% of Intersection Improvement, Multi-Use Lines and Thoroughfare Street Light Projects within the funded FY	N/A	80.00%	80.00%
% of constructed SPOT projects within agreed upon schedule	N/A	80.00%	80.00%
% of constructed DAP projects within written agreed upon schedule	N/A	80.00%	80.00%

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## Public Services

	<b>2020-21 Actual</b>	<b>2021-22 Original Budget</b>	<b>2022-23 Recommended Budget</b>	<b>2022-23 Adopted Budget</b>	<b>% Change vs 2021-22 Original Budget</b>
<b>Expenditures by Program</b>					
Engineering & Construction Management/Services	\$7,451,578	\$10,784,336	\$7,190,269	\$7,190,269	-33.3%
Traffic Services & ROW Infrastructure Maintenance	5,180,765	6,020,054	10,168,719	10,168,719	69.0%
Stormwater Non-Program Expenditures	1,352,588	2,467,893	1,428,014	1,428,014	-42.1%
Solid Waste Non-Program Expenditures	1,461,154	2,212,877	956,924	956,924	-56.8%
Real Estate	266,287	313,798	0	0	-100.0%
Solid Waste Administration	1,432,564	1,002,961	974,854	974,854	-2.8%
Solid Waste Bulky Item Collection	527,117	564,921	1,447,027	1,447,027	156.1%
Solid Waste Recycling Collection	2,018,238	1,863,368	2,803,898	2,803,898	50.5%
Solid Waste Refuse Collection	5,828,335	7,160,171	6,582,037	6,582,037	-8.1%
Solid Waste Yard Waste Collection	2,062,429	2,515,392	3,595,907	3,595,907	43.0%
Stormwater & Watershed Management	8,059,236	6,772,626	13,596,645	13,596,645	100.8%
Traffic Services	4,110,699	4,976,326	0	0	-100.0%
<b>Total Expenditures</b>	<b>\$39,750,990</b>	<b>\$46,654,723</b>	<b>\$48,744,294</b>	<b>\$48,744,294</b>	<b>4.5%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$11,953,379	\$13,489,390	\$14,678,420	\$14,678,420	8.8%
Operating	5,831,864	6,660,444	6,489,061	6,489,061	-2.6%
Contract Services	5,341,698	5,924,752	5,562,761	5,562,761	-6.1%
Capital Outlay	1,570,132	3,451,665	3,300,347	3,300,347	-4.4%
Transfers to Other Funds	12,242,432	12,477,981	15,307,015	15,307,015	22.7%
Debt Service	1,699,199	2,290,962	2,149,095	2,149,095	-6.2%
Other Charges	1,112,286	2,359,529	1,257,595	1,257,595	-46.7%
<b>Total Expenditures</b>	<b>\$39,750,990</b>	<b>\$46,654,723</b>	<b>\$48,744,294</b>	<b>\$48,744,294</b>	<b>4.5%</b>

## Public Services

	<b>2020-21 <u>Actual</u></b>	<b>2021-22 <u>Original Budget</u></b>	<b>2022-23 <u>Recommended Budget</u></b>	<b>2022-23 <u>Adopted Budget</u></b>	<b>% Change vs 2021-22 <u>Original Budget</u></b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$6,433,375	\$6,799,732	\$7,485,760	\$7,485,760	10.1%
Other General Fund Funding	7,100,331	11,780,639	7,324,047	7,324,047	-37.8%
General Fund Subtotal	13,533,706	18,580,371	14,809,807	14,809,807	-20.3%
Solid Waste Fund	13,329,832	15,319,690	16,360,647	16,360,647	6.6%
Parking Fund	1,096,857	1,234,881	1,191,830	1,191,830	-3.5%
Stormwater Fund	11,790,595	11,519,781	16,382,010	16,382,010	42.2%
<b>Total Funding Sources</b>	<b>\$39,750,990</b>	<b>\$46,654,723</b>	<b>\$48,744,294</b>	<b>\$48,744,294</b>	<b>4.5%</b>
<b>Full-Time Equivalent Positions by Department</b>					
<b>Total Authorized FTEs</b>	<b>201.3</b>	<b>202.8</b>	<b>203.3</b>	<b>203.3</b>	<b>0.2%</b>

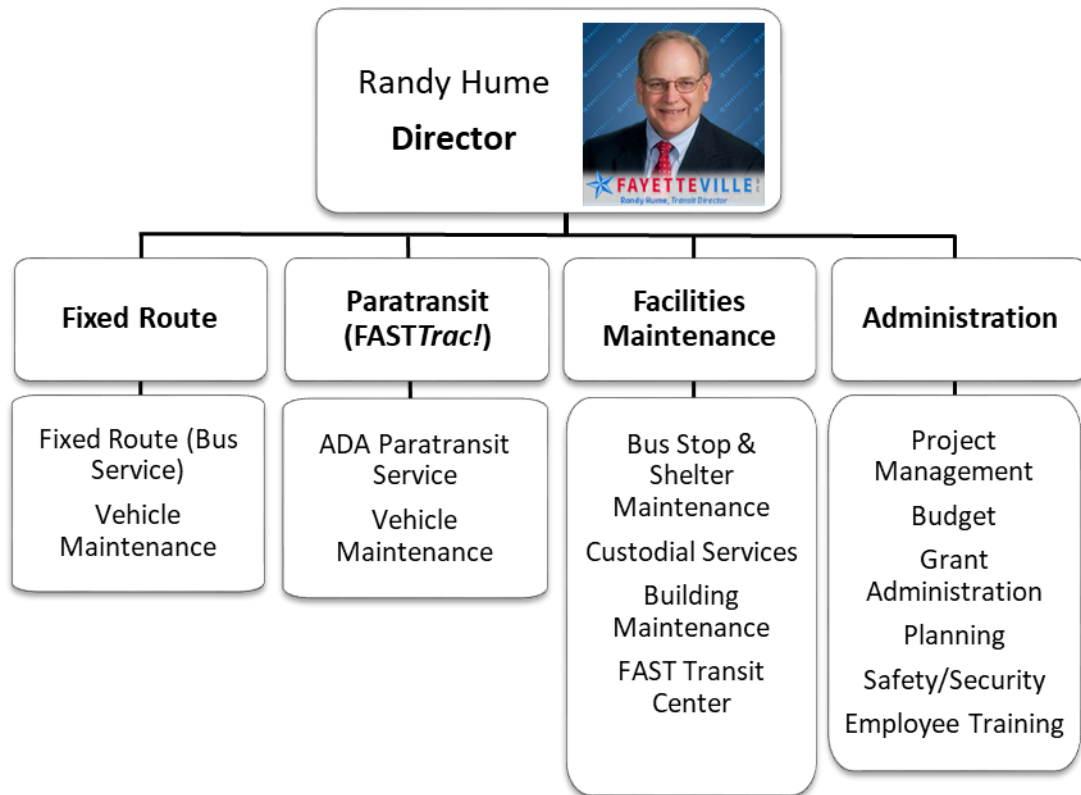
### BUDGET HIGHLIGHTS

- Personnel includes \$1,477,456 for employee pay adjustments, \$80,424 for medical benefit rate adjustments and \$76,116 for retirement rate adjustments.
- During FY 2022, the Real Estate Division was re-aligned with the City Attorney's Office; two Code Enforcement Administrator positions were transferred from Development Services to focus on solid waste compliance, reclassified one Solid Waste Collector position to Solid Waste Customer Service Representative position, reclassified one Senior Administrative Assistant position to Office Manager position for Solid Waste, and added two Equipment Operator III positions for newly implemented Bulky Collection Routes.
- Operating includes \$4,104,626 for vehicle maintenance and fuel; \$437,300 for utilities; \$976,387 for supplies and uniforms, including: \$431,025 for supplies and materials for street maintenance, signals, signs and street markings and \$262,120 for garbage, recycling and yard waste roll-out-carts; \$293,991 for general and software maintenance, including \$54,999 for FleetMind and RouteSmart software maintenance, \$94,810 for the parking deck on Franklin Street and Hay Street, and \$144,182 for miscellaneous maintenance contracts; \$188,918 for advertising, including \$75,000 for a flood awareness PR campaign, \$113,918 for miscellaneous advertising, and \$50,000 for a recycling campaign that is offset by a \$25,000 donation by Waste Management; \$188,603 for projected insurance and claims costs for the Environmental Services, Parking, and Stormwater Funds; and \$106,364 for travel, training, memberships, dues and subscriptions.
- Contract Services includes \$1,820,967 for contracted bi-weekly curbside recycling collection for an estimated 61,369 households; \$1,042,200 for the safelight program; \$697,861 for downtown parking enforcement and management of the parking deck on Franklin Street and Hay Street; \$315,155 for County landfill fees and stormwater billing services; \$335,000 for professional engineering services; \$110,000 for concrete and asphalt repairs; \$45,000 for signal maintenance; \$65,000 for pavement markings; \$48,343 for railroad crossing maintenance agreements; \$187,143 for garbage refuse disposal; \$43,870 for Cumberland county tax collection fee; \$70,000 for traffic volume and speed studies and speed humps; \$69,000 for USGS stream gauge management agreement; \$88,590 for truck washing services; \$61,940 for management, permit and lab fees; \$160,000 for MetroNet; \$25,000 for ADA Compliant Sidewalk Revisions; \$202,200 for legal services; and \$229,508 miscellaneous contract services.
- Capital includes \$2,998,000 for 12 vehicles; \$302,347 for equipment replacements, including \$230,000 for an excavator, \$8,500 for a spreader/plow, and \$63,847 for FleetMind equipment.
- Transfers to Other funds includes \$4,700,000 for street resurfacing, \$650,000 for municipal agreements; \$450,000 for drainage improvements, \$918,500 for vehicle and equipment replacements, \$8,000,000 for watershed studies, \$137,289 for Solid Waste cart management system; \$55,000 for parking lot maintenance, \$125,000 for Dam Safety Preservation, \$100,000 for Ramsey Street pump station replacement, and \$12,500 for dam safety and preservation.
- Debt Services includes \$936,363 in debt service payments for the stormwater revenue bonds and state loans; \$1,085,290 for financings of solid waste trucks, recycling carts and 800 MHz radio equipment; and \$127,445 for parking equipment financing.

## Public Services

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- Non-Program expenditures encompasses those costs not directly associated with any one program and includes retiree benefits, indirect costs, insurance and claim settlements and debt services.



# Transit

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## DEPARTMENT MISSION

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Fixed Route Operations provides fixed route bus service using a fleet of 29 buses. Fixed route service is scheduled to operate 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 9:00 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, Clifffdale Road & 71st School Road, Methodist University, Walmart on Ramsey Street, Walmart on Skibo Road, the Veterans Affairs Medical Center and the FAST Transit Center.

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

*Transit Fund \$8,138,349 / 71FTEs*

#### **Purpose Statement:**

To provide the viable travel alternative to Fayetteville's residents, workforce, and visitors by reducing carbon emissions and congestion and improving additional transportation costs.

#### **Highlights:**

- Added eight shelters with benches and two stand alone benches.
- Added 15 Americans with Disability Act (ADA) accessible bus stops.
- Introduced new "Can Do" bus design.
- Placed four new buses in service and ordered four more buses for delivery in early summer 2022.
- Contined to operate a reduced level of service due to severe CDL shortages.
- Introduced new driver pay plan with sign-on retention and referral bonuses.
- Ridership has returned to 82% of pre-COVID-19 levels.
- Started a bus driver-CDL training program with Fayetteville Technical Community College.

#### **City Goal:**

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

#### **Objective:**

To increase ridership on par with population increases (as indicated in the 2020 US Census and interim ACS updates) withi the City of Fayetteville.



<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
# of Fixed Route passengers	1,663,501.00	1,663,501.00	1,769,433.00
% increase of Fixed Route ridership to % increase of service area population	14.36%:-1.25%	0.0%:0.34%	4.1%:0.50%
# of revenue service hours operated	70,134.00	68,200.00	97,154.00
Average passenger per revenue hour	23.70	24.40	18.20

**Objective:**

To ensure reliable service FAST will perform regularly scheduled maintenance.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
Vehicle maintenance cost per vehicle mile	\$1.28	\$1.29	\$1.20
% of scheduled routine maintenance completed on-time	99.00%	99.00%	99.00%
# of road calls per 100,000 service miles	20.80	13.54	17.25

**Objective:**

To promote the use of transit, FAST will provide competitive travel times that will be no more than 200% longer than automobile travel times.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
# of passengers with cars (annual survey results)	32.00	32.00	30.00
# of routes with bus frequency less than 60 minutes	3.00	3.00	3.00

**Objective:**

To ensure reliable service FAST will maintain an average of at least 75% on time performance of fixed route published time points and maintain at least a 90% on-time performance target at route terminal points.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
% of FAST buses arriving at major stops/transfer hub	77.00%	76.00%	85.00%
% of FAST busses arriving at all published timepoints/stops	77.00%	76.00%	77.00%
# of complaints received related to on-time buses	4.00	12.00	10.00

# Transit

## **Program: Paratransit (FASTTTRAC!)**

Transit Fund \$2,705,716 / 22.5 FTEs

### **Purpose Statement:**

The FASTTTRAC! program provides service to residents eligible under the Americans with Disabilities Act (ADA) using a fleet of 21 vehicles. This service operates on the same days and hours as the fixed route service within 3/4 mile of those routes. FASTTTRAC! is a reservation based system provided to those persons who are unable to use fixed route buses due to a disability.

### **Highlights:**

- Service hours has expanded to 79% of pre-COVID levels.
- FASTTTRAC! ridership has grown to 67% of pre-COVID levels.
- Transitioned FASTTTRAC! to be operated by non-CDL drivers.
- Continued use of a contracted service provider for some FASTTTRAC! trips.
- Wait times for FASTTTRAC! reservation continued to be less than 30 seconds and the length of these calls was reduced by 15%.

### **City Goal:**

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

### **Objective:**

To ensure system accessibility FAST will provide complementary paratransit (accessible) services (3/4 of a mile outside of the Fixed Route within FAST's service area.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
# of FASTTTRAC! passengers	49,647.00	55,604.00	61,604.00
# of trip denials	0.00	0.00	0.00
# of eligible FASTTTRAC! clients	N/A	1,047.00	1,070.00

### **Objective:**

To ensure FAST is responsive to the needs of the customers it serves, FAST will respond to all requests for services within 50 seconds of each call received.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
# of FASTTTRAC! calls received for reservations	24,425.00	28,800.00	34,200.00
Average hold times for per call received	28.00	30.00	30.00
# of missed (abandoned calls)	3,072.00	2,521.00	2,750.00
Average call times for calls answered	184.00	118.00	120.00

## Objective:

To ensure FAST provides productive services, FAST will manage an average in excess of two (2) passenger per hour on all Paratransit routes.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
# of FASTTRAC! passengers per hour	1.99	1.84	2.00
% of excessively long trips (comparison to fixed route trip times)	6.00%	3.00%	2.00%

## Objective:

To ensure reliable services FAST will maintain an average of 90% on-time performance target at scheduled origins/destinations.

<b>Key Performance Measures:</b>	<b><u>FY 2020</u></b>	<b><u>FY 2021 Estimated</u></b>	<b><u>FY 2022 Target</u></b>
% of FASTTRAC! vehicles arriving on time at scheduled origins	90.00%	88.00%	90.00%
% of FASTTRAC! vehicles arriving on time a scheduled destinations	N/A	N/A	85.00%
< 1% of missed/removed trips from daily schedules	4.00	3.00	3.00

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

*Transit Fund \$967,428 / 23.5 FTEs*

## Purpose Statement:

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

## Highlights:

- 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 Americans with Disability Act (ADA) accessible bus stops and benches and shelters.
- Began facility improvements at Transit's Grove Street operating and maintenance facility.

## City Goal:

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

# Transit

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## Objective:

To maintain a capital plan that reduces air quality issues/concerns while providing reliable and aesthetically pleasing vehicles and amenities.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
% of bus stops with amenities	22.44%	23.72%	24.60%
% of active bus stops that are ADA accessible	49.60%	51.30%	53.60%
# of clean/fuel-efficient vehicle (i.e. electric buses, hybrid buses, etc.)	31.00	30.00	30.00
# of energy efficient capital projects	N/A	N/A	1.00

## Objective:

To maintain/improve existing support and maintenance to ensure optimal energy-savings for the administrative and operating transit facilities.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
% of increase/decrease in utility cost to prior fiscal year	3.00%	3.00%	4.50%
% of increase/decrease in KWHs to prior fiscal year	-9.00%	-22.00%	8.00%
% of increase/decrease in gallons of water used	745.00%	-88.00%	-4.00%

## ***Program: Transit Administration***

*Transit Fund \$1,491,639 / 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:

- Awarded competitive grants from FTA for three additional battery-electric buses and \$2.9 million for additional operating assistance over and above American Rescue Plan formula funding.
- Prepared for Comprehensive Grant Compliance Review, which was delayed from 2020 due to the COVID-19 pandemic.
- Initiated an update to the Transit Development Plan (10 year improvement plan).
- Developed a transit service plan to support new Amazon center at Military Business Park.

## City Goal:

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

## Objective:

To promote transit services and use, FAST will increase staff's participation in all current and future passenger events by 10%.

Key Performance Measures:	<u>FY 2021</u>	<u>FY 2022 Estimated</u>	<u>FY 2023 Target</u>
75% of respondents rate the services "good" or "excellent" (annual survey)	65.00%	65.00%	75.00%
# of social media posts/hits monthly	52/11,135.00	3/545.00	80/15,000.00
# of annual events conducted	N/A	2.00	6.00
# of community persons who attend events	N/A	50.00	240.00

## Objective:

To increase transit use, FAST will increase the establishment of creative partnership services with local agencies/entities by 10% across the Fayetteville community and surrounding areas by FY 2025.

Key Performance Measures:	<u>FY 2021</u>	<u>FY 2022 Estimated</u>	<u>FY 2023 Target</u>
# of partnership/partnering services (expansion of services)	0.00	0.00	2.00
% of funding from transit partners (non-City sources)	0.00%	0.00%	TBD
# of competitive grants applied, received and awarded (federal, state, local)	2 of 2	1 of 2	1 of 2

## Objective:

To ensure FAST remains a vital fixture within the community, FAST will increase the amount of revenue received by at least five percent annually through the attainment of outside funding sources to include federal, state, and local grant opportunities, community investments/partnerships and farebox recovery.

Key Performance Measures:	<u>FY 2021</u>	<u>FY 2022 Estimated</u>	<u>FY 2023 Target</u>
Annual \$ of capital grants (federal, state and local))	\$4,236,620.00	\$4,441,675.00	\$3,253,000.00
Annual \$ of operating grants (federal, state and local)	\$380,00.00	\$6,049,145.00	\$6,900,000.00

# Transit

	<b>2020-21 Actual</b>	<b>2021-22 Original Budget</b>	<b>2022-23 Recommended Budget</b>	<b>2022-23 Adopted Budget</b>	<b>% Change vs 2021-22 Original Budget</b>
<b>Expenditures by Program</b>					
FASTTRAC! Operations	\$2,112,189	\$2,860,230	\$2,705,716	\$2,705,716	-5.4%
Fixed Route Operations	5,679,651	6,598,079	8,138,349	8,138,349	23.3%
Non-Program Expenditures	28,632	27,995	21,910	21,910	-21.7%
Transit Administration	1,972,166	1,771,141	1,491,639	1,491,639	-15.8%
Transit Facilities Maintenance	752,061	1,158,126	967,428	967,428	16.5%
<b>Total Expenditures</b>	<b>\$10,544,699</b>	<b>\$12,415,571</b>	<b>\$13,325,042</b>	<b>\$13,325,042</b>	<b>7.3%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$6,499,195	\$7,947,988	\$9,019,453	\$9,019,453	13.5%
Operating	1,991,041	2,573,865	2,550,300	2,550,300	-0.9%
Contract Services	377,215	375,718	609,716	609,716	62.3%
Capital Outlay	14,226	12,000	16,048	16,048	33.7%
Transfers to Other Funds	965,625	824,100	440,425	440,425	-46.6%
Debt Service	0	0	0	0	0.0%
Other Charges	697,397	681,900	689,100	689,100	1.1%
<b>Total Expenditures</b>	<b>\$10,544,699</b>	<b>\$12,415,571</b>	<b>\$13,325,042</b>	<b>\$13,325,042</b>	<b>7.3%</b>
<b>Funding Sources</b>					
Transit Fund	\$10,544,699	\$12,415,571	\$13,325,042	\$13,325,042	7.3%
<b>Total Funding Sources</b>	<b>\$10,544,699</b>	<b>\$12,415,571</b>	<b>\$13,325,042</b>	<b>\$13,325,042</b>	<b>7.3%</b>
<b>Full-Time Equivalent Positions by Department</b>					
<b>Total Authorized FTEs</b>	<b>122.0</b>	<b>125.0</b>	<b>126.0</b>	<b>126.0</b>	<b>0.8%</b>

**BUDGET HIGHLIGHTS**

- Personnel reflects the reclassification of seven Transit Operator II positions to Transit Operator I positions; the reduction of two Transit Operator II positions, and the continuation of five Trainees of \$28,515 for the Bus Operator Training Program in FY 2022.
- Personnel also reflects the addition of two Transit Operator II positions and one Automotive Technician position for the new Project Bronco route.
- Personnel includes \$692,141 for employee pay adjustments, \$54,162 for medical plan rate adjustments and \$43,198 for retirement rate adjustments.
- Operating includes \$898,225 for vehicle parts and contracted maintenance; \$865,126 for fuel costs; \$120,479 for utilities; \$33,654 for uniform rentals and purchases; \$97,700 for general supplies and food; \$1,650 for one-time supplies; \$4,200 for small computer equipment; \$33,800 for advertising; \$211,454 for insurance and claim settlements; \$86,775 for building and other maintenance; \$119,619 for software maintenance; \$23,600 for travel, training, and memberships; and \$63,018 in miscellaneous operating expenses.
- Contract Services includes \$4,500 for FTCC scholarships for the new Bus Operator Training Program; \$9,600 for legal and medical services; \$23,600 for bus shelter maintenance services to be performed by the Parks, Recreation and Maintenance Department; \$347,371 for security services for the new Transit Center and \$40,000 for security services on buses; \$1,500 for talking bus signs; \$6,800 for contracted garbage collection; \$5,830 for entrance mat cleaning; \$2,400 for Holmes Security monitoring; \$5,880 for reverse 911 services; \$100,000 for transportation services; \$20,000 for print and design services; \$5,500 for professional window cleaning at Transit Center; \$5,500 for credit card services; and \$31,235 for a variety of smaller and miscellaneous contracted services.
- Capital includes \$16,048 for vehicle taxes and tags.
- Transfers to Other Funds includes \$440,425 for required local match funds for capital and planning grants.
- Other Charges includes \$941,500 for indirect cost allocations, offset by a \$263,600 cost redistribution to the planning grant; \$10,800 for employee appreciation, \$5,500 for service charges; \$400 for community relations, and \$5,500 for memberships and dues.
- Non-program expenditures consist of \$21,910 for retiree benefits.
- Revenue for fiscal year 2023 includes rent payments of \$8,640 from American Coach Lines, and \$178,224 from Greyhound.

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**annual budget**  
adopted FY 2023



# Support Services & Administration

## Support Services & Administration

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Portfolio Overview .....	G-2
Budget & Evaluation .....	G-4
City Attorney's Office .....	G-9
City Manager's Office .....	G-16
Finance .....	G-25
Human Resource Development .....	G-34
Information Technology .....	G-42
Marketing & Communications .....	G-50
Mayor, Council & City Clerk .....	G-56

## Support Services & Administration

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	<b>2020-21 Actual</b>	<b>2021-22 Original Budget</b>	<b>2022-23 Recommended Budget</b>	<b>2022-23 Adopted Budget</b>	<b>% Change vs 2021-22 Original Budget</b>
<b>Expenditures by Department</b>					
Budget & Evaluation	\$525,872	\$533,056	\$547,499	\$547,499	2.7%
City Attorney's Office	1,547,809	1,383,069	1,851,464	1,851,464	33.9%
City Manager's Office	2,310,594	2,756,964	2,735,962	2,835,962	-0.8%
Finance	13,441,348	14,608,173	14,605,211	14,605,211	-.02%
Human Resources Development	19,113,700	24,189,278	23,929,483	23,929,483	-1.1%
Information Technology	7,663,427	8,234,629	7,621,534	7,621,534	-7.4%
Marketing & Communications	1,051,624	1,131,998	940,733	940,733	-16.9%
Mayor, Council & City Clerk	888,217	1,229,938	1,063,403	1,072,753	-12.8%
<b>Total Expenditures</b>	<b>\$46,542,591</b>	<b>\$54,067,105</b>	<b>\$53,295,289</b>	<b>\$53,404,639</b>	<b>-1.2%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$10,675,888	\$11,329,297	\$15,393,169	\$15,402,519	36.0%
Operating	29,354,336	35,505,930	32,952,730	32,952,730	-7.2%
Contract Services	2,792,302	3,048,053	2,521,141	2,521,141	-17.3%
Capital Outlay	88,752	25,000	192,262	192,262	669.0%
Transfers to Other Funds	3,398,722	3,698,719	1,917,200	1,917,200	-48.2%
Debt Service	0	0	0	0	0.0%
Other Charges	232,591	460,106	318,787	418,787	-9.0%
<b>Total Expenditures</b>	<b>\$46,542,591</b>	<b>\$54,067,105</b>	<b>\$53,295,289</b>	<b>\$53,404,639</b>	<b>-1.2%</b>

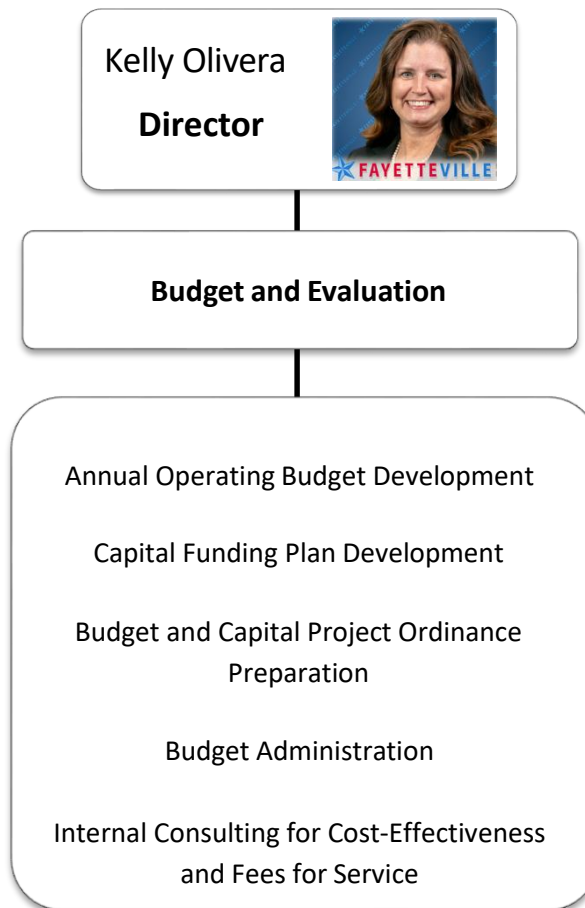
## Support Services & Administration

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	<b>2020-21 <u>Actual</u></b>	<b>2021-22 <u>Original Budget</u></b>	<b>2022-23 <u>Recommended Budget</u></b>	<b>2022-23 <u>Adopted Budget</u></b>	<b>% Change vs 2021-22 <u>Original Budget</u></b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$85,000	\$87,000	\$85,000	\$85,000	-2.3%
Other General Fund Funding	17,929,602	19,899,610	19,463,657	19,573,007	-1.6%
General Fund Subtotal	18,014,602	19,986,610	19,548,657	19,658,007	-1.6%
Fleet Maintenance Fund	7,533,466	7,796,414	7,139,898	7,139,898	-8.4%
Risk Management Fund	20,994,523	26,284,081	26,606,734	26,606,734	1.2%
<b>Total Funding Sources</b>	<b>\$46,542,591</b>	<b>\$54,067,105</b>	<b>\$53,295,289</b>	<b>\$53,404,639</b>	<b>-1.2%</b>
 <b>Full-Time Equivalent Positions by Department</b>					
Budget & Evaluation	5.1	5.1	5.1	5.1	0.0%
City Attorney's Office	8.0	8.0	11.5	11.5	43.8%
City Manager's Office	18.9	19.9	19.9	19.9	0.0%
Finance	27.0	29.0	62.0	62.0	113.8%
Human Resources Development	18.0	18.0	19.0	19.0	5.6%
Information Technology	29.0	29.0	29.0	29.0	0.0%
Marketing & Communications	9.0	8.0	8.0	8.0	0.0%
Mayor, Council & City Clerk	3.0	3.0	3.0	3.0	0.0%
<b>Total Authorized FTEs</b>	<b>118.0</b>	<b>120.0</b>	<b>157.5</b>	<b>157.5</b>	<b>31.3%</b>

## Budget & Evaluation

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## DEPARTMENT MISSION

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

### ***Program: Budget and Evaluation***

*General Fund \$547,499 / 5.1 FTEs*

#### **Purpose Statement:**

To develop, communicate, and administer the City's annual operating budget and capital funding plans and to serve 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 2022 Annual Operating Budget that was adopted by the City Council in June, 2021.
- Led the FY 2023-2027 Capital Improvement Plan (CIP) development process, including presentation of the recommended funding plan and document to Council in February, 2022; providing continued support for Council amendment of the proposed plan as the plan is scheduled for Council adoption in June, 2022.
- Providing continued support for the budget development process for the FY 2023 Annual Operating Budget, beginning December, 2021 and concluding in June, 2022.
- Providing continued support for departments with preparation of multi-year project appropriations, including parks and recreation bond projects and pandemic recovery projects.
- Participating in the implementation process for the financial and human capital management modules of the replacement enterprise resource planning system (ERP).

#### **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

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<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
# of General Fund portfolios or other funds that exceed annual budget appropriation	0.00	0.00	0.00
% variance in General Fund actual expenditures, year-end encumbrances and assignments vs. budgeted expenditures (excluding other financing uses)	(2.77%)	(3.53%)	(3.00%)
% variance in General Fund vs. budgeted revenues (excluding other financing sources)	3.77%	3.08%	3.00%
General Fund unassigned fund balance as a % of the subsequent year's budget	12.78%	14.25%	12.00%
# of budget revisions reviewed per year	N/A	N/A	350.00
# of Council actions prepared each year	N/A	N/A	120.00
# of personnel change requests analyzed per year	N/A	N/A	35.00
# of CIP/TIP projects reviewed per year	N/A	N/A	187.00
# of costing scenarios prepared per year	N/A	N/A	25.00

## Budget & Evaluation

	<b>2020-21 <u>Actual</u></b>	<b>2021-22 <u>Original Budget</u></b>	<b>2022-23 <u>Recommended Budget</u></b>	<b>2022-23 <u>Adopted Budget</u></b>	<b>% Change vs 2021-22 <u>Original Budget</u></b>
<b>Expenditures by Program</b>					
Budget and Evaluation	\$525,872	\$533,056	\$547,499	\$547,499	2.7%
<b>Total Expenditures</b>	<b>\$525,872</b>	<b>\$533,056</b>	<b>\$547,499</b>	<b>\$547,499</b>	<b>2.7%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$513,081	\$516,911	\$528,953	\$528,953	2.3 %
Operating	11,656	15,275	17,596	17,596	15.2%
Contract Services	960	725	805	805	11.0%
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	175	145	145	145	0.0%
<b>Total Expenditures</b>	<b>\$525,872</b>	<b>\$533,056</b>	<b>\$547,499</b>	<b>\$547,499</b>	<b>2.7%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	525,872	533,056	547,499	547,499	2.7%
General Fund Subtotal	525,872	533,056	547,499	547,499	2.7%
<b>Total Funding Sources</b>	<b>\$525,872</b>	<b>\$533,056</b>	<b>\$547,499</b>	<b>\$547,499</b>	<b>2.7%</b>
<b>Full-Time Equivalent Positions by Department</b>					
<b>Total Authorized FTEs</b>	<b>5.1</b>	<b>5.1</b>	<b>5.1</b>	<b>5.1</b>	<b>0.0%</b>



## Budget & Evaluation

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### BUDGET HIGHLIGHTS

- Personnel includes \$22,068 for employee pay adjustments, \$2,096 for medical insurance rate adjustments, and \$2,917 for retirement rate adjustments.
- Operating includes general office supplies, software maintenance fees, telephone, printing and photo copier expenditures, memberships and dues, and travel and training.



# City Attorney's Office

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## DEPARTMENT MISSION

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

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

*General Fund \$902,898 / 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:**

- Provided timely review of contracts while assuring all contracts met requirements for legal compliance.
- Provided advise 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 timely review of documents.

## City Attorney's Office

Key Performance Measures:	<u>FY 2021</u>	<u>FY 2022</u> <u>Estimated</u>	<u>FY 2023</u> <u>Target</u>
# of total documents reviewed	177.00	200.00	200.00
% of documents reviewed within five days of receipt	92.00%	88.00%	98.00%

### Objective:

To provide advice and opinions to departments.

Key Performance Measures:	<u>FY 2021</u>	<u>FY 2022</u> <u>Estimated</u>	<u>FY 2023</u> <u>Target</u>
% of staff hours expended for advice and opinions for governing body	10.05%	11.13%	11.13%
% of staff hours expended for advice and opinions for operations departments	40.67%	36.71%	36.71%
% of staff hours expended for support services and administration departments	34.01%	32.54%	32.54%
% of staff hours expended for the community investment departments	15.27%	19.62%	19.62%
% of total reported staff hours	100.00%	100.00%	100.00%

### **Program: Litigation**

*General Fund \$598,455 / 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 in-house representation.

# City Attorney's Office

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Key Performance Measures:	<u>FY 2021</u>	<u>FY 2022 Estimated</u>	<u>FY 2023 Target</u>
# of total cases	192.00	64.00	64.00
% of total cases represented in-house	96.00%	89.00%	98.00%

## Objective:

To report the measure of compliance with litigation deadlines for state and federal cases, toward a target of 100% in FY 2021-2022

Key Performance Measures:	<u>FY 2021</u>	<u>FY 2022 Estimated</u>	<u>FY 2023 Target</u>
# of deadlines for open state/federal cases	N/A	N/A	10.00
% of deadlines for in compliance for open state/federal cases	N/A	N/A	100.00%
# of deadlines for open employment claims	N/A	N/A	4.00
% of deadlines in compliance for open employment claims	N/A	N/A	100.00%
# of deadlines for open environmental court cases	N/A	N/A	27.00
% of deadlines in compliance for open environmental court cases	N/A	N/A	100.00%

## **Program: Real Estate**

*General Fund \$350,111 / 3.5 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 and 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 Airport, Fire, Transit, Legal Division, Parks and Recreation, and Public Services.
- Continued to negotiate and acquire needed easements for right-of-way, sidewalk, and bus stops. Continued to acquire property for various Parks and Recreation Bond projects.

## City Attorney's Office

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- Acquired various properties throughout the city along Bragg Boulevard for major special projects, to include the new Day Center project for Economic & Community Development (ECD).
- Continued to research, meet with property owners, and acquire needed permission forms and easements for stormwater projects to include the Locks Creek cleaning, Spruce Street project, spot repair projects and approximately 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 Hazard Mitigation Grant Program (HMGP) Federal Emergency Management (FEMA) Project.
- Prepared and mailed approximately 200 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.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
% of title research requests completed in 10 days or less	65.75%	65.00%	65.00%

# City Attorney's Office

	<b>2020-21 Actual</b>	<b>2021-22 Original Budget</b>	<b>2022-23 Recommended Budget</b>	<b>2022-23 Adopted Budget</b>	<b>% Change vs 2021-22 Original Budget</b>
<b>Expenditures by Program</b>					
Legal Reviews, Advice and Opinions	\$893,988	\$824,628	\$902,898	\$902,898	9.4%
Litigation	653,821	558,441	598,455	598,455	7.1%
Real Estate	0	0	350,111	350,111	100.0%
<b>Total Expenditures</b>	<b>\$1,547,809</b>	<b>\$1,383,069</b>	<b>\$1,851,464</b>	<b>\$1,851,464</b>	<b>33.9%</b>

<b>Expenditures by Type</b>					
Personnel Services	\$951,665	\$960,235	\$1,385,715	\$1,385,715	44.3%
Operating	62,800	68,388	84,051	84,051	22.9%
Contract Services	533,036	353,747	380,299	380,299	7.5%
Capital Outlay	0	0	1,000	1,000	100.0%
Transfers to Other Funds	0	0	0	0	0.0%
Debt Service	0	0	0	0	0.0%
Other Charges	308	699	399	399	-42.9%
<b>Total Expenditures</b>	<b>\$1,547,809</b>	<b>\$1,383,069</b>	<b>\$1,851,464</b>	<b>\$1,851,464</b>	<b>33.9%</b>

## Funding Sources

### General Fund

General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	1,547,809	1,383,069	1,851,464	1,851,464	33.9%
General Fund Subtotal	1,547,809	1,383,069	1,851,464	1,851,464	33.9%
<b>Total Funding Sources</b>	<b>\$1,547,809</b>	<b>\$1,383,069</b>	<b>\$1,851,464</b>	<b>\$1,851,464</b>	<b>33.9%</b>

## Full-Time Equivalent Positions by Department

<b>Total Authorized FTEs</b>	<b>8.0</b>	<b>8.0</b>	<b>11.5</b>	<b>11.5</b>	<b>43.8%</b>
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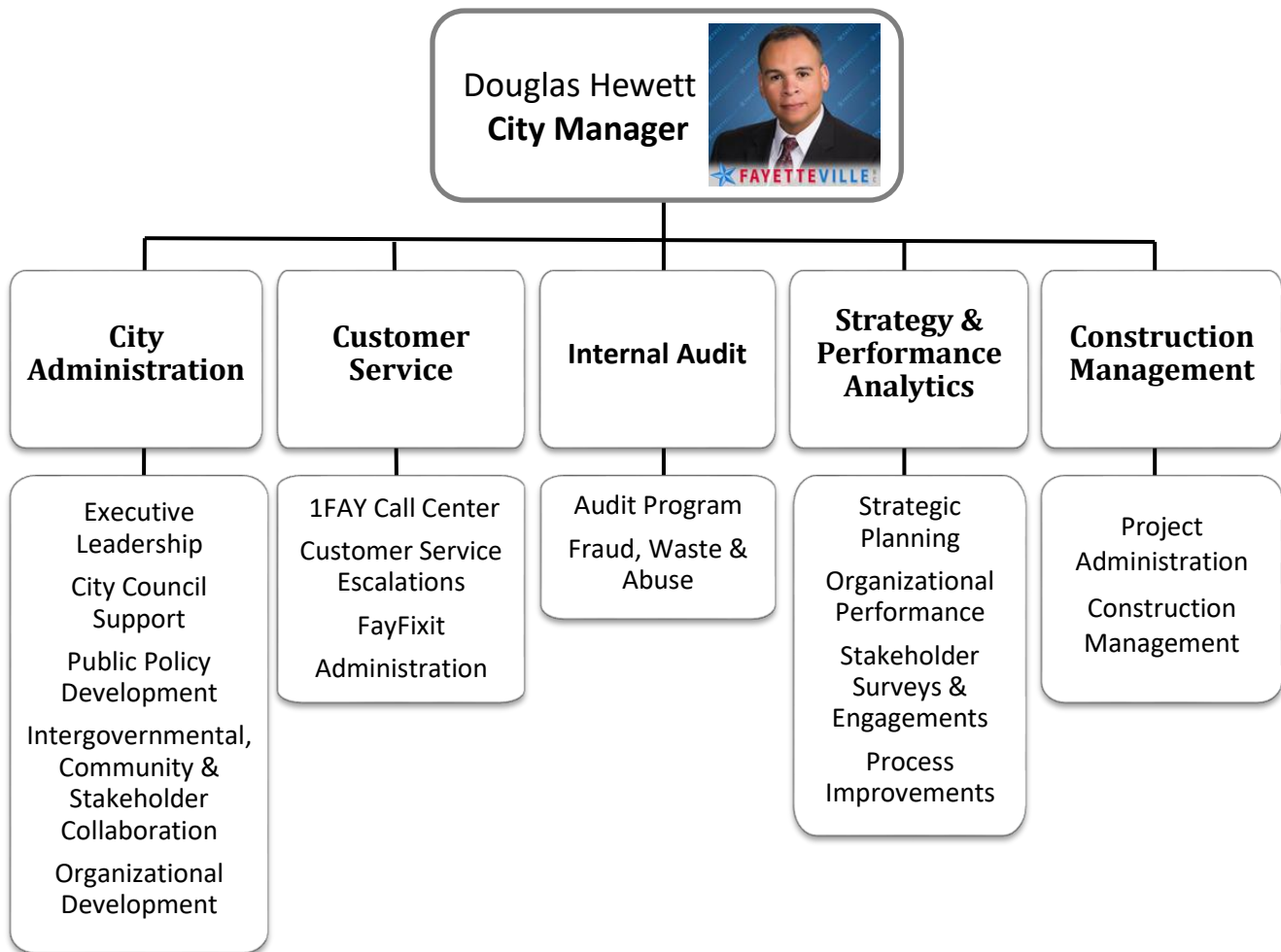
### **BUDGET HIGHLIGHTS**

- Personnel includes \$104,012 for employee pay adjustments, \$4,728 for medical benefit rate adjustments, and \$7,693 for retirement rate adjustments.
- A Police Attorney position continues to be frozen and unfunded, and is not reflected in the total authorized FTEs.
- In FY 2022, the Real Estate division was re-aligned with the City Attorney's Office.
- Operating includes: \$52,591 for supplies and food, which primarily consists of case research reference materials; \$10,304 for communications, including advertising, telephone, printing, and postage; \$5,190 for memberships and dues; \$15,308 for employee travel and training; and, \$458 for vehicle maintenance.
- Contract Services includes \$353,647 for contracted legal services, \$7,000 for professional real estate consulting services, \$10,900 for ground monitoring, and \$8,700 for various and miscellaneous contract services.
- Capital includes \$1,000 for potential Right-of-Way acquisitions.



## City Manager's Office

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## DEPARTMENT MISSION

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

**Program: City Administration**

*General Fund \$1,817,926 / 9.8 FTEs*

**Purpose Statement:**

To provide the executive leadership, policy guidance, personnel oversight and fiscal management necessary to establish a data-driven, result-based organization capable of accomplishing the city Council's strategic plan.

**Highlights:**

- Led the City of Fayetteville as staff continues to successfully navigate a worldwide pandemic through the effective use of internal policies and resilient business practices to minimize risk for more than 1,600 employees and sustain high quality public services for a community of more than 208,000 strong.
- Worked with Council Committees to proactively plan for the ARPA funding projects that will transform the community.
- The City of Fayetteville implemented Employer of Choice strategies for employee retention.
- Authorized and supported City Weapons Ordinance and Physical Security Enhancement.
- Completed renovations of the first floor of City Hall, which improved security and customer experience.
- Executed Fort Bragg Kiosks agreement in partnership with the Military Affairs Committee and Fort Bragg.
- Moved forward Council's strategic initiatives and Targets for Action with Council acceptance of quarterly reports.
- Council adoption of a Federal Agenda with successful meetings with the Congressional delegation.
- Sponsored the New Year's Eve public event downtown as a Council initiative, resulting in a successful first year event.
- Partnered with CEED to launch HER Fayetteville, Her Week, which celebrated Women's History Month.
- Implemented RAPID (Removing And Preventing Illegal Dumping) to identify, investigate, and clean over six hundred illegal dumpsites and reports of illegal dumping.

**City Goal:**

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

**Objective:**

To be a regional employer of choice building organizational talent.

## City Manager's Office

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Key Performance Measures:	<u>FY 2021</u>	<u>FY 2022 Estimated</u>	<u>FY 2023 Target</u>
Mean response of employees satisfied with their job	4.55	4.68	4.68
City's overall retention rate	85.00%	88.00%	88.00%

**Objective:**

To be recognized for exemplary communication, engagement and collaboration.

Key Performance Measures:	<u>FY 2021</u>	<u>FY 2022 Estimated</u>	<u>FY 2023 Target</u>
% of residents satisfied with the level of public involvement in City Government	34.00%	37.00%	37.00%
% of residents satisfied with the level of communication from the City of Fayetteville	48.00%	51.00%	51.00%

**Objective:**

Citizens will enjoy quality public services in a timely manner.

Key Performance Measures:	<u>FY 2021</u>	<u>FY 2022 Estimated</u>	<u>FY 2023 Target</u>
% of residents satisfied with overall quality of customer service	57.00%	60.00%	60.00%
% of residents satisfied with the overall quality of services provided	61.00%	64.00%	64.00%

***Program: Customer Service Center***

*General Fund \$287,196 / 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, in partnership with the Strategic Performance Office, collaborated on a QuEST project which improved processes and developed a mechanism to track performance results on going.
- During the pandemic, the Call Center transitioned successfully to a remote posture.
- A staff cohort of cross-department leads for FayFixit worked to refine the application and align staff processes with customer service expectations.

## City Manager's Office

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**City Goal:**

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

**Objective:**

To answer calls and provide courteous and timely customer service experiences.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
# of average handle time for all calls (seconds)	209.00	210.00	210.00
# of calls answered	65,109.00	63,000.00	60,000.00
% of abandoned calls	9.00%	9.00%	8.00%
# of average Total Time to Answer (TTA) (seconds)	183.00	175.00	170.00

**Objective:**

To allow residents to have access to See Click Fix/FayFixit to report issues and enter service requests online at their convenience.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
# of total FayFixIt tickets	14,448.00	17,000.00	17,000.00
# of Cityworks service requests initiated by Call Center	43,440.00	53,000.00	53,000.00
# of residents using FayFixIT	11,696.00	12,000.00	12,196.00

***Program: Internal Audit***

*General Fund \$397,006 / 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 that City resources are used effectively and honestly. The office maintains a confidential Fraud, Waste and Abuse Hotline to help ensure fiscal responsibility and accountability throughout the organization.

# City Manager's Office

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## Highlights:

- Emphasized increased monitoring and internal control implementation through a combination of compliance and performance audits along with comprehensive reviews. Audit activities included: Fire Kronos Implementation; Changes to Employee Pay; Police Kronos Implementation; HUB ERP Oracle Access Controls Review; Police Department Confidential Funds; Sub Recipient Grant Monitoring; Procurement Card Program, and Accounts Payable Timeliness Follow-up.
- Maintained and supported the City's fraud hotline through employee education and investigation of reported claims.
- 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 2022 Annual Conference.
- Coordinated and held quarterly Audit Committee meetings in August 2021, November 2021, January 2022 and April 2022 where the following audits and action plans were presented: Police WEX Fuel Card Follow-up #2; Vector Fleet Contract; Wireless Communication Usage; Police Department Confidential Funds; Fire Kronos Implementation and Changes to Employee Pay. In addition, the FY 2021 Comprehensive Annual Financial Report was presented to the Audit Committee at the November 2021 Audit Committee meeting.
- Prepared the Internal Audit Annual Report provided to City Council as an administrative report.
- Developed the risk based audit plan and researched best practices to complement and augment the risk-based audit work plan process.
- Conducted an annual review as required by City Policy #607 of the City's proximity card access systems.
- Conducted an annual review of the conflict of interest questionnaires required by the City of Fayetteville's Code of Ethics Section 2-95(j).
- Supported the implementation of the City's new Enterprise Resource Planning (ERP) system.

## City Goal:

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

## Objective:

To prevent losses caused by unethical, illegal or unsafe acts.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
# of employees trained on the fraud hotline	N/A	215.00	200.00
% of employees certified in compliance with the City's Code of Ethics through the completion of the annual Conflict of Interest questionnaire	N/A	99.50%	100.00%

## Objective:

To provide independent and objective assurance and consulting services.

## City Manager's Office

Key Performance Measures:	<u>FY 2021</u>	<u>FY 2022 Estimated</u>	<u>FY 2023 Target</u>
% of Internal Audit recommendations accepted by management	100.00%	100.00%	100.00%

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

*General Fund \$300,609 / 2.0 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, engage citizens and employees and continuously improve the organization.

#### **Highlights:**

- Conducted monthly PerformanceStat briefings for the City at which departments came together to share performance results and identify opportunities for improvement.
- Conducted multiple training exercises with City staff to further data analytics and performance management efforts.
- Conducted multiple QuEST projects (Six Sigma / Continuous Improvement) to enhance the operational effectiveness of processes and programs.
- Conducted quarterly staff performance meetings to assist with project management of Council's Targets For Action (TFA) and presented Quarterly Performance Reports to Council, with a 100% Council acceptance rate.
- Designed, trained, and implemented departmental business plans for each business unit to help steer departments to reaching goals while guiding high-level conversations with leadership.

#### **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 data analytics and quality tools and methodologies.

Key Performance Measures:	<u>FY 2021</u>	<u>FY 2022 Estimated</u>	<u>FY 2023 Target</u>
% of strategy and performance reports approved by City Council	100.00%	100.00%	100.00%

# City Manager's Office

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**Objective:**

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

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
% agree or strongly agree with the statement "Overall, this was a positive engagement" on the SPA customer survey	100.00%	100.00%	100.00%

**Program: Construction Management**

*General Fund \$33,225 / 0 FTEs (5 FTE's Capital Project Fund Ordinances)*

**Purpose Statement:**

To deliver high quality facilities within the established budget and timeline in cooperation with internal and external partners.

**Highlights:**

- TBD

**City Goal:**

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

**Objective:**

To provide a total budgetary estimates for proposed projects.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
# of total budgetary estimates within 20%	N/A	N/A	TBD
# of budgetary estimates developed			

**Objective:**

To provide an accurate initial schedule for proposed projects.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
# of projects completed within 20% of initial schedule	N/A	N/A	TBD
# of projects completed	N/A	N/A	TBD

## City Manager's Office

	<b>2020-21 Actual</b>	<b>2021-22 Original Budget</b>	<b>2022-23 Recommended Budget</b>	<b>2022-23 Adopted Budget</b>	<b>% Change vs 2021-22 Original Budget</b>
<b>Expenditures by Program</b>					
1FAY Call Center	\$274,199	\$275,268	\$287,196	\$287,196	4.3%
City Administration	1,315,770	1,642,270	1,717,926	1,817,926	10.7%
Internal Audit	357,970	385,856	397,006	397,006	2.9%
Strategy & Performance Analytics	347,275	330,020	300,609	300,609	-8.9%
Construction Management	15,380	123,550	33,225	33,225	100%
<b>Total Expenditures</b>	<b>\$2,310,594</b>	<b>\$2,756,964</b>	<b>\$2,735,962</b>	<b>\$2,835,962</b>	<b>2.9%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$2,109,310	\$2,268,738	\$2,417,606	\$2,417,606	6.6%
Operating	74,257	217,473	140,126	140,126	-35.6%
Contract Services	125,870	254,567	162,805	162,805	-36.0%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	0	0	0	0	0.0%
Debt Service	0	0	0	0	0.0%
Other Charges	1,157	16,186	15,425	115,425	613.1%
<b>Total Expenditures</b>	<b>\$2,310,594</b>	<b>\$2,756,964</b>	<b>\$2,735,962</b>	<b>\$2,835,962</b>	<b>2.9%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	2,310,594	2,756,964	2,735,962	2,835,962	2.9%
General Fund Subtotal	2,310,594	2,756,964	2,735,962	2,835,962	2.9%
<b>Total Funding Sources</b>	<b>\$2,310,594</b>	<b>\$2,756,964</b>	<b>\$2,735,962</b>	<b>\$2,835,962</b>	<b>2.9%</b>
<b>Full-Time Equivalent Positions by Department</b>					
<b>Total Authorized FTEs</b>	<b>18.9</b>	<b>19.9</b>	<b>19.9</b>	<b>19.9</b>	<b>0.0%</b>

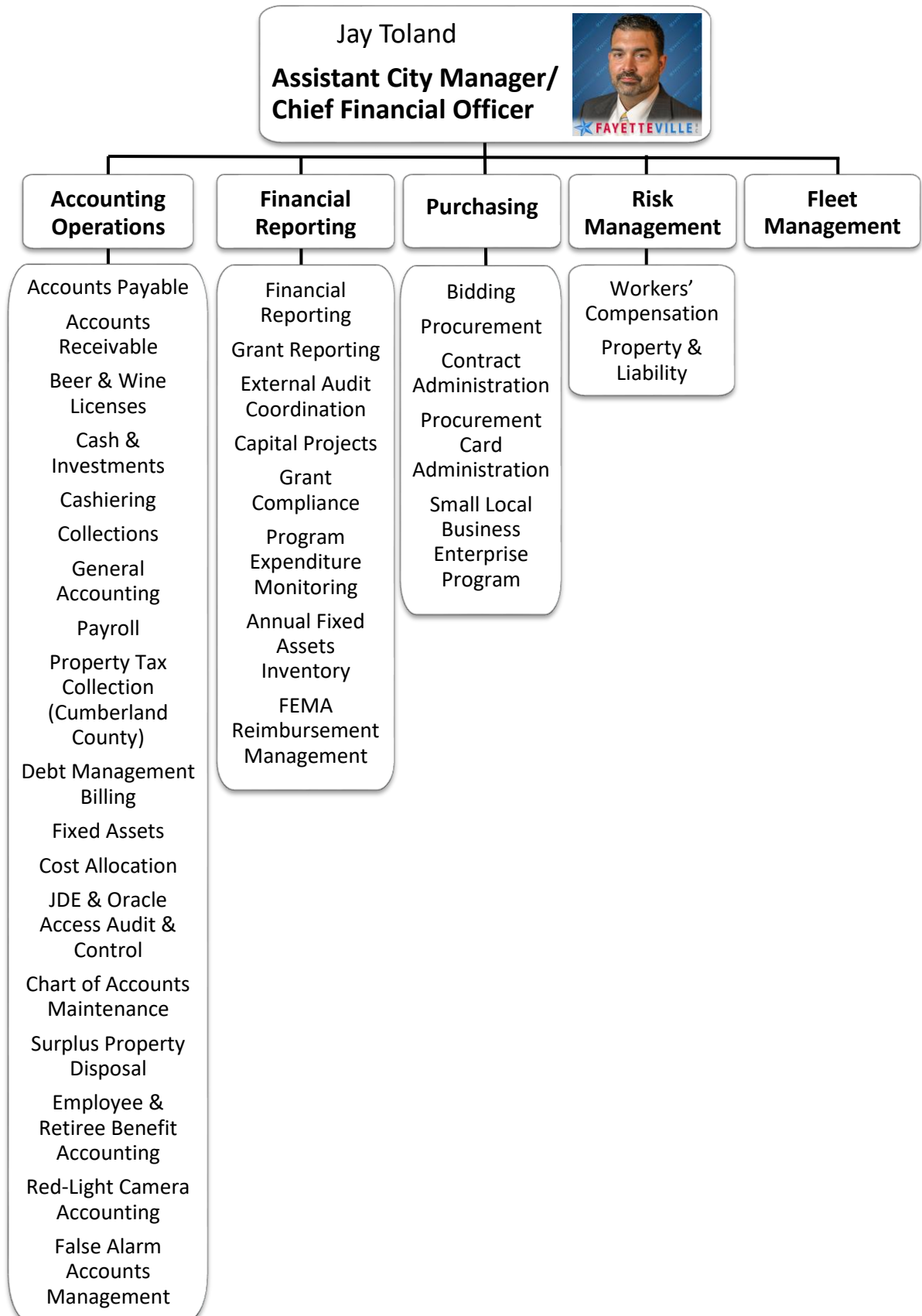


# City Manager's Office

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## BUDGET HIGHLIGHTS

- Personnel also includes \$124,758 for employee pay adjustments, \$8,179 for medical insurance rate adjustment, and \$13,521 for retirement rate adjustments.
- One position is appropriated in the Special Revenue Fund and is not included in the department FTE count.
- Personnel costs and FTE amounts for five positions for the Construction Division are fully funded by Capital Project Fund Ordinances and are not reflected in the departmental budget.
- Operating includes \$17,260 for general supplies; \$7,800 for food and refreshments for meetings; \$12,382 for software licenses; \$4,786 for vehicle maintenance and fuel; \$20,538 for communications and advertising; \$49,725 for travel and training; \$15,215 for memberships and dues; and \$12,420 for leased space for the Call Center in the Transit Center.
- Contract Services includes \$60,000 for strategic planning and senior management retreat consulting, \$60,000 for potential studies, \$9,205 for the fraud hotline, \$10,000 for contracted specialty audits, \$12,000 for support of community events, \$10,000 for organizational development, and \$1,600 for miscellaneous contracted services.
- Other Charges includes \$100,000 for Next-Gen Workforce initiatives, \$625 for employee appreciation, \$2,150 for community relations, and a \$12,650 cost redistribution to the Fleet Maintenance Fund for an allocation of rent and utilities for Pepsi Lane.



# Finance

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## 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: Accounting Operations***

*General Fund \$2,102,869 / 17.1 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 2021 Comprehensive Annual Financial Report (CAFR).
- In FY 2021, the Accounts Receivable (A/R) division processed over 1,900 A/R invoices totaling over \$43.7 million. A/R invoiced and collected over \$98,000 in lot cleaning, demolition and street assessments and associated interest in FY 2021.
- For FY 2021, the Accounts Payable (A/P) division processed over 41,700 vouchers. A/P continues to encourage electronic payment options; approximately 61% of vendor payments, an eight point increase from FY 2020, are now being processed by electronic fund transfer (EFT), making funds available to the City's vendors on the next business day.
- In calendar year 2021, the City received payments for 145 debts in the amount of \$13,945, using the NC Department of Revenue's Debt Setoff Program to collect payments that may otherwise be uncollectible.
- Staff completed a \$11.95 million vehicle and equipment installment financing.
- In FY 2021, the City transferred over \$2.11 million of Red Light Citation proceeds to Cumberland County Schools.
- In FY 2021, the City began implementation of the Oracle Cloud Application, which is the City's new stat-of-the-art Enterprise Resource Planning "ERP" system.

#### **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.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
% of property tax collection in the year of assessment	99.16%	99.00%	99.00%

**Objective:**

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

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
# of debt payments processed late	0.00	0.00	0.00
% of available cash invested	95.00%	95.00%	96.00%
Dollar amount of interest earned	\$833,159.00	\$523,976.00	\$500,000.00

**Objective:**

To provide timely account reconciliation, cost and insurance allocation(s), payment to vendors, assessments, and account receivable collection.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
# of days cost allocations posted past due date	0.00	0.00	0.00
# of monthly bank account reconciliations past due date	3.00	3.00	2.00

***Program: Financial Reporting***

*General Fund \$575,159 / 5 FTEs*

**Purpose Statement:**

The Financial Reporting Program is responsible for reporting on the City's financial condition, including preparation of the City's Comprehensive Annual Financial Report (CAFR) and periodic revenue and expenditure reports for City Council. This program ensures that revenues and expenditures are properly recorded in accordance with generally accepted accounting principles and governmental accounting standards. In addition, this program administers special revenue and capital project funds, as well as capital asset accounting for the enterprise and capital project funds; provides grant financial compliance oversight; maintains the City's cost allocation plan; and ensures the timely closeout of completed projects. To facilitate the management of these funds, the department establishes and maintains collaborative relationships with City departments and grantor agencies. The program reviews contracts and agreements for departments and provides any necessary feedback prior to execution. Financial Reporting 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

# Finance

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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 2021 Annual Comprehensive Financial Report (ACFR).
- Received the Certificate of Achievement for Excellence in Financial Reporting for the FY 2020 Comprehensive Annual Financial Report (CAFR).
- Prepared the FY 2021 ACFR and submitted it for consideration for the Certificate of Achievement for Excellence in Financial Reporting.
- Successfully administered 127 federal, state, and local grants, with over \$34 million in grant revenue in FY 2021, with no single audit findings.
- Continued to monitor over 341 capital and special revenue projects, totaling over \$650 million in total budget.

## 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 2021</u>	<u>FY 2022 Estimated</u>	<u>FY 2023 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 project ordinances closed	44.00	25.00	25.00
# of financial compliance findings reported in prior year audit	0.00	0.00	0.00
Did the CAFR achieve GFOA award in prior year?	Yes	Yes	Yes
Was the audit opinion unmodified in prior year?	Yes	Yes	Yes

## **Program: Purchasing**

*General Fund \$499,759 / 5.2 FTEs*

## Purpose Statement:

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

## Highlights:

- The 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 virtual outreach sessions held in conjunction with the Public Works Commission.
- 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 FY 2021, 293 vendors were registered, of which, 79% are from the local area.
- Purchasing actively supported the “Small Local Business Enterprise Program” and tracked and reported on local spending. Over 17.57% of prime construction contracts were awarded to local vendors. 22.52% of purchase orders and 40.71% of P-card spending occurred in the local Metropolitan Statistical Area (Cumberland, Hoke and Harnett Counties). An additional 22.83% of spending remained within North Carolina.
- Purchasing is tracking and managing contracts for ongoing projects, including \$27M for Airport Terminal Improvements, \$12.5M for two Senior Centers, \$6M for the Tennis Center, \$7M for Fire Station 4, \$10M for Cross Creek Bank Stabilization and Grave Relocation, \$3.6M for the McArthur Road Sports Complex, \$2.4M for the Cape Fear River Trail, and \$1.8M for the Jordan Soccer Complex.
- Staff members attended the following courses offered by the UNC School of Government: Basic Principles of Local Government Purchasing, Contracting for Construction and Design Services, and Introduction to Local Government Finance.

## 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 two days 90% of the time.

Key Performance Measures:	<u>FY 2021</u>	<u>FY 2022 Estimated</u>	<u>FY 2023 Target</u>
Average number of days to process a purchase order (City)	2.00	2.00	2.00

## **Program: Risk Management**

*Risk Management Fund \$4,287,454 / 1.8 FTEs*

## Purpose Statement:

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

# Finance

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## 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 2022, 100% of loss time claims have been processed through the light duty program.
- Staff continues 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 has been able to detect various licensing issues and assist or advise employees of the 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' compensation and general liability claims as a result of increased training, increased departmental accountability, and continued 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.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
Average cost to administer a liability claim	\$1,356.25	\$525.00	\$535.00
Property and liability closing ratio (# claims closed / # new claims)	107.00%	100.00%	100.00%

## Objective:

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

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
Average cost to administer a medical only claim	\$979.08	\$900.00	\$900.00
Workers' compensation closing ratio (# claims closed / # new claims)	98.00%	95.00%	95.00%

## **Program: Fleet Management**

*Fleet Maintenance Fund \$7,139,898 / 33.0 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 the City of Fayetteville's Fleet Maintenance operations from an on-site vendor to a hybrid model, which utilizes City provided fleet maintenance services for the preponderance of operations and outsource highly specialized requirements to outside vendors. The objective of this methodology is to increase efficiency, cut costs, and minimize the downtime of vehicles and equipment.
- The Fleet Maintenance Division has hired 17 new full time employees to increase capacity and allow the City to perform most fleet maintenance operations internally.
- The Fleet Maintenance Division assisted with the procurement of 115 capital assets and the disposal of 75 capital assets.

**City Goal:**

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

**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.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
% of fleet preventative maintenance performed within 10 days of established schedule	N/A	N/A	60.00%
% of fleet preventative maintenance turnaround within set standards	N/A	N/A	95.00%
% of fleet work orders requiring re-work	N/A	N/A	1.00%
Fleet average monthly % downtime	N/A	N/A	5.00%
Fleet daily average % availability	N/A	N/A	95.00%



## Finance

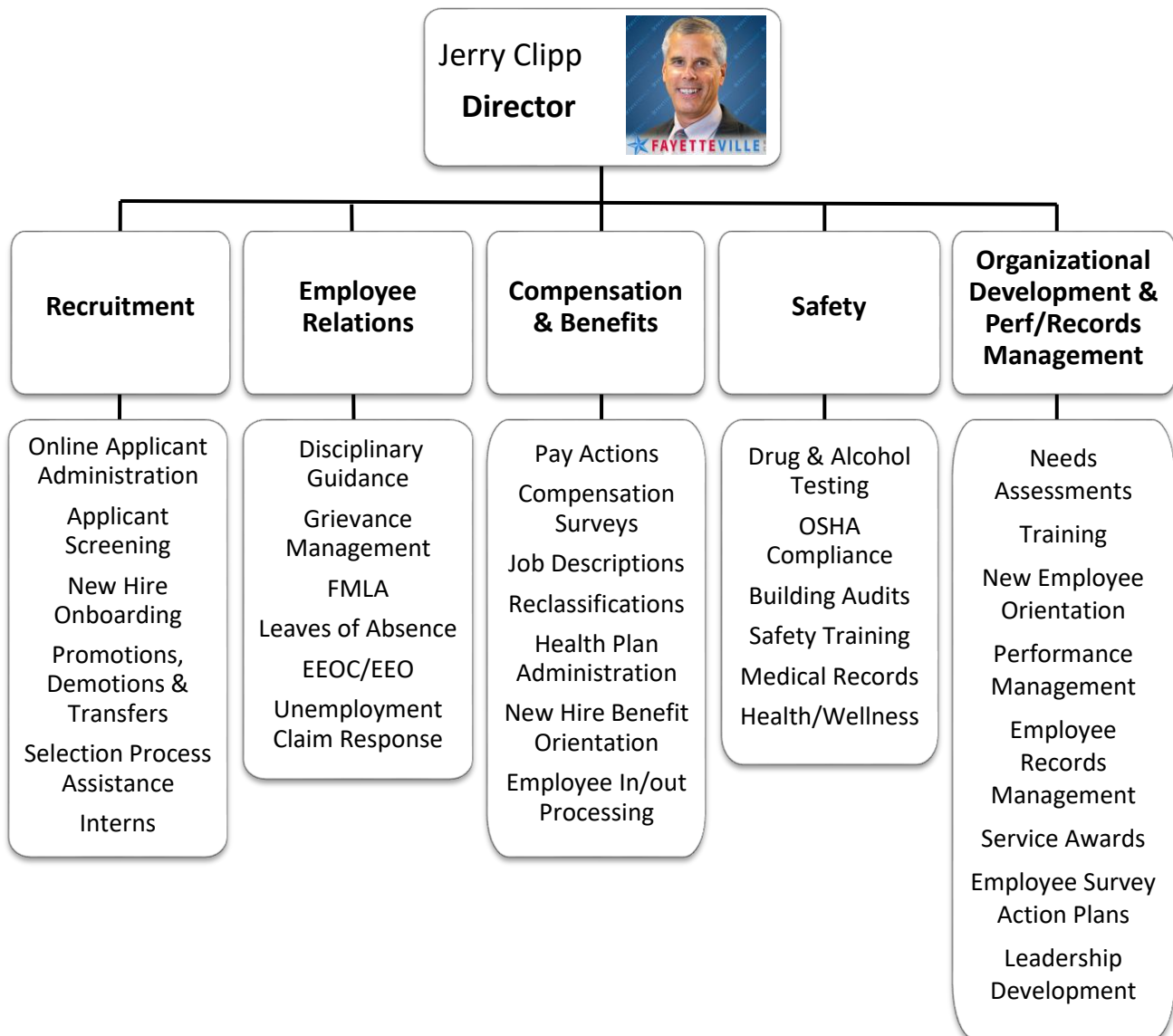
	<b>2020-21 Actual</b>	<b>2021-22 Original Budget</b>	<b>2022-23 Recommended Budget</b>	<b>2022-23 Adopted Budget</b>	<b>% Change vs 2021-22 Original Budget</b>
<b>Expenditures by Program</b>					
Accounting Operations	\$2,010,007	\$2,219,557	\$2,102,869	\$2,102,869	-5.3%
Financial Reporting	491,539	503,699	575,159	575,159	14.2%
Fleet Management	7,534,552	7,796,414	7,139,898	7,139,898	-8.4%
Non-Program Expenditures	72	2,866	72	72	-97.5%
Purchasing	365,732	466,303	499,759	499,759	7.2%
Risk Management	3,039,446	3,619,334	4,287,454	4,287,454	18.5%
<b>Total Expenditures</b>	<b>\$13,441,348</b>	<b>\$14,608,173</b>	<b>\$14,605,211</b>	<b>\$14,605,211</b>	<b>0.0%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$2,300,000	\$2,328,055	\$5,014,667	\$5,014,667	115.4%
Operating	9,582,405	11,045,643	8,550,934	8,550,934	-22.6%
Contract Services	979,829	740,974	801,104	801,104	8.1%
Capital Outlay	29,923	0	191,262	191,262	0.0%
Transfers to Other Funds	371,750	447,807	0	0	-100.0%
Debt Service	0	0	0	0	0.0%
Other Charges	177,441	45,694	47,244	47,244	3.4%
<b>Total Expenditures</b>	<b>\$13,441,348</b>	<b>\$14,608,173</b>	<b>\$14,605,211</b>	<b>\$14,605,211</b>	<b>0.0%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	2,867,278	3,189,559	3,177,787	3,177,787	30.5%
General Fund Subtotal	2,867,278	3,189,559	3,177,787	3,177,787	30.5%
Fleet Maintenance Fund	7,534,552	7,796,414	7,139,898	7,139,898	-8.4%
Risk Management Fund	3,039,518	3,622,200	4,287,526	4,287,526	-8.8%
<b>Total Funding Sources</b>	<b>\$13,441,348</b>	<b>\$14,608,173</b>	<b>\$14,605,211</b>	<b>\$14,605,211</b>	<b>0.0%</b>
<b>Full-Time Equivalent Positions by Department</b>					
<b>Total Authorized FTEs</b>	<b>27.0</b>	<b>29.0</b>	<b>62.0</b>	<b>62.0</b>	<b>113.8%</b>

**BUDGET HIGHLIGHTS**

- Personnel includes the reclassification of Purchasing Manager position to Assistant CFO - Procurement position; addition of one Assistant CFO - Administration position; unfreezing of one Senior Financial Analyst position and one Accounting Technician position during FY 2022.
- Changing Fleet Services from contract services to in-house added the following positions: one Fleet Manager position, one Fleet Maintenance Superintendent position, one Parts Manager position, two Fleet Maintenance Supervisor positions, one Fleet Equipment Analyst position, two Fleet Intake Coordinator positions, two Parts Specialist positions, 10 Fleet Technician positions, six Sr. Fleet Technician positions, two Master Fleet Automotive Technician positions, two Emergency Vehicle Technician positions, one Administrative Assistant position, one Maintenance Worker position, and one Management Analyst position.
- One position is appropriated in the Special Revenue Fund and is not included in the department FTE count.
- Personnel also includes \$274,236 for employee pay adjustments, \$25,562 for medical benefit rate adjustments, and \$25,458 for retirement rate adjustments.
- Operating includes \$3,770,000 for vehicle maintenance services, vehicle parts, and fuel for the internal service fund; \$46,368 for utilities at the Fleet Maintenance facility; \$18,031 for photo copier; \$2,500 for advertising; \$5,020 for telephone; \$12,840 for postage; \$5,890 for printing; \$220,856 for rent of the Fleet Maintenance facility; \$52,905 for employee travel, training, and memberships; \$278,104 for equipment and software maintenance agreements, which includes \$198,000 for a fleet management information system and \$24,750 for LSDBE software; \$62,568 for supplies, including \$31,168 for general supplies and food, \$5,000 for one-time supplies, and \$26,400 for uniforms; \$49,756 for small equipment, including \$4,000 for office furniture and \$45,756 for computer equipment; and \$3,927,069 for insurance and claims.
- Contracted services includes \$25,800 for medical services; \$120,725 for the annual audit contract; \$435,000 for property tax collection services; \$73,700 for insurance consulting; \$7,500 for armored truck services; \$53,500 for a financial advisor; \$6,700 for paystub and W2 online portal; \$7,400 for development of the cost allocation plan, \$3,000 for bank fees; and \$67,778 in various other small contracted services.
- Capital includes \$66,262 for remodeling of the Finance Department and \$125,000 two vehicle replacements.
- Other charges consists of \$994 for employee appreciation, community relations, and other miscellaneous. Other charges also consists of \$58,900 for indirect cost allocations offset by \$12,650 in service charges to other departments.
- Non-program expenditures reflect costs for benefits for retirees from the Risk Management fund.

# Human Resources Development

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# Human Resources Development

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## DEPARTMENT MISSION

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To attract and retain a skilled and diverse workforce by offering competitive and comprehensive compensation and benefits; opportunities for personal development and training; a safe work environment and clearly defined expectations allowing employees to provide high quality services and engage in meaningful work.

### ***Program: Compensation/Benefits***

*General Fund \$443,174 / 4.3 FTEs*

*Risk Management Fund \$20,531,266 / 1.4 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 providing a healthy workforce.

#### **Highlights:**

- Significant time dedicated to configuration and implementation of new ERP system.
- Continued benchmarking positions and reviewed data resulting in adjustments to pay ranges and step plans; initiated a compensation study.
- Reviewed benefit plans for maximum value for employees while controlling costs to the City. Renewed benefits for FY 2021/2022 with an approximate 4% increase to the health plan and no increase to the dental or vision plan. Continued to implement cost saving changes to the pharmacy benefit.
- Continued delivery of wellness sessions on various topics to educate employees on healthy 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

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Key Performance Measures:	<u>FY 2021</u>	<u>FY 2022 Estimated</u>	<u>FY 2023 Target</u>
# of positions reviewed	134.00	165.00	75.00
# of salary surveys completed	81.00	85.00	80.00
% of positions surveyed within market (within range-no grade adj needed)	N/A	50.00%	70.00%
# of non-retiree out processed	202.00	200.00	225.00
# of retirees out-processed	59.00	60.00	50.00
Average Claims costs medical/RX per member	N/A	N/A	\$5,700.00

## Objective:

To increase participation to a minimum of 20% of total workforce in offered wellnes classes and activities.

Key Performance Measures:	<u>FY 2021</u>	<u>FY 2022 Estimated</u>	<u>FY 2023 Target</u>
% of increase in attendance of health and wellness activities	5.10%	15.00%	20.00%

## **Program: Employee Relations**

*General Fund \$211,268 / 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.

## Highlights:

- Areas managed with this program include performance improvement plans (PIP), disciplinary actions, considerations of dismissal (CODs) and dismissals, initial intake of employee concerns, supervisory guidance on employee matters, resolution of workplace issues, serious incident investigations, coordination of grievance and appeal hearings, and ensuring awareness of policies and procedures.
- Averaging intake of about 290 cases for continuous and intermittent leaves of absence; educated departments and employees about requirements for such leave and the return to work process.
- Managed COVID-19 leave requests and documentation.
- Led training of both Supervisory Operational Skills (SOS) and department specific supervisory sessions on such topics as ethics, serious incident investigations, progressive discipline, the City's grievance process, and Family and Medical Leave Act.

## Human Resources Development

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- 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 or disciplined, and given the opportunity to improve; policy is consistently applied; and employees are retained based upon successful performance.

Key Performance Measures:	<u>FY 2021</u>	<u>FY 2022 Estimated</u>	<u>FY 2023 Target</u>
# of disciplinary actions issued	285.00	260.00	285.00
# of Considerations for Dismissal (CODs) issued	32.00	15.00	25.00
Retention rate	85.00%	80.00%	90.00%

### ***Program: Recruitment***

*General Fund \$474,593 / 5.0 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.

### Highlights:

- Approximately 10,000 applications continue to be processed annually. Staff continued to partner with Fort Bragg, colleges/universities, other local agencies, and attended job fairs to announce and promote job opportunities.
- Increased visibility on social media platforms to aid in recruitment efforts and promote the City's job opportunities.
- Collaborated with departments to develop standard interview guides/packets to ensure well-qualified hires.
- Monitored departmental hiring practices to review for consistency and compliance with Equal Employment Opportunity Commission (EEOC) requirements.
- Significant time dedicated to configuration and implementation of new ERP system.

### City Goal:

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

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# Human Resources Development

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**Objective:**

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

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
# of hires per month	33.00	36.00	35.00
# of postings per year	242.00	285.00	260.00
# of applications received per year	9,331.00	9,800.00	9,500.00
% of qualified applicants received	N/A	55.00%	55.00%
# of interns	N/A	10.00	10.00
Average department fill time in days (posting date to hire date)	105.00	125.00	90.00

***Program: Safety***

*Risk Management Fund \$351,765 / 2.6 FTEs*

**Purpose Statement:**

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

**Highlights:**

- Workplace safety promoted by offering annual classroom and online training to all employees.
- Hazards in the workplace reduced through annual comprehensive safety audits of workspaces.
- Managed COVID-19 response and traced all exposures and positive cases.
- Organized and attended City and department safety committee meetings to improve safety awareness.
- Maintained compliance with OSHA parts 1910 and 1926, North Carolina Department of Transportation Regulation, North Carolina 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 and an environment that provides health and wellness programs and activities to assist with promoting a healthy workforce.

## Human Resources Development

Key Performance Measures:	<u>FY 2021</u>	<u>FY 2022 Estimated</u>	<u>FY 2023 Target</u>
DART Score (Days Away, Restriction or Transfer)	9.08	9.25	3.56

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

*General Fund \$481,240 / 3.6 FTEs*

#### **Purpose Statement:**

To create collaboration among employees through effective coaching and development resulting in efficiency, growth, and engagement.

#### **Highlights:**

- Implemented a new training model as a result of the employee survey where departments were assisted with creating action plans based on employee feedback and guided on monitoring results; this model also addresses leadership gaps and development opportunities.
- Significant time dedicated to developing job-training aides for the new ERP system.
- Promoted and managed recognition activities such as Administrative Professional's Luncheon, Annual Service Award program, and an employee appreciation event.
- Hosted ICL class and board meeting.
- Provided one Six Sigma (green belt) class.
- Due to COVID-19, training classes were limited; however, revised and facilitated a portion of SOS leadership classes.

#### **City Goal:**

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

#### **Objective:**

To promote teamwork and offer training that will enhance department collaboration and effectiveness.

Key Performance Measures:	<u>FY 2021</u>	<u>FY 2022 Estimated</u>	<u>FY 2023 Target</u>
Total training hours per employee	N/A	0.34	1.00
% of participation in recommended leadership training	N/A	23.00%	40.00%
% of participation in bi-annual employee survey	N/A	N/A	70.00%



# Human Resources Development

	<b>2020-21 Actual</b>	<b>2021-22 Original Budget</b>	<b>2022-23 Recommended Budget</b>	<b>2022-23 Adopted Budget</b>	<b>% Change vs 2021-22 Original Budget</b>
<b>Expenditures by Program</b>					
Compensation/Benefits	\$17,299,362	\$21,074,244	\$20,974,440	\$20,974,440	-0.5%
Employee Relations	177,461	182,449	211,268	211,268	15.8%
Non-Program Expenditures	742,354	1,839,845	1,436,177	1,436,177	-21.9%
Recruitment	374,689	382,371	474,593	474,593	24.1%
Safety	256,788	302,509	351,765	351,765	16.3%
Training and Organizational Development	263,046	407,860	481,240	481,240	18.0%
<b>Total Expenditures</b>	<b>\$19,113,700</b>	<b>\$24,189,278</b>	<b>\$23,929,483</b>	<b>\$23,929,483</b>	<b>-1.1%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$1,244,704	\$1,428,281	\$1,725,597	\$1,725,597	20.8%
Operating	16,772,466	20,381,264	20,380,863	20,380,863	0.0%
Contract Services	256,940	448,141	323,614	323,614	-27.8%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	784,875	1,543,500	1,222,000	1,222,000	-20.8%
Debt Service	0	0	0	0	0.0%
Other Charges	54,715	388,092	277,409	277,409	-28.5%
<b>Total Expenditures</b>	<b>\$19,113,700</b>	<b>\$24,189,278</b>	<b>\$23,929,483</b>	<b>\$23,929,483</b>	<b>-1.1%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	1,158,695	1,527,397	1,610,275	1,610,275	2.1%
General Fund Subtotal	1,158,695	1,527,397	1,610,275	1,610,275	2.1%
Risk Management Fund	17,955,005	22,661,881	22,319,208	22,319,208	-1.3%
<b>Total Funding Sources</b>	<b>\$19,113,700</b>	<b>\$24,189,278</b>	<b>\$23,929,483</b>	<b>\$23,929,483</b>	<b>-1.1%</b>
<b>Full-Time Equivalent Positions by Department</b>					
<b>Total Authorized FTEs</b>	<b>18.0</b>	<b>18.0</b>	<b>19.0</b>	<b>19.0</b>	<b>5.6%</b>

# Human Resources Development

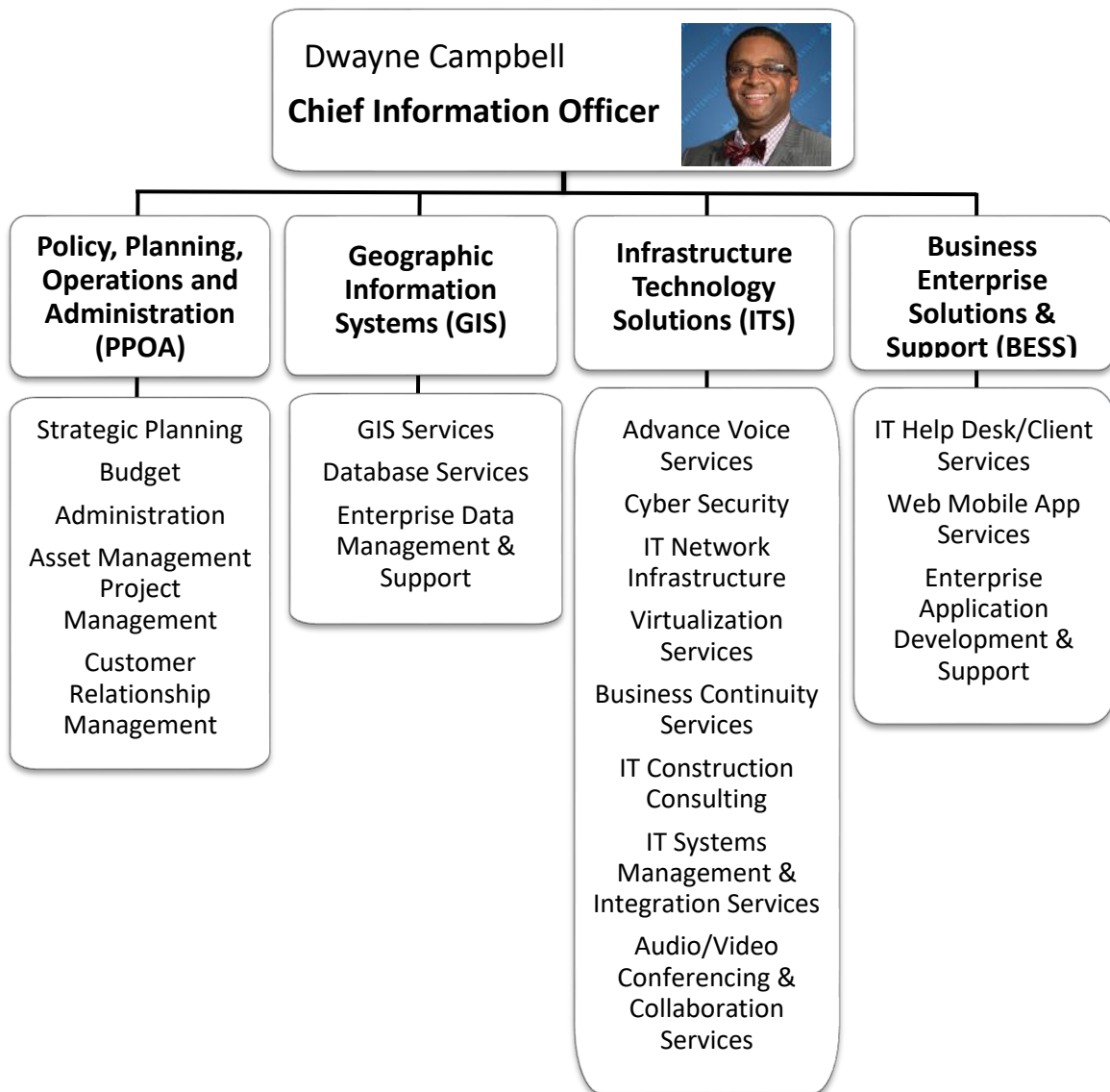
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## BUDGET HIGHLIGHTS

- During FY2022, an additional Human Resource Specialist position was added and an OD&T Specialist position was reclassified to an OD&T Consultant position.
- Personnel includes \$119,325 for employee pay adjustments, \$7,933 for medical benefit rate adjustments and \$9,227 for retirement rate adjustments.
- Operating includes \$20,137,077 for claims administration, payments and reinsurance costs for employee and retiree health, life and dental benefits; \$83,041 for travel and development, including \$65,537 for city-wide internal development and training; \$53,257 for software maintenance and licensing; \$20,406 for general supplies and food; \$22,000 one-time supplies for wellness events; \$28,914 for uniforms, safety shoe and boot replacements; \$12,230 for printing, postage and photo copier services; \$17,530 for membership, dues and subscriptions; \$3,915 for advertising services; and \$2,490 for telephone services.
- Contract Services includes \$118,000 for healthcare plan consulting, \$74,325 for benefit enrollment administration and Affordable Care Act reporting services, 55,313 for medical services related to employee health and safety, \$25,000 for the bi-annual employee survey, \$21,337 for flexible spending account administration, \$21,120 for the Employee Assistance Program, \$6,500 for wellness initiatives, and \$2,019 for other small contracted services.
- Other Charges includes \$8,000 for Affordable Care Act fees; \$53,750 for employee relations activities, including the employee picnic and the service award program; \$1,825 for community relations expenditures and \$213,834 to balance projected expenditures to revenues for the Risk Management Healthcare Fund.
- Transfers to other funds consists of \$1,222,000 for an interfund loan from the Risk Management Fund to the General Fund for the stadium funding plan.

# Information Technology

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## DEPARTMENT MISSION

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To provide quality, cost effective and innovative solutions and services that facilitate the creation of dynamic partnerships between the citizens, the business community, and City employees in support of City goals.

### ***Program: Business Enterprise Solutions and Support***

*General Fund \$2,192,689 / 14.2 FTEs*

#### **Purpose Statement:**

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

#### **Highlights:**

- Completed City Council online speed hump petition form with Public services to capture citizen feedback.
- Implemented a recycling pickup widget to assist citizens in the new City Council's bi-weekly pickup schedule.
- Completed Fayetteville Beautiful website registration updates for the two Fayetteville Beautiful events.
- Implemented Adobe Enterprise Program migration to consolidate and manage department adobe software licenses.
- Completed Mayor/Council conference Zoom Room upgrade to provide a professional studio experience for virtual meetings.
- Completed Transit Center Zoom Room upgrade to host City Council meetings and other City related activities.

#### **City Goal:**

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

#### **Objective:**

To deliver efficient, innovative, high quality technology services.

# Information Technology

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Key Performance Measures:	<u>FY 2021</u>	<u>FY 2022 Estimated</u>	<u>FY 2023 Target</u>
# of enduser devices supported (Desktops and Laptops)	1640.00	1645.00	1645.00
# of enduser mobile devices supported (Cellular and Tablets)	570.00	650.00	680.00
# of technology solutions developed, implemented and supported	70.00	74.00	90.00
% of uptime for City websites	98.90%	98.98%	99.98%
% of City applications mobile device compatible	72.50%	72.00%	74.00%

## ***Program: Geographic Information Systems***

General Fund \$TBD / TBD FTEs

### **Purpose Statement:**

The Geographical Information System (GIS) program provides GIS services, database administration and services, and enterprise data management and support. The members of this program provide support for spatial software applications; data design and management, and configuration; access; and administration of enterprise databases. GIS plans, develops, and implements enterprise business solutions incorporating industry capabilities and standards. The objective is to develop scalable and effective technological solutions that evolve and enhance city operations.

### **Highlights:**

- Designed and implemented data collection workflow and visualization for Litter Maintenance program.
- Completed City Council Redistricting project, providing data, maps, & apps.
- Conducted migration of FleetMind databases (~4) and application upgrade.
- Redesigned/Upgraded Open Data Portal for information awareness, accountability, & transparency for citizens.
- Conducted review and editing of Fire ESN zone boundary lines, reviewing, editing, resolving over 70 areas which relates to fire and response time.

### **City Goal:**

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

### **Objective:**

To enhance communication among departments for an enhanced customer experience.

## Information Technology

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
% of uptime for Enterprise databases	N/A	95.00	95.00
# of database maintenance and upgrade supported	N/A	6.00	6.00
% of services/applications supported	N/A	94.00%	96.00%
# of solutions requested (maps/ables/databases/applications)	N/A	12.00	10.00

### ***Program: Infrastructure Technology Solutions***

*General Fund \$2,191,424 / 5.1 FTEs*

#### **Purpose Statement:**

The Infrastructure Technology Solutions (ITS) Program serves as the primary point of contact for security and 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 supported include server and desktop virtualization; site to site data and voice network connectivity (wired and wireless); telephony services including video and voice conference infrastructure; internet service; e-mail; remote mobility services; public computer labs and wireless services; and other related computer hardware and system support. The ITS team 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 Phase 1 & 2 of Domain Migration – Email changed to fayettevillenc.gov/ Email migrated to Office 365 Online/ User and workstations migrated to new domain COF.fayettevillenc.gov.
- Migrated Barracuda Email Security Gateway and Archiver to the Cloud.
- Introduced Multi Factor Authentication (MFA) for non-public safety departments to increase security of the City Network. Automated creation of user accounts.
- Completed build of Single Sign-On infrastructure for HUB and other SaaS solutions.
- Provided IT Support and consultation for PD's Crime Initiative and several construction projects, such as Airport Renovation Phase II, Recreation Center West, City Hall 1<sup>st</sup> Floor Renovation, Jordon Soccer Complex, Alexander Street Renovation, New Fire Station 4.
- Transitioned Council Chambers to FAST to continue City Council meetings during 1<sup>st</sup> Floor City Hall Construction.

#### **City Goal:**

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

#### **Objective:**

To enhance communications with departments to create a positive customer experience.

# Information Technology

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Key Performance Measures:	<u>FY 2021</u>	<u>FY 2022 Estimated</u>	<u>FY 2023 Target</u>
% of compliance with quarterly security audits	92.00%	93.00%	92.00%
% of City employees trained in security awareness	69.00%	78.00%	90.00%
% uptime of network connected devices and applications	99.98%	99.00%	99.98%
# of City properties with Wi-Fi Access	N/A	N/A	75.00%

## ***Program: Policy, Planning, Operations, and Administration***

General Fund \$3,237,421 / 9.7 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 technology resources in accordance with City and state law. Staff coordinates departmental service delivery enterprise-wide and ensures that customer expectations are met or exceeded, helps the department develop and maintain relationships with the City customer base while resolving customer complaints, and develops business plans for service requests. Asset management staff assists in the development and implementation of procedures to track City assets, and to perform quality controls throughout asset management lifecycles. This program serves as the connection to IT for all administration and business operations, including general management oversight, resource management for IT, and facilitation of policy creation and updates.

### **Highlights:**

- Implemented PayTime and Attendance for the Police and Fire Department which completed the project to convert all departments from the manual time and attendance to an automated system to ensure a more accurate and efficient payroll process.
- Implemented HUB ERP/Financials providing a new integrated software solution designed around improved business practices and workflow processes.
- Implemented Survey Monkey Enterprise Solutions for individual department logins.
- Reconfigured the Solid Waste Service Requests in Cityworks and SeeClickFix to simplify reporting for citizens.
- Added Council district to the Code Enforcement cases for reporting purposes.
- Completed Fire Security Laserfiche workflow to allow 330+ Fire employees access to training and certification data.

### **City Goal:**

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

## Information Technology

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**Objective:**

To deliver efficient, innovative, high quality technology services.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
# of change requests	135.00	175.00	60.00
# of emergency changes	17.00	0.00	20.00
# of process improvement initiatives completed through IT	12.00	15.00	15.00
% of overall customer satisfaction from customer surveys	95.00%	88.00%	86.00%
% of department with IT strategic plans with smart city focus	N/A	N/A	75.00%



## Information Technology

	<b>2020-21 Actual</b>	<b>2021-22 Original Budget</b>	<b>2022-23 Recommended Budget</b>	<b>2022-23 Adopted Budget</b>	<b>% Change vs 2021-22 Original Budget</b>
<b>Expenditures by Program</b>					
Business Enterprise Solutions and Support	\$1,748,369	\$2,183,884	\$2,192,689	\$2,192,689	.04%
Information Technology Policy, Planning, Operations, and Administration	2,709,428	2,863,350	3,237,421	3,237,421	13.1%
Infrastructure Technology Solutions	3,205,630	3,187,395	2,191,424	2,191,424	-31.2%
<b>Total Expenditures</b>	<b>\$7,663,427</b>	<b>\$8,234,629</b>	<b>\$7,621,534</b>	<b>\$7,621,534</b>	<b>-7.4%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$2,305,520	\$2,550,374	\$2,948,660	\$2,948,660	15.6%
Operating	2,455,429	3,278,135	3,304,103	3,304,103	.8%
Contract Services	659,094	780,511	669,026	669,026	-14.3%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	2,242,097	1,619,064	695,200	695,200	-57.1%
Debt Service	0	0	0	0	0.0%
Other Charges	1,287	6,545	4,545	4,545	-30.6%
<b>Total Expenditures</b>	<b>\$7,663,427</b>	<b>\$8,234,629</b>	<b>\$7,621,534</b>	<b>\$7,621,534</b>	<b>-7.4%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$0	\$2,000	\$0	\$0	0.0%
Other General Fund Funding	7,663,427	8,232,629	7,621,534	7,621,534	-7.4%
General Fund Subtotal	7,663,427	8,234,629	7,621,534	7,621,534	-7.4%
<b>Total Funding Sources</b>	<b>\$7,663,427</b>	<b>\$8,234,629</b>	<b>\$7,621,534</b>	<b>\$7,621,534</b>	<b>-7.4%</b>
<b>Full-Time Equivalent Positions by Department</b>					
<b>Total Authorized FTEs</b>	<b>29.0</b>	<b>29.0</b>	<b>29.0</b>	<b>29.0</b>	<b>0.0%</b>

## **BUDGET HIGHLIGHTS**

- Personnel includes \$206,876 for employee pay adjustments, \$11,920 for medical benefit rate adjustments and \$16,053 for retirement rate adjustments.
- Operating includes: \$2,933,996 for hardware and software maintenance and licensing, including an addition of \$499,164 for software licensing for the replacement Enterprise Resource Planning system (ERP); \$73,775 for a variety of small computer equipment; \$5,877 for printing, advertising, postage and photocopier; \$73,370 for telephone; \$122,900 for data connectivity; \$31,374 for departmental travel and training; \$38,482 for dues and memberships; \$4,545 for employee appreciation and community relations; \$5,029 for vehicle fuel and maintenance; and \$19,300 for supplies, including food, uniforms, one-time supplies, and general supplies.
- Contract Services includes technical consulting and programming, telephone maintenance and wiring, and other support services. Significant contracts include: \$64,976 for network security analysis and remediation, \$100,000 HUB support, \$110,000 network infrastructure support, \$7,200 VSS AS400 operating system update, \$10,000 network cabling, \$110,000 SIEM Security Contract, \$50,000 PC Deployment, \$138,000 Tier 1 support, \$53,000 City Works support, and \$25,850 in other smaller miscellaneous contracts.
- Transfers to Other Funds consists of transfers to capital project funds totaling \$695,200 for various TIP projects, including \$240,200 for the computer replacement plan, \$175,000 for city domain migration, \$20,000 for public safety security compliance, \$160,000 for desktop virtualization, \$20,000 for the e-mail system upgrade, and \$80,000 for the direct fiber connection sites.
- Other Charges consist of \$4,545 for employee appreciation, community relations, and miscellaneous expenditures.

# Marketing & Communications

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Jodi Phelps  
**Director**



**Marketing & Communications**  
(Internal & External)

Media Relations  
Branding/Graphic Design  
Advertising/Marketing  
Community Relations & Outreach  
FayTV  
(Broadcasting & Video Production)  
Social Media Management  
Website Content Management  
Communication Support to City  
Manager's Office  
Communication Support to  
Mayor & Council  
Internal Communications  
Public Records Management  
Print Shop/Mail Services

# Marketing & Communications

## DEPARTMENT MISSION

Marketing & 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 \$84,009 / 1.0 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:**

- The Graphics Production Supervisor position was upgraded to Graphic Design Manager to best align with current job duties.

#### **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).

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
# of print impressions	360,283.00	478,650.00	500,000.00

### ***Program: Communications***

*General Fund \$856,724 / 7.0 FTEs (plus 1 unfunded printer position)*

#### **Purpose Statement:**

To inform and engage residents, strengthen and expand the City's reputation and foster community pride.

# Marketing & Communications

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## Highlights:

- The Fayetteville City Council adopted the new City Flag at their last Regular Meeting of 2021 and finalized the new City Seal design at their March 28, 2022 Regular Meeting. The new designs align with the Can Do Carolina regional brand, launched in December 2020 and are products of a partnership between the City of Fayetteville Marketing & Communications Department and North Star Place Branding + Marketing. These images are based on creative feedback and direction from Council Members. The new flag will appear inside and outside city facilities. The city seal is the official insignia of the Council and will primarily be used for official Council-related documents, ceremonies, and other functions.
- The newly-renovated Council Chamber opened on March 28, 2022. The re-opening of Council Chamber comes after the first renovation to the space in nearly three decades aimed at improving resident access to City operations with improved technology and enhanced safety measures. New digital and video equipment that Marketing & Communications staff will utilize will improve the experience for participants both in-person and at home on FayTV. The update also creates a flexible space reconfigurable for holding a variety of meetings and events and socially distancing when necessary.
- Since its launch in December 2020, the Marketing & Communications Department has phased in the City's "America's Can Do City" brand through new signage, vehicle graphics, promotional materials, advertising, and marketing campaigns to increase brand awareness. In addition the parent City brand, departmental logos for Fayetteville - Cumberland Parks & Recreation, Fayetteville - Cumberland Human Relations, Fayetteville Regional Airport and the Fayetteville Area System of Transit (FAST) were developed by Marketing & Communications staff and launched during FY 2022 to allow those departments to have a unique look and feel that is tied to the "Can Do" brand of the City.
- The *City Happenings* e-newsletter rebranded as the *City Manager's Report* in the summer of 2021 to tell the City's positive story in more informative and effective way. The newsletter went from a biweekly to a weekly e-newsletter released every Friday. As of April 1, 2022, the newsletter has had an average open rate of 42.3%, above the industry open rate of 39.3%.
- The *Fayetteville 411* podcast series, produced by Marketing & Communications staff, was created to reach a more diverse online audience with releases scheduled weekly. This outlet will continue into the future with topics spanning all City departments and a number of partner agencies.
- The City of Fayetteville was among 19 North Carolina governments to earn recognition in the North Carolina City & County Communicators' (NC3C) 2021 Excellence in Communications Awards. The City of Fayetteville won first place awards in the Audio, Digital Resource, and Social Media categories. The City received second place awards in the Print Employee Newsletter and Regular Programming Categories. The City of Fayetteville received a first place award for the category of Audio for the Radio Fayetteville podcast channel. The channel programming includes the "Fayetteville 411" podcast, Fayetteville in 5 newscast, and City Update interviews. The City's FayTV App for Smart TV's received the Digital Resource first place award. The FayTV Streaming App is a service that streams live video, video on demand and audio podcasts to the City's website and smart TVs. The City's "Firefighters reflect on dog rescue" video won the first place award for Social Media - Single Post. The Frontline Employee Newsletter received the second place Print Employee Newsletter award. The Cybersmart - Security Awareness series won the second place Regular Programming award.

## Marketing & Communications

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**City Goal:**

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

**Objective:**

To increase citizen participation through the City's website and social media platforms.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
# of followers on Facebook	N/A	N/A	75,000.00
# of unique website visits	N/A	N/A	1,200,000.00

**Objective:**

To maintain and respond to public records requests in a timely and efficient manner.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
# of public records requests	1,508.00	1,850.00	1,700.00

**Objective:**

To increase the positive response rate in the City's biennial resident survey with timely and efficient communication with the public.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
% satisfaction with availability of information about city programs and services	49.00%	49.00%	49.00%
% satisfaction with overall effectiveness of communication with the public	48.00%	48.00%	48.00%

## Marketing & Communications

	<b>2020-21 Actual</b>	<b>2021-22 Original Budget</b>	<b>2022-23 Recommended Budget</b>	<b>2022-23 Adopted Budget</b>	<b>% Change vs 2021-22 Original Budget</b>
<b>Expenditures by Program</b>					
Auxiliary Services	\$102,130	\$97,683	\$84,009	\$84,009	-14%
Communications	949,494	1,034,315	856,724	856,724	-17.2%
<b>Total Expenditures</b>	<b>\$1,051,624</b>	<b>\$1,131,998</b>	<b>\$940,733</b>	<b>\$940,733</b>	<b>-16.9%</b>

<b>Expenditures by Type</b>					
Personnel Services	\$710,663	\$678,196	\$751,151	\$751,151	10.8%
Operating	194,463	194,841	176,294	176,294	-9.5%
Contract Services	93,462	148,488	45,288	45,288	-69.5%
Capital Outlay	58,829	25,000	0	0	-100.0%
Transfers to Other Funds	0	88,348	0	0	-100.0%
Debt Service	0	0	0	0	0.0%
Other Charges	(5,793)	(2,875)	(32,000)	(32,000)	-1,013%
<b>Total Expenditures</b>	<b>\$1,051,624</b>	<b>\$1,131,998</b>	<b>\$940,733</b>	<b>\$940,733</b>	<b>-16.9%</b>

### Funding Sources

#### General Fund

General Fund Functional Revenues	\$85,000	\$85,000	\$85,000	\$85,000	0.0%
Other General Fund Funding	966,624	1,046,998	855,733	855,733	-18.3%
General Fund Subtotal	1,051,624	1,131,998	940,733	940,733	-16.9%
<b>Total Funding Sources</b>	<b>\$1,051,624</b>	<b>\$1,131,998</b>	<b>\$940,733</b>	<b>\$940,733</b>	<b>-16.9%</b>

### Full-Time Equivalent Positions by Department

<b>Total Authorized FTEs</b>	<b>9.0</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>0%</b>
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## Marketing & Communications

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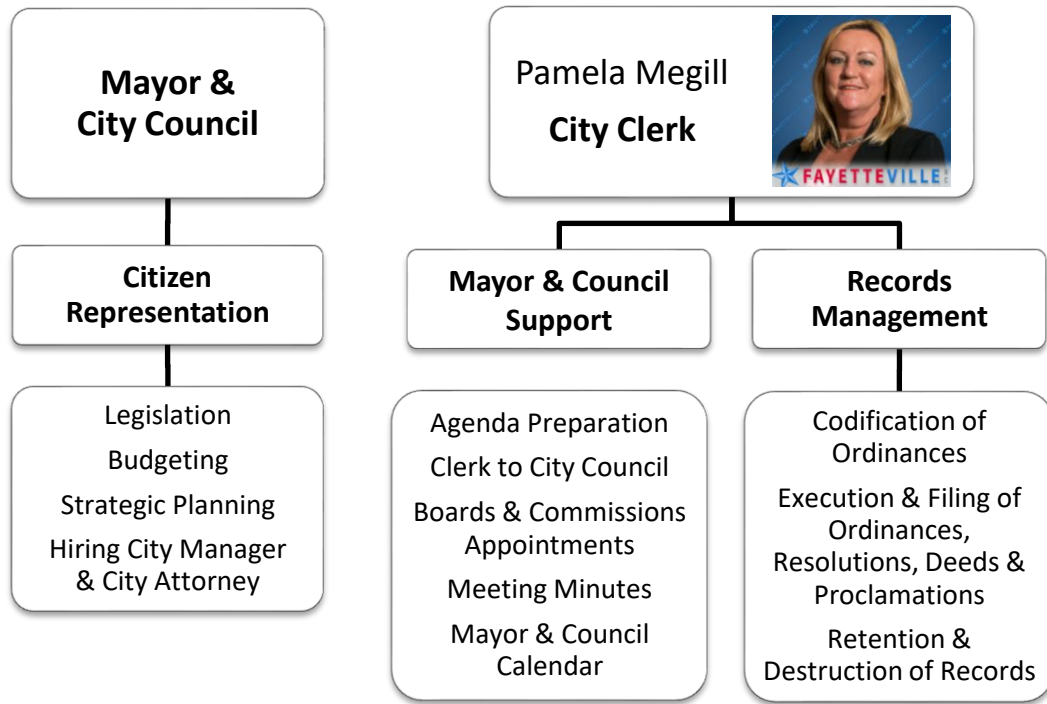
### BUDGET HIGHLIGHTS

- Personnel reflects reclassification of Graphic Production Supervisor to Graphic Design Manager.
- Personnel also includes \$62,337 for employee pay adjustments, \$3,288 for medical benefit rate adjustments and \$4,104 for retirement rate adjustments.
- Operating includes \$1,400 for utilities; \$7,000 for supplies, including \$1,800 for one-time supplies; \$5,527 for small equipment and computer accessories; \$1,500 for food, \$1,050 for uniforms; \$50,441 for general maintenance and software licenses; \$2,443 for vehicle maintenance and fuel; \$15,314 for communications; \$48,077 for advertising expenditures; \$21,312 for photocopier expenditures, which are primarily for print shop operations; \$10,129 for print shop and mail room equipment leases; \$3,774 for memberships, dues, and subscriptions; and \$7,247 for travel and training.
- Contract Services includes \$25,000 for coordinated rebranding efforts with other local agencies, \$7,300 for closed captioning services, \$11,988 for social media archiving, and \$1,000 for miscellaneous contracted services.
- Other Charges reflects \$78,500 for postage and printing inventories, offset by \$110,800 in service charges to other departments.



## Mayor, Council & City Clerk

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## 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 \$817,264 / 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:**

- Continued to hold public meetings, public forums, and public hearings via the Zoom platform during the COVID-19 pandemic to continue with transparency and engagement.
- Responded to public records requests in coordination with Corporate Communications and the City Clerk.
- Worked in conjunction with Corporate Communications and Information Technology to create new voting system for City Council meetings.

#### **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.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
% of residents that are very satisfied or satisfied with the overall quality of life per the biennial City Resident Satisfaction Survey	50.00%	50.00%	65.00%
% of residents that feel the City is moving in the right direction per the biennial City Resident Satisfaction Survey	50.00%	50.00%	65.00%
# of meetings held in a year	93.00	85.00	85.00

# Mayor, Council & City Clerk

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

General Fund \$194,297 / 1.5 FTEs

### **Purpose Statement:**

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

### **Highlights:**

- Provided minutes, agendas, and scheduling organization for work sessions, regular meetings, 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 100% appointment of qualified applicants for Board and Commission appointment.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
# of Boards and Commissions applicants	188.00	224.00	250.00
# of vacant boards and commissions seats filled annually	71.00	86.00	75.00

### **Objective:**

To ensure information is distributed in a timely manner.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
% of agenda packets provided to City Council and available to the public at least five days in advance of the Council meeting	100.00%	100.00%	100.00%
# of agenda items from staff	471.00	450.00	450.00
# of agenda items from Council	38.00	35.00	35.00
# of agenda items submitted late	N/A	30.00	25.00

## Mayor, Council & City Clerk

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**Objective:**

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

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
% of minutes prepared and presented for Council approval within scheduled time frame	100.00%	100.00%	100.00%

**Objective:**

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

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
# of meeting notices prepared	296.00	275.00	250.00

***Program: Records Management***

*General Fund \$61,192 / 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, 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 and agreements.
- Coordinated shredding of out-of-date records for all City departments.

**City Goal:**

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

**Objective:**

To comply with North Carolina General Statutes for Records Management.

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022 Estimated</u></b>	<b><u>FY 2023 Target</u></b>
# of ordinances and resolutions prepared	173.00	145.00	145.00

## Mayor, Council & City Clerk

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**Objective:**

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

<b>Key Performance Measures:</b>	<b><u>FY 2021</u></b>	<b><u>FY 2022</u> <u>Estimated</u></b>	<b><u>FY 2023</u> <u>Target</u></b>
# of boxes of out-of-date records destroyed	204.00	200.00	200.00

## Mayor, Council & City Clerk

	<b>2020-21 <u>Actual</u></b>	<b>2021-22 <u>Original Budget</u></b>	<b>2022-23 <u>Recommended Budget</u></b>	<b>2022-23 <u>Adopted Budget</u></b>	<b>% Change vs 2021-22 <u>Original Budget</u></b>
<b>Expenditures by Program</b>					
Citizen Representation	\$668,106	\$1,051,225	\$807,914	\$817,264	-22.3%
Mayor & Council Support	166,223	141,947	194,297	194,297	36.9%
Records Management	53,888	36,766	61,192	61,192	66.4%
<b>Total Expenditures</b>	<b>\$888,217</b>	<b>\$1,229,938</b>	<b>\$1,063,403</b>	<b>\$1,072,753</b>	<b>-12.9%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$540,945	\$598,507	\$620,820	\$630,170	5.3%
Operating	200,860	304,911	298,763	298,763	-2.0%
Contract Services	143,111	320,900	138,200	138,200	-56.9%
Capital Outlay	0	0	0	0	0.0%
Transfers to Other Funds	0	0	0	0	0.0%
Debt Service	0	0	0	0	0.0%
Other Charges	3,301	5,620	5,620	5,620	0.0%
<b>Total Expenditures</b>	<b>\$888,217</b>	<b>\$1,229,938</b>	<b>\$1,063,403</b>	<b>\$1,072,753</b>	<b>-12.9%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$0	\$0	\$0	\$0	0.0%
Other General Fund Funding	888,217	1,229,938	1,063,403	1,072,753	-12.9%
General Fund Subtotal	888,217	1,229,938	1,063,403	1,072,753	-12.9%
<b>Total Funding Sources</b>	<b>\$888,217</b>	<b>\$1,229,938</b>	<b>\$1,063,403</b>	<b>\$1,072,753</b>	<b>-12.9%</b>
<b>Full-Time Equivalent Positions by Department</b>					
<b>Total Authorized FTEs</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>0.0%</b>

# Mayor, Council & City Clerk

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## BUDGET HIGHLIGHTS

- Personnel includes \$23,384 for employee pay adjustments, \$5,246 for medical benefit rate adjustments, and \$1,502 for retirement rate adjustments.
- Operating includes \$21,250 for supplies, including \$16,500 for food and refreshments at regular City Council meetings and events and \$4,750 for general supplies; \$10,218 for software maintenance agreements; \$10,310 for telephone services; \$5,949 for postage, printing, and photo copier services; \$1,300 for advertising; \$49,950 for travel, training and local mileage reimbursements; and \$199,786 for organizational memberships and dues.
- Contract Services includes \$65,000 for federal advocacy services, \$65,000 for state advocacy services, \$4,000 for shredding, \$3,000 for City Manager evaluation services, and \$1,200 for other small contracted services.
- Other Charges consists of \$5,620 for funding of employee appreciation and community relations activities.



**annual budget**  
adopted FY 2023



# Other Appropriations



## Other Appropriations

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Other Appropriations includes expenditure appropriations for items that do not directly relate to department programs and services. Descriptions of the items recommended for funding for fiscal year 2023 are listed below by expenditure category.

### Personnel Services

- \$1,806,772 to fund projected costs of health and death benefits for employees who retired from General Fund departments.
- \$1,291,400 to fund separation allowance payments for retired law enforcement officers.
- \$21,600 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.
- \$15,909 to fund 25% of the Warehouse Coordinator position for duties associated with operating the City's fuel site.

### Operating Expenditures

- \$1,214,073 for insurance and claim settlement funding for General Fund operations.
- \$240,825 for lease space for City departments in the Festival Park Plaza building.
- \$5,880 for miscellaneous utility expenditures and \$14,047 for stormwater utility fees for General Fund facilities.
- \$20,005 for operating expenditures for the City's fuel site.

### Contract Services

- \$27,600 for professional services for arbitrage calculations, and sales tax reallocation services.
- \$184,100 for collection services and service charges.
- \$50,000 for a feasibility study for an operations center.
- \$600 for miscellaneous inspection services for the City fuel site.

### Capital

- No capital expenditures are projected for fiscal year 2023.

### Transfers to Other Funds

- \$561,600 from the General Fund to support operations in the Parking Fund.
- \$4,565,422 from the General Fund to the Transit Fund to support operations.
- \$118,649 from the General Fund to the Risk Management Fund for interfund loan repayments.

## Other Appropriations

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### Debt Service

- \$9,704,335 for Capital Funding Plan debt service in the General Fund and \$26,000 for anticipated debt issuance costs. Details of the debt service payments are listed in Section J.

### Other Charges

- \$8,956,895 for payments to the County and other municipalities for the sales tax agreement.
- \$171,608 for payments to Spring Lake for the Fort Bragg annexation agreement for sharing of state revenues (\$99,983 for Powell Bill proceeds, \$19,279 for Beer & Wine taxes, and \$52,346 for Video Programming utility taxes).
- \$1,135,000 for fuel inventory purchase for the City's fuel site, offset by \$1,185,700 in cost redistributions to City departments for fuel usage.
- \$2,520,000 for intergovernmental payments to the City's Public Works Commission for water and sewer assessments and associated interest payments assessed by the City on its behalf.
- \$10,000 for potential taxes on acquired property.
- \$10,000 for property tax refunds.
- \$1,857,400 for the LEOSA Fund for expected increases to fund balance.

## Other Appropriations

	<u>2020-21 Actual</u>	<u>2021-22 Original Budget</u>	<u>2022-23 Recommended Budget</u>	<u>2022-23 Adopted Budget</u>	<u>% Change vs 2022-23 Original Budget</u>
<b>Expenditures by Department</b>					
Other Appropriations	\$36,007,097	\$36,371,955	\$33,494,020	\$33,494,020	-7.9%
<b>Total Expenditures</b>	<b>\$36,007,097</b>	<b>\$36,371,955</b>	<b>\$33,494,020</b>	<b>\$33,494,020</b>	<b>-7.9%</b>
<b>Expenditures by Type</b>					
Personnel Services	\$3,231,790	\$3,536,961	\$3,285,681	\$3,285,681	-7.1%
Operating	1,242,838	1,432,467	1,494,830	1,494,830	4.4%
Contract Services	21,167	43,845	262,300	262,300	498.2%
Capital Outlay	583,328	0	0	0	0.0%
Transfers to Other Funds	8,069,252	6,099,050	5,245,671	5,245,671	-14.0%
Debt Service	10,894,950	12,453,245	9,730,335	9,730,335	-21.9%
Other Charges	11,963,772	12,806,387	13,475,203	13,475,203	5.2%
<b>Total Expenditures</b>	<b>\$36,007,097</b>	<b>\$36,371,955</b>	<b>\$33,494,020</b>	<b>\$33,494,020</b>	<b>-7.9%</b>
<b>Funding Sources</b>					
General Fund					
General Fund Functional Revenues	\$2,549,747	\$2,459,268	\$2,140,633	\$2,140,633	-13.0%
Other General Fund Funding	28,765,082	28,910,951	25,684,587	25,684,587	-11.2%
General Fund Subtotal	31,314,829	31,370,219	27,825,220	27,825,220	-11.3%
Lake Valley Drive MSD Fund	32,547	0	0	0	0.0%
PWC Assessment Fund	2,257,821	3,134,000	2,520,000	2,520,000	-19.6%
LEOSSA Fund	1,229,490	1,867,736	3,148,800	3,148,800	68.6%
<b>Total Funding Sources</b>	<b>\$34,834,687</b>	<b>\$36,371,955</b>	<b>\$33,494,020</b>	<b>\$33,494,020</b>	<b>-7.9%</b>
<b>Full-Time Equivalent Positions by Department</b>					
<b>Total Authorized FTEs</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>	<b>0.0%</b>

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**annual budget**  
adopted FY 2023

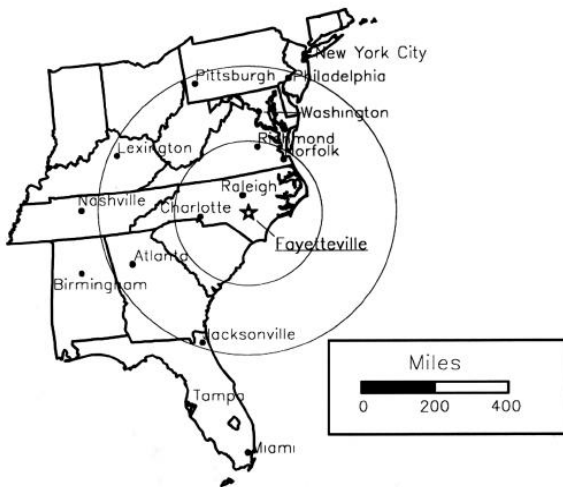


# Fayetteville at a Glance

## 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.



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 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.



## Fayetteville at a Glance

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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.

Historically speaking, 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.



## Fayetteville at a Glance

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Fayetteville has been recognized three times as an “All-America City” by the National Civic League.

In 2020, the City, County and other community partners joined in a collaborative branding initiative which involved extensive market research, including interviews with residents, visitors and civic leaders. The

research found that the core of our community can be encompassed in the region’s new *Can Do Carolina* brand, with four pillars encompassed in the *We Statement* below.





# Fayetteville at a Glance

## Demographic Characteristics

Estimated Population	208,530
Median Age*	30.1
Median Education*	27.30% with 4 or more years of college
Median Household Income*	\$ 46,321
Median Value of Owner Occupied Housing Unit*	\$ 134,800

\*Source: U.S. Census Bureau, Bureau of Labor Statistics  
2016-2020 American Community Survey Data for Fayetteville

## Climate

Average Annual Sunny Days	219
Average Annual Precipitation	45 inches
Average Relative Humidity:	
Sunrise	83%
Afternoon	53%
Average Daily Temperature:	
January	41.7 °(F)
July	80.4 °(F)
October	61.7 °(F)
Annual	61.2 °(F)

## Economy/Employment

Rates of Unemployment ( (February 2022)	
Fayetteville	5.60%
North Carolina	3.70%
United States	3.80%

## Building Construction

Year	#of Permits	\$ Value
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
2020	1,256	179.9M
2021	1,211	206.7M

## Major Civilian Employers\*\*

U.S Dept. of Defense (Civilian)	12,080
Cape Fear Valley Health System	7,000
Cumberland County Board of Edu	6,012
Walmart Associates	2,656
Veterans Administration	2,405
Goodyear Tire & Rubber Company	2,350
Cumberland County Government	2,001
City of Fayetteville	1,781
Fayetteville Tech. Community College	1,290
Food Lion	1,080

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

\*\*Source: City of Fayetteville Comprehensive Annual Financial Report 2021

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

<u>Name</u>	<u>Type of Enterprise</u>	<u>Assessed Valuation 1/1/2021</u>	<u>% of Total Valuation</u>
Cross Creek Mall LLC	Investment Company	\$ 157,878,053	1.10%
Fayetteville VA CO LLC	Property Rental	91,131,583	0.63%
Wal-Mart	Retail	54,258,100	0.38%
Piedmont Natural Gas	Utility	53,504,543	0.37%
Spectrum Southeast LLC	Utility	42,971,575	0.30%
Campbell Soup Supply Co LLC	Distribution	34,625,006	0.24%
Westlake at Morganton LLC	Property Rental	27,641,498	0.19%
Independence Place West	Property Rental	25,913,599	0.18%
DDRM Fayetteville Pavilion LLC	Real Estate	25,790,299	0.18%
Hidden Creek Village	Property Rental	23,663,799	0.16%



FAYETTEVILLE <sup>N</sup>C  
AMERICA'S CAN DO CITY

annual budget  
adopted FY 2023



# Fiscal Information

### **What is a Budget?**

The City of Fayetteville is a full-service, chartered municipality governed by the general statutes of the State of North Carolina.

The City provides a wide variety of services for its estimated 208,878 residents. Municipal services are financed through a variety of taxes, fees, intergovernmental assistance and charges for services. The City adopts an annual budget to plan for effective delivery of services, and to efficiently manage the revenues which support those services.

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

### **A Policy and Planning Tool**

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

which legislative and administrative controls are established.

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

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

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

### **Development of the Budget**

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

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

# Basics of Budgeting

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

### **Budget Implementation and Monitoring**

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

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

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

# Basics of Budgeting

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## **Basis of Budgeting**

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

## **Budgetary Amendment and Control**

The General Fund is appropriated at the following portfolio grouping levels: Community Investment; Operations; Support Services and Administration; and Other Appropriations. Appropriation authorizations are adopted at the fund level for all other annual operating funds.

Departments are aligned in portfolio groups as follows:

### **Community Investment**

- Development Services
- Economic and Community Development
- Human Relations

### **Operations**

- Airport
- Fire and Emergency Management
- Parks, Recreation and Maintenance
- Police and Emergency Communications
- Public Services
- Transit

### **Support Services and Administration**

- Budget and Evaluation Office
- City Attorney's Office
- City Manager's Office
- Corporate Communications
- Finance
- Human Resource Development
- Information Technology
- Mayor, Council and City Clerk

### **Other Appropriations**

- Other Appropriations

Prior year carryover encumbrances and assigned funds are re-appropriated by City Council. Encumbrances and assigned funds increase the total budget for each portfolio grouping.

Unanticipated revenues require appropriation by City Council prior to their expenditure. Appropriations unspent at the end of the fiscal year lapse. The City Manager, as the City's statutorily designated budget officer, is authorized to transfer funds among line-items within each appropriation authorization; however, amending the overall appropriation level of a portfolio area or fund requires the approval of City Council.

Although the legal appropriation is at the portfolio level or fund level, control of expenditures is exercised at various levels within each portfolio appropriation. The City Manager has authorized the 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

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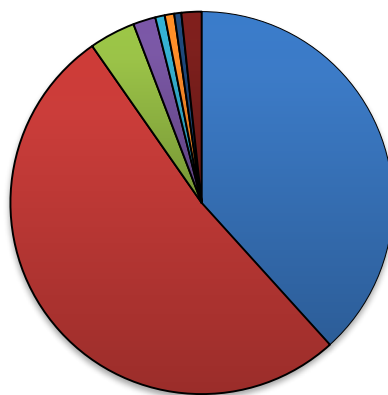
## Overview

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 2023 fiscal year.

## **GENERAL FUND REVENUES**

The two largest components of General Fund revenues and other financing sources are intergovernmental revenues estimated at 52.0 percent, and ad valorem taxes estimated at 38.3 percent of total revenues for fiscal year 2023. Functional revenues are estimated to provide 3.9 percent and fund balance appropriations are projected to account for 1.7 percent of total funding sources. The remaining 4.1 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 2023 General Fund Funding Sources***



- Ad Valorem Taxes 38.3%
- Intergovernmental Revenues 52.0%
- Functional Revenues 3.9%
- Other Revenues 1.9%
- Other Taxes 0.8%
- Interfund Transfers 0.8%
- Proceeds from Loans 0.6%
- Fund Balance Appropriation 1.7%

## Ad Valorem Taxes

The recommended tax rate for fiscal year 2023 is recommended to remain at 49.95 cents per 100 dollars of property valuation, with total taxable values estimated to be \$14,438,769,464 and collection rates estimated at 99.00 percent for real and personal property and 98.99 percent for motor vehicles.

Fiscal year 2023 current year property tax collections are projected to be \$71,399,863, which is a minor 0.2 percent increase from the fiscal year 2022 year-end estimate. Prior year taxes and penalties are projected to total \$784,000.

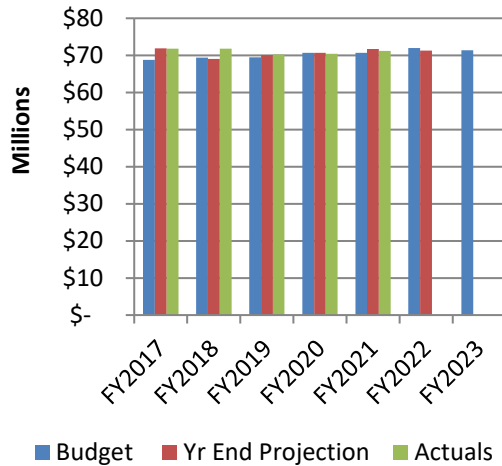
Real and personal property taxable values are projected to be \$12,872,756,451, which represents an increase of \$60,296,516 or 0.47 percent as compared to estimated fiscal year 2022 values, reflecting estimated increases of 0.9% in real property values and 1.25% in personal property values. The projected taxable property value is based upon tax valuation data provided by the Cumberland County Tax Office on February 28, 2022. The projected collection rates for fiscal years 2022 and 2023 are 99.00 percent.

Motor vehicle taxable property values for fiscal year 2023 are projected to be \$1,566,013,013, which is consistent with fiscal year 2022 projected values.



## 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 \$648,820 for fiscal year 2023 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 2023 total \$15,600.

Vehicle gross receipts tax revenues are collected on rental vehicles and heavy equipment and collections are projected to total \$935,300 for fiscal year 2023. This represents an increase of \$27,300 from fiscal year 2022 year-end projections.

### 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 2023 total \$154,827, including \$126,967 from federal law enforcement agencies for agreements for interagency police services and \$27,860 in interest subsidies from the IRS.

Total estimated revenues for fiscal year 2022 equal \$272,445, including \$236,000 from federal law enforcement agencies for agreements for interagency police services and \$36,445 in interest subsidies from the IRS.

### State Shared Revenues

Major state intergovernmental revenues include distributions of sales, utility and beer and wine tax proceeds and state street aid. Revenue estimates for these distributions are influenced by historical trends and statewide projections prepared by the North Carolina League of Municipalities (NCLM) and the Fiscal Research Division (FRD), a staff agency of the North Carolina General Assembly.

### Sales Tax Distributions

Cumberland County and its municipalities currently receive state distributions from three separate sales taxes. Article 40 tax is a half-cent sales tax from which local governments receive distributions of statewide collections on a per capita basis. Article 39 and 42 taxes are one-cent and half-cent sales taxes from which local governments receive distributions based upon taxes generated by sales that occur in the county, which is also referred to as the point-of-delivery method.

Prior to October 2009, there was an additional half-cent per capita-based sales tax

## Revenue Assumptions

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(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 2022, it is estimated that state-wide sales tax growth has approached 16.3 percent. Per capita based distributions of Article 40 sales tax collections, however, have only increased by 13.5 percent for Cumberland County. This slower pace of revenue growth results from a decline in the ratio of Cumberland County total population against statewide 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 17.7 percent through the first six months of fiscal year 2022.

The NCLM provided initial projections that overall statewide sales tax collections for fiscal year 2022 will finish 10.25 percent above fiscal year 2021. Taking into account the recommendation from the NCLM and the strong performance of the point-of-delivery articles for Cumberland County, the City's sales tax revenue projections assume that sales tax collections for fiscal year 2022 will be 10.25 percent above the fiscal year 2021 actuals.

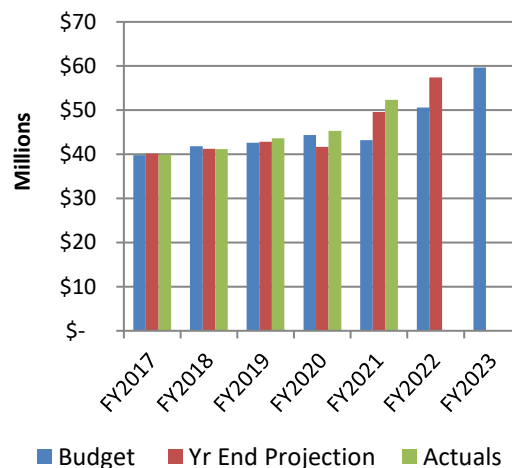
Total City sales tax revenues and hold harmless payments projected for fiscal year 2022 are \$57,376,980, 13.3 percent above the original budget of \$50,624,034. From these sales tax revenues, reimbursements to Cumberland County and other municipalities for their revenue losses due to past City

annexations are projected to total \$8,806,745.

For fiscal year 2023, the NCLM provided projections of statewide sales tax collections increasing 3.75 percent. City staff have projected a 4.0 percent increase in sales tax collections, based on the City's proximity to Ft. Bragg and historically slower declines in sales tax collections for Cumberland County than the rest of the state.

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. Due to the delay in the results of the 2020 U.S. Census, there are no population change impacts assumed for fiscal year 2023. For fiscal year 2023, the City is projected to receive \$59,672,060 in total revenues from sales taxes and hold harmless payments, up 4.0 percent over projected fiscal year 2022 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 \$8,956,895.

**General Fund Sales Tax Distributions**



## Revenue Assumptions

### Utility Tax Distributions

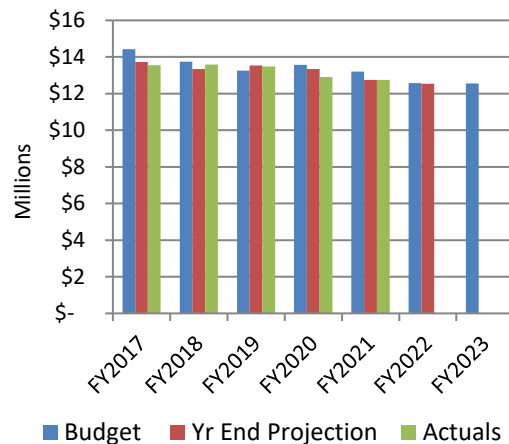
Total utility tax distributions from the State are projected to be \$12,542,235 in fiscal year 2022, down 0.2 percent from the fiscal year 2022 original budget projection of \$12,565,700. The projected budget variance primarily reflects a shortfall of 4.9 percent on telecommunication and video programming sales taxes. These year-end projections are informed by statewide projections prepared by the NCLM, adjusted for local variances. For sales taxes on electricity, the statewide increase is anticipated to be 1.25 percent above fiscal year 2021. The local revenue decrease is projected to be 0.25 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. Sales taxes on telecommunication services are generally projected to decline due to the abandonment of landline phones, and the NCLM projected a decrease of 13.75 percent for fiscal year 2022.

For fiscal year 2023, \$12,560,762 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 (7.5 percent) and video programming sales (1.75 percent) reflecting declining use of home telephones and home cable television services. Growth of 3.3 percent on natural gas and 1 percent on electricity sales is projected.

Based upon projections of video programming tax revenues to be generated from the population added through the Fort Bragg annexation, for fiscal year 2022 \$53,473 must be shared with Spring Lake in accordance with the Fort Bragg annexation

agreement. For fiscal year 2023, the payment is expected to be \$52,346.

### General Fund Utility Tax Distributions



### Other State Shared Revenues

State street aid, commonly referred to as Powell Bill revenues, is influenced by projections supplied by the NCLM and state budget information. 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 2023, the per capita rate is projected to be \$21.66 with a population estimate of 208,530; and, the per mile rate is projected to be \$1,675.48 with a municipal street mileage estimate of 748.26 miles. On this basis, Powell Bill revenues are expected to total \$5,770,454 in fiscal year 2023, a 1.2 percent decrease from fiscal year 2022. The fiscal year 2022 year-end projection includes a one-time allocation of State Direct Grant Funds of \$4,319,350. 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 4.6 percent decrease in statewide

## Revenue Assumptions

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beer and wine tax collections in the current fiscal year. For fiscal year 2023, the NCLM anticipates modest 1.75 percent growth in beer and wine taxes from fiscal year 2022. On this basis, it is projected that the City will receive \$832,300 in beer and wine tax proceeds for fiscal year 2022 and \$846,900 in fiscal year 2023, as compared to the original fiscal year 2022 budget amount of \$930,100.

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 2023, projected payments related to Powell Bill and beer and wine taxes total \$119,262.

### 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 percent of total electric fund net assets for the prior completed fiscal year. For fiscal year 2022, that payment totals \$11,853,127. For fiscal year 2023, that payment will be \$12,405,712, based upon 2.45 percent of electric fund net assets for the fiscal year ending June 30, 2021.

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 \$4,911,478 in fiscal year 2023, as compared to \$3,944,782 originally budgeted for fiscal year 2022 and \$4,149,730 projected for fiscal year 2022. The budget

variances primarily reflect adjustments of transfers of County recreation tax proceeds for Parks and Recreation District operations due to the timing of capital expenditures to be made by the County and the County's half (\$550,000) of the cost of a replacement HazMat vehicle.

Other local intergovernmental revenues projected for fiscal year 2023 include: revenues from an agreement with the housing authority to provide on-site police services (\$388,830), 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 (\$20,396).

### 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.

The fee schedule in the appendix includes a comprehensive list of recommended fees for fiscal year 2023, including changes to be implemented effective July 1, 2022. The changes proposed are minor in nature and primarily recommended to improve clarity and administrative functions, as such revenue projections have not been adjusted on the basis of the proposed fee structure changes.

Permit and fee revenues for fiscal year 2022 are projected to be \$2,929,538, which is 31.5 percent above the current budget and 33.8 percent above actual fiscal year 2021 revenues. The revenue increase from the prior year primarily reflects impacts of several commercial developments requiring building and inspection activity.

Fiscal year 2023 revenue projections total \$2,564,363, reflecting anticipated levels of building and trade permit activity.

## Revenue Assumptions

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Property lease revenues for fiscal year 2022 are projected to total \$449,574, down slightly from the original budget of \$460,289. Property lease revenues for fiscal year 2023 are projected to total \$448,974, including \$250,000 for the payment for the operating use agreement for the downtown stadium, \$73,664 for shared use of the City's 800 megahertz radio system, and \$122,310 for lease payments for other City facilities.

Public Services revenues for fiscal year 2022 are projected to be \$410,400, 2.4 percent above the current year budget. The positive budget variance primarily reflects higher than expected reimbursements for computerized traffic signal service agreements with NCDOT. Projected revenues for fiscal year 2023 indicate a modest increase to \$410,775.

Development Services fees for planning and zoning services for fiscal year 2022 and 2023 are projected to be \$83,200 and \$94,360 respectively, as compared to the fiscal year 2021 original budget of \$69,200.

Public safety revenues for fiscal year 2022 and fiscal year 2023 are projected to be \$1,515,493 and \$1,326,322 respectively. The fiscal year 2022 revenue projections include one-time refunds from public safety vehicle leases.

Parks and Recreation revenues for fiscal year 2022 are projected to be \$1,753,646, compared to fiscal year 2021 revenues of \$654,678 and fiscal year 2022 original budget projection of \$1,971,680. Fiscal year 2023 revenues are projected to recover to \$2,007,754, slightly above fiscal year 2019 pre-pandemic totals of \$1,934,477.

Other fees and services are primarily estimated based upon known service agreements. For fiscal year 2022 and 2023, revenue projections include: \$141,700 and \$189,932, respectively, for custodial and maintenance services to be provided under contract for the Airborne and Special

Operations Museum; \$69,100 in both fiscal year 2022 and 2023 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 year 2022 and 2023 revenues include \$59,244 for loan repayments from Greyhound for a Capital Funding Plan loan for up-fit expenditures at the new transit multimodal center. Additionally, \$146,806 is projected to be received in fiscal year 2023 from tax value guarantee payments for the downtown redevelopment site for the stadium funding plan.

Indirect cost allocations are the largest funding source in Other Revenues for fiscal year 2023 and are projected at \$2,538,100 with modest growth over 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 years 2022 and 2023, rates of return on investments have been projected to be consistent with fiscal year 2021 rates due to current economic conditions resulting in rates of return at less than one-tenth of 1 percent.

# Revenue Assumptions

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## **Other Financing Sources**

Other financing sources projected for fiscal year 2023 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 2023 include: \$39,547 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 the stadium; and \$1,222,000 from the Risk Management fund as an interfund loan for the stadium funding plan.

The City anticipates financing \$1,235,743 for the purchase of General Fund vehicles and equipment in fiscal year 2023.

## **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 projected expenditure appropriations and estimated revenues for the upcoming fiscal year.

The fiscal year 2023 fund balance appropriation for the General Fund totals \$4,160,404 and includes appropriations of \$200,000 to fund At-Risk Youth programs, \$35,000 for the Neighborhood Beautification program, \$30,000 for the Community Beautification program, \$484,000 to fund increase of seasonal temp to \$15/hr., \$6,650 to fund expected increase of temporary services, \$100,000 to fund Next-Generation Initiative, \$9,350 to fund 4% pay increase for Council members, \$1,916,007 for the regular capital funding plan for expenditures in excess of current year dedicated revenues,

\$1,063,105 for the Parks and Recreation Bond Fund plan, \$191,292 for use of accumulated County Parks and Recreation District resources, and \$125,000 for anticipated final expenditures for the Mirror Lake Dam project.

## **CENTRAL BUSINESS TAX DISTRICT FUND**

The tax rate for the Central Business Tax District for fiscal year 2023 is recommended to remain at 10.0 cents per 100 dollars of property valuation, with total taxable values estimated to be \$158,285,527 and collection rates estimated at 88.6 percent for real and personal property and 100.0 percent for motor vehicles. On this basis, fiscal year 2023 current year property tax collections are projected to be \$141,090, a decrease of 0.4 percent from fiscal year 2022 projections.

Interfund transfer revenues of \$139,274 are projected to be received from the General Fund in fiscal years 2022 and 2023.

## **EMERGENCY TELEPHONE SYSTEM FUND**

Enhanced 911 operations are funded by service charges collected by the State on voice communications services. In fiscal year 2022, the E911 Fund is projected to receive \$978,606 in these dedicated revenues from the State. In fiscal year 2023, the E911 Fund is projected to receive \$959,725.

For fiscal year 2022 and fiscal year 2023, operating costs are offset by current revenues. The fund is not projected to use accumulated fund balance over fiscal years 2022 and 2023. 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.

### LAKE VALLEY DRIVE MSD FUND

The Lake Valley Drive Municipal Service District (MSD) was created to provide a funding mechanism for drainage infrastructure to support private development. The General Fund funded the installation of the infrastructure, with repayment through an additional tax in the MSD. Full repayment was Completed by June 30, 2021, and the MSD has been abolished with no tax assessments in future fiscal years.

### PARKING FUND

The original budget for leased parking spaces and hourly parking fees for fiscal year 2022 anticipated total revenues of \$513,905 based upon a full fiscal year of paid on-street parking. City Council directed staff to reduce the on street parking hours, which reduced the number of hours per year available for on street parking revenue collections. As a result of reduced parking hours and the lingering effects of the COVID-19 pandemic, revenues for fiscal year 2022 are now projected to total \$376,697.

For fiscal year 2023, revenues for leased parking spaces and hourly fees for parking are projected to total \$380,846, reflecting a full year of revised hours for on-street parking.

The original budget for fiscal year 2022 anticipated that \$93,275 would be generated from special event parking revenues for Fayetteville Woodpeckers' baseball games and other downtown special events based upon a limited, partial year schedule due to the pandemic. Special events in the downtown area have resumed, however the effects of the COVID-19 pandemic continue to impact event attendance. Special event parking revenue projections for fiscal year 2022 have been reduced to \$87,476 as a result. Revenues for fiscal year 2023 are

projected to be \$85,075, under conservative assumptions of special events continuing to be scheduled and attendance continuing to increase.

The original budget for fiscal year 2022 anticipated total parking citation revenues of \$65,684, reflecting extended parking enforcement hours from 9:00 am to 9:00 pm Monday through Friday and the implementation of paid on-street parking. Projected revenues for fiscal year 2022 are estimated at \$154,666, reflecting the increase of traffic in the downtown area as the limitations due to the COVID-19 pandemic subside. For fiscal year 2023, these revenues are conservatively projected to total \$113,369 reflecting the reduction in paid parking hours and the continued recovery in parking demand.

The Public Works Commission is projected to pay \$43,276 in fiscal year 2022 and \$50,940 in fiscal year 2023 to fund its proportionate share of operating costs and capital maintenance reserves 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 2022 anticipated that the General Fund would provide a transfer of \$500,369 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. The original budget also considered that 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 impacts, the projected transfer from the General Fund to the Parking

## Revenue Assumptions

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Fund for fiscal year 2022 year-end is \$440,871.

The fiscal year 2023, the required transfer from the General Fund to the Parking Fund is projected to be \$561,600 to balance revenues and expenditures.

### 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 2022, it is projected that total revenues for assessments and associated interest will be \$2,411,300. For fiscal year 2023, those revenues are projected to increase to \$2,520,000. These projections are estimated based upon information received from staff of the PWC.

### AIRPORT FUND

The largest sources of revenue to fund Airport operations are lease payments and franchise fees paid for the use of City property at the Fayetteville Regional Airport. These revenues are projected total \$3,738,072 in fiscal year 2023 based on known leases and agreements and relatively stable historical trends. The revenues are expected to comprise 82.2 percent of total Airport operating revenues.

The Airport also receives funding from the Federal Aviation Administration and airlines to fund security services at the Airport. These revenues are projected to total \$318,620 for fiscal year 2023 based upon current agreements. These funds are reimbursed to the General Fund for law enforcement services provided to the Airport. In fiscal year 2022, the Airport received two federal grant awards under the Airports Coronavirus Response Grant Program (ACRGP) to assist with pandemic recovery. Fiscal year 2022 projections include \$1,646,618 of federal

operating assistance, and \$64,515 federal concessions relief grant funds. Fiscal year 2023 projections include \$78,151 of ACRGP concessions relief funding. The ACRGP concessions relief grant will provide financial relief to airport vendors for fiscal years 2022 through 2026 totaling \$232,210.

Landing fees paid by various companies are expected to be \$275,220 in both fiscal year 2022 and 2023, compared to the fiscal year 2021 actuals of \$157,298, indicating a gradual return to pre-pandemic revenues.

Generally, Airport Fund revenues exceed expenditures, allowing for the accumulation of assets to be used for future capital improvements. The use of \$1,216,664 of accumulated net assets (fund balance) is projected to balance the Airport Fund in fiscal year 2023, primarily related to \$450,000 for transfers for capital projects, \$327,000 for capital equipment and improvements.

### SOLID WASTE FUND

The residential solid waste fee is the primary fee supporting Solid Waste Division operations. For fiscal year 2023, staff recommends that the annual fee remain at \$225 per single-family residential unit. Based upon the current fee, current year fee revenues for fiscal year 2023 are projected to total \$13,691,000.

Intergovernmental revenue projections for fiscal year 2023 include \$307,460 from Cumberland County based upon agreed payments of \$5 per household and \$162,932 in proceeds from the solid waste disposal tax collected by the State.

In fiscal year 2023, projected Solid Waste Fund expenditures exceed projected revenues by \$1,586,858, requiring a fund balance appropriation from the Solid Waste Fund fund balance.



### STORMWATER FUND

The monthly stormwater fee for fiscal year 2023 is proposed to be \$6.00 per equivalent residential unit, unchanged from fiscal year 2022.

Stormwater fee revenue projections for fiscal year 2022 for first-year collections are projected to total \$11,194,520. For fiscal year 2023, stormwater fee revenues for first-year collections are projected to be \$11,306,460 a modest increase of 1.0 percent as compared to fiscal year 2022 projections.

The North Carolina Department of Transportation (NCDOT) reinstated its contract with the City to sweep state-maintained roads within the city as of March 4, 2022. Projected contract payments of \$31,497.75 per quarter, or \$125,991 per year.

In fiscal year 2023, Stormwater Fund expenditures are projected to exceed revenues by \$4,816,559, requiring the use of Stormwater Fund fund balance. This use of accumulated fund balance is due to the increased transfer to the Stormwater Capital Project Fund in fiscal year 2023.

### TRANSIT FUND

The Transit Fund generally receives apportionment grants from the federal government for the operation of transit services. These grants may be used to fund ADA services, vehicle and general maintenance, limited operating costs and specific service enhancements.

Since the onset of the COVID-19 pandemic, the Fayetteville Urbanized Area has received additional apportionment grants of \$9,857,732 under the Coronavirus Aid, Relief, and Economic Security (CARES) Act (2020), and \$4,410,543 under the American Rescue

Plan Act (ARPA) (2021). The share of these grants expected to be available to support City transit operating costs is \$13,116,407 over fiscal years 2020 through 2023. Use of these grants, in coordination with existing federal grant funds, allows for reduced support requirements from the General Fund during the period of pandemic recovery. Total federal grant revenues for fiscal year 2022 and 2023 are projected to total \$5,779,442 and \$6,051,526, respectively.

The Transit Fund also receives funding under the State Maintenance Assistance Program (SMAP). For fiscal year 2022 the original budget anticipated \$730,000 in State Maintenance Assistance Program revenues. Fiscal year 2022 projection for SMAP has been updated to reflect the current receipt of \$746,023. For Fiscal year 2023, it is anticipated that the SMAP funding will continue and \$781,023 has been included in the recommended budget.

The City assesses a \$5 vehicle license tax dedicated to support transit operations. For fiscal year 2022 and 2023 proceeds from this revenue are projected to be \$627,290 and \$649,750, respectively.

The Transit System is projected to generate a total of \$1,153 in fare revenues in fiscal year 2022, compared to the original budget of \$1,013,785. The collection of transit fare revenues was suspended for social distancing purposes due to the COVID-19 pandemic and are not anticipated to be reinstated until September of 2022. For fiscal year 2023, these revenues are projected to total \$681,552, based on current fare rates.

The original budget for fiscal year 2022 anticipated \$89,109 in payments from the PWC to support the operation of a shuttle route to the PWC campus. The COVID-19 pandemic led to the suspension of the shuttle route and no revenues are projected to be received in fiscal year 2022. The PWC shuttle

## Revenue Assumptions

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route is projected to resume in fiscal year 2023 and \$66,832.

Property use revenues for fiscal year 2022 were also impacted by the COVID-19 pandemic and are projected to total \$171,742 as compared to the original budget projection of \$198,533. These revenues include \$1,972 from the Cool Springs Downtown District; \$1,440 from American Coach Lines and \$168,330 from Greyhound for lease costs and shared operating costs for their location in the Transit Center. For fiscal year 2023, property use revenues are projected to increase to \$189,095, and include: \$8,640 from American Coach Lines; \$1,972 from the Cool Springs Downtown District; \$260 for event room rental fees; and \$178,223 from Greyhound for lease costs and shared operating costs for their location in the Transit Center.

Other fees and service revenues primarily consist of advertising revenues, and are projected to total \$145,106 and \$157,939 in fiscal years 2022 and 2023, respectively.

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 2022, the transfer is projected to total \$3,920,025 as compared to the originally budgeted transfer of \$4,810,256. For fiscal year 2023, the General Fund transfer to the Transit Fund is projected to total \$4,565,422.

### 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 11.85 percent of earnings.

### FLEET MAINTENANCE FUND

The Fleet Maintenance Fund is used to account for costs associated with centralized maintenance operations 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 2022, the General Fund is projected to transfer \$351,820 to the Risk Management fund for repayment of interfund loans. In fiscal year 2023, that transfer is projected to be \$118,649.

## Development Services

Description	FY 2021 Actual	FY 2022 Original Budget	FY 2022 Estimate	FY 2023 Recommend	FY 2023 Adopted
Salaries & Wages	2,796,318	2,946,782	2,980,696	3,208,063	3,208,063
Social Security & Pension	517,857	589,602	596,221	664,559	664,559
Insurance & Benefits	461,529	525,711	511,607	554,577	554,577
Temporary Services	2,538	32,000	62	0	0
<b>Personnel Services</b>	<b>3,778,242</b>	<b>4,094,095</b>	<b>4,088,586</b>	<b>4,427,199</b>	<b>4,427,199</b>
Utilities	0	0	0	0	0
Supplies	14,731	23,200	28,590	24,971	24,971
Small Equipment/ Computers	16,833	7,559	9,044	5,390	5,390
General Maintenance	9,503	21,718	21,470	19,550	19,550
Vehicle Maintenance	74,576	60,412	62,256	56,002	56,002
Vehicle Fuel	27,810	28,800	43,750	45,150	45,150
Communications	94,630	106,471	99,586	103,868	103,868
Travel and Development	4,606	31,345	29,862	29,729	29,729
Memberships and Dues	7,708	13,800	13,431	9,525	9,525
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
<b>Operating</b>	<b>250,397</b>	<b>293,305</b>	<b>307,989</b>	<b>294,185</b>	<b>294,185</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	193,733	291,573	324,743	314,043	314,043
<b>Contract Services</b>	<b>193,733</b>	<b>291,573</b>	<b>324,743</b>	<b>314,043</b>	<b>314,043</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	199,200	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	66,000	114,599	218,000	218,000
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>0</b>	<b>66,000</b>	<b>313,799</b>	<b>218,000</b>	<b>218,000</b>
<b>Transfers to Other Funds</b>	<b>10,000</b>	<b>12,500</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	558	1,725	1,725	1,425	1,425
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	2,000	2,000	900	900
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
<b>Other Charges</b>	<b>558</b>	<b>3,725</b>	<b>3,725</b>	<b>2,325</b>	<b>2,325</b>
<b>Total Expenditures</b>	<b>4,232,930</b>	<b>4,761,198</b>	<b>5,038,842</b>	<b>5,255,752</b>	<b>5,255,752</b>

## Economic & Community Development

Description	FY 2021 Actual	FY 2022 Original Budget	FY 2022 Estimate	FY 2023 Recommend	FY 2023 Adopted
Salaries & Wages	137,438	267,155	303,377	449,681	449,681
Social Security & Pension	25,408	53,570	59,882	93,275	93,275
Insurance & Benefits	21,830	41,268	42,784	69,663	69,663
Temporary Services	12,638	0	216	0	0
<b>Personnel Services</b>	<b>197,314</b>	<b>361,993</b>	<b>406,259</b>	<b>612,619</b>	<b>612,619</b>
Utilities	27,587	38,963	33,458	38,363	38,363
Supplies	7,881	8,750	7,505	9,600	9,600
Small Equipment/ Computers	4,778	20,000	25,287	20,000	50,000
General Maintenance		0	0	0	0
Vehicle Maintenance		0	0	0	0
Vehicle Fuel		0	0	0	0
Communications	4,359	60,620	51,250	10,960	10,960
Travel and Development	3,188	8,678	8,948	7,788	7,788
Memberships and Dues	370	3,400	3,400	3,600	3,600
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
<b>Operating</b>	<b>48,163</b>	<b>140,411</b>	<b>129,848</b>	<b>90,311</b>	<b>120,311</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	620,690	697,660	627,893	519,347	569,347
<b>Contract Services</b>	<b>620,690</b>	<b>697,660</b>	<b>627,893</b>	<b>519,347</b>	<b>569,347</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>910,588</b>	<b>245,871</b>	<b>784,371</b>	<b>178,821</b>	<b>178,821</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	92	250,420	300	375	375
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	152,257	235,353	277,913	160,353	360,353
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
<b>Other Charges</b>	<b>152,349</b>	<b>485,773</b>	<b>278,213</b>	<b>160,728</b>	<b>360,728</b>
<b>Total Expenditures</b>	<b>1,929,104</b>	<b>1,931,708</b>	<b>2,226,584</b>	<b>1,561,826</b>	<b>1,841,826</b>

## Human Relations

Description	FY 2021 Actual	FY 2022 Original Budget	FY 2022 Estimate	FY 2023 Recommend	FY 2023 Adopted
Salaries & Wages	226,102	219,368	174,588	218,778	218,778
Social Security & Pension	42,078	43,999	34,464	45,395	45,395
Insurance & Benefits	27,252	30,271	18,318	31,473	31,473
Temporary Services	3,442	0	0	0	0
<b>Personnel Services</b>	<b>298,874</b>	<b>293,638</b>	<b>227,370</b>	<b>295,646</b>	<b>295,646</b>
Utilities	0	0	0	0	0
Supplies	6,545	12,420	10,346	12,420	12,420
Small Equipment/ Computers	0	0	60	0	0
General Maintenance	0	0	0	0	0
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	4,054	8,927	6,580	8,634	8,634
Travel and Development	5,114	7,702	6,142	7,702	7,702
Memberships and Dues	1,710	3,781	3,781	3,781	3,781
Insurance/Claims	0	0	0	0	0
Other Services	63	1,900	0	1,900	1,900
<b>Operating</b>	<b>17,486</b>	<b>34,730</b>	<b>26,909</b>	<b>34,437</b>	<b>34,437</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	2,074	2,177	1,077	2,177	2,177
<b>Contract Services</b>	<b>2,074</b>	<b>2,177</b>	<b>1,077</b>	<b>2,177</b>	<b>2,177</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	2,648	3,625	3,625	3,625	3,625
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	4,125	14,658	5,500	14,658	14,658
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
<b>Other Charges</b>	<b>6,773</b>	<b>18,283</b>	<b>9,125</b>	<b>18,283</b>	<b>18,283</b>
<b>Total Expenditures</b>	<b>325,207</b>	<b>348,828</b>	<b>264,481</b>	<b>350,543</b>	<b>350,543</b>

# Airport

Description	FY 2021 Actual	FY 2022 Original Budget	FY 2022 Estimate	FY 2023 Recommend	FY 2023 Adopted
Salaries & Wages	1,159,824	1,332,083	1,284,275	1,456,728	1,456,728
Social Security & Pension	212,844	265,874	245,637	300,570	300,570
Insurance & Benefits	241,650	275,692	260,384	293,995	293,995
Temporary Services	93,633	60,546	83,900	89,537	89,537
<b>Personnel Services</b>	<b>1,707,951</b>	<b>1,934,195</b>	<b>1,874,196</b>	<b>2,140,830</b>	<b>2,140,830</b>
Utilities	443,273	558,989	473,327	563,801	563,801
Supplies	94,551	173,675	163,888	209,675	209,675
Small Equipment/ Computers	6,035	47,472	128,866	7,000	7,000
General Maintenance	128,055	389,158	277,368	452,576	452,576
Vehicle Maintenance	162,596	130,365	67,494	141,835	141,835
Vehicle Fuel	21,096	25,500	30,684	33,953	33,953
Communications	146,433	314,099	238,675	314,413	314,413
Travel and Development	12,098	27,950	28,345	34,960	34,960
Memberships and Dues	9,464	11,017	11,515	11,092	11,092
Insurance/Claims	87,409	109,331	109,331	109,331	109,331
Other Services	0	0	0	0	0
<b>Operating</b>	<b>1,111,010</b>	<b>1,787,556</b>	<b>1,529,493</b>	<b>1,878,636</b>	<b>1,878,636</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	252	430	430	430	430
Other Contract Services	161,914	160,663	165,193	206,431	206,431
<b>Contract Services</b>	<b>162,166</b>	<b>161,093</b>	<b>165,623</b>	<b>206,861</b>	<b>206,861</b>
Land	0	0	0	0	0
Buildings	0	0	10,925	0	0
Improvements	45,500	0	32,874	50,000	50,000
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	15,425	277,000	277,000
Equipment - Motor Vehicles	0	0	32,000	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>45,500</b>	<b>0</b>	<b>91,224</b>	<b>327,000</b>	<b>327,000</b>
<b>Transfers to Other Funds</b>	<b>420,100</b>	<b>460,000</b>	<b>460,000</b>	<b>450,000</b>	<b>450,000</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	451,992	464,500	476,800	484,300	484,300
Indirect Cost Allocation	231,024	223,200	255,600	263,300	263,300
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	-2,833	15,000	15,000	15,000	15,000
Cost Redistribution	0	0	0	0	0
<b>Other Charges</b>	<b>680,183</b>	<b>702,700</b>	<b>747,400</b>	<b>762,600</b>	<b>762,600</b>
<b>Total Expenditures</b>	<b>4,126,910</b>	<b>5,045,544</b>	<b>4,867,936</b>	<b>5,765,927</b>	<b>5,765,927</b>

## Fire

Description	FY 2021 Actual	FY 2022 Original Budget	FY 2022 Estimate	FY 2023 Recommend	FY 2023 Adopted
Salaries & Wages	17,643,554	18,279,735	18,606,696	19,720,511	19,720,511
Social Security & Pension	3,235,867	3,654,105	3,583,361	4,061,715	4,061,715
Insurance & Benefits	3,324,559	3,345,999	3,442,595	3,558,930	3,558,930
Temporary Services	0	0	0	103,159	103,159
<b>Personnel Services</b>	<b>24,203,980</b>	<b>25,279,839</b>	<b>25,632,652</b>	<b>27,444,315</b>	<b>27,444,315</b>
Utilities	232,757	276,545	246,300	258,615	258,615
Supplies	658,075	828,054	774,795	674,690	674,690
Small Equipment/ Computers	318,856	313,202	355,949	366,078	366,078
General Maintenance	155,783	234,223	304,258	251,350	251,350
Vehicle Maintenance	1,752,420	1,732,730	1,755,992	1,701,575	1,701,575
Vehicle Fuel	166,484	197,900	199,391	219,350	219,350
Communications	94,283	108,484	122,698	127,779	127,779
Travel and Development	31,055	91,571	91,521	100,651	100,651
Memberships and Dues	28,481	35,512	35,540	42,589	42,589
Insurance/Claims	53,662	75,000	75,000	75,000	75,000
Other Services	699	505	504	505	505
<b>Operating</b>	<b>3,492,555</b>	<b>3,893,726</b>	<b>3,961,948</b>	<b>3,818,182</b>	<b>3,818,182</b>
Accounting, Auditing & Legal	0	1,200	1,200	1,200	1,200
Medical Services	70,802	179,283	179,283	203,520	203,520
Other Contract Services	759,529	794,578	794,578	780,943	780,943
<b>Contract Services</b>	<b>830,331</b>	<b>975,061</b>	<b>975,061</b>	<b>985,663</b>	<b>985,663</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	109,765	311,278	353,000	65,820	65,820
Equipment - Motor Vehicles	326,115	2,016,000	4,549,555	2,740,000	2,740,000
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>435,880</b>	<b>2,327,278</b>	<b>4,902,555</b>	<b>2,805,820</b>	<b>2,805,820</b>
<b>Transfers to Other Funds</b>	<b>213,636</b>	<b>96,480</b>	<b>80,702</b>	<b>100,000</b>	<b>100,000</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	11,244	22,284	12,284	23,024	23,024
Indirect Cost Allocation	112,120	111,700	116,500	120,000	120,000
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	-75,000	-75,000	-75,000	-75,000	-75,000
<b>Other Charges</b>	<b>48,364</b>	<b>58,984</b>	<b>53,784</b>	<b>68,024</b>	<b>68,024</b>
<b>Total Expenditures</b>	<b>29,224,746</b>	<b>32,631,368</b>	<b>35,606,702</b>	<b>35,222,004</b>	<b>35,222,004</b>

## Parks, Recreation & Maintenance

Description	FY 2021 Actual	FY 2022 Original Budget	FY 2022 Estimate	FY 2023 Recommend	FY 2023 Adopted
Salaries & Wages	6,878,443	8,002,892	7,490,270	9,377,469	9,816,074
Social Security & Pension	1,254,030	1,489,680	1,402,855	1,811,645	1,845,198
Insurance & Benefits	1,427,445	1,562,321	1,552,972	1,675,518	1,687,360
Temporary Services	722,971	809,343	505,164	827,167	833,817
<b>Personnel Services</b>	<b>10,282,889</b>	<b>11,864,236</b>	<b>10,951,261</b>	<b>13,691,799</b>	<b>14,182,449</b>
Utilities	1,471,523	2,052,623	1,806,325	1,928,520	1,928,520
Supplies	735,969	1,052,613	1,175,416	977,539	977,539
Small Equipment/ Computers	41,298	17,784	78,783	11,371	11,371
General Maintenance	796,321	746,359	813,572	794,827	794,827
Vehicle Maintenance	859,453	868,065	625,029	747,220	747,220
Vehicle Fuel	204,829	225,900	332,000	332,000	332,000
Communications	187,780	234,146	206,098	214,953	214,953
Travel and Development	10,484	44,077	49,609	44,643	44,643
Memberships and Dues	6,648	8,363	8,680	8,504	8,504
Insurance/Claims	33,112	35,258	35,258	35,258	35,258
Other Services	115,879	178,656	179,286	159,346	159,346
<b>Operating</b>	<b>4,463,296</b>	<b>5,463,844</b>	<b>5,310,056</b>	<b>5,254,181</b>	<b>5,254,181</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	358	864	447	455	0
Other Contract Services	621,514	1,266,832	1,409,659	1,503,786	1,538,786
<b>Contract Services</b>	<b>621,872</b>	<b>1,267,696</b>	<b>1,410,106</b>	<b>1,504,241</b>	<b>1,539,241</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	251,828	0	0	70	70
Equipment - Office	0	0	0	0	0
Equipment - Other	232,504	479,000	603,271	539,000	539,000
Equipment - Motor Vehicles	607,587	1,146,000	1,309,348	1,520,500	1,520,500
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>1,091,919</b>	<b>1,625,000</b>	<b>1,912,619</b>	<b>2,059,570</b>	<b>2,059,570</b>
<b>Transfers to Other Funds</b>	<b>1,192,000</b>	<b>1,776,343</b>	<b>2,540,343</b>	<b>96,000</b>	<b>96,000</b>
<b>Debt Service</b>	<b>1,404,000</b>	<b>1,364,000</b>	<b>1,404,000</b>	<b>3,121,268</b>	<b>3,121,268</b>
Other Charges	74,181	52,410	2,410	3,445	3,445
Indirect Cost Allocation	60,000	60,000	60,000	60,000	60,000
Non-Profit/Gov't Agencies	179,250	179,250	179,250	179,250	179,250
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
<b>Other Charges</b>	<b>313,431</b>	<b>291,660</b>	<b>241,660</b>	<b>242,695</b>	<b>242,695</b>
<b>Total Expenditures</b>	<b>19,369,407</b>	<b>23,652,779</b>	<b>23,770,045</b>	<b>25,969,755</b>	<b>26,495,405</b>



## Police

Description	FY 2021 Actual	FY 2022 Original Budget	FY 2022 Estimate	FY 2023 Recommend	FY 2023 Adopted
Salaries & Wages	29,870,250	30,960,757	31,254,330	31,456,883	31,456,883
Social Security & Pension	8,249,848	9,076,116	9,766,450	10,486,530	10,486,530
Insurance & Benefits	5,161,797	5,892,107	5,302,358	5,919,592	5,919,592
Temporary Services	73,522	112,210	112,210	60,000	60,000
<b>Personnel Services</b>	<b>43,355,417</b>	<b>46,041,190</b>	<b>46,435,348</b>	<b>47,923,005</b>	<b>47,923,005</b>
Utilities	276,416	288,475	299,980	318,175	318,175
Supplies	872,349	1,018,315	1,227,890	975,648	975,648
Small Equipment/ Computers	92,335	282,122	356,552	333,071	333,071
General Maintenance	2,032,851	2,101,217	1,990,033	1,951,728	1,951,728
Vehicle Maintenance	1,469,537	1,483,188	1,235,857	1,401,055	1,401,055
Vehicle Fuel	682,907	778,800	973,680	973,700	973,700
Communications	820,243	820,662	735,391	768,418	768,418
Travel and Development	170,088	196,642	244,124	237,361	237,361
Memberships and Dues	10,137	7,836	8,301	7,786	7,786
Insurance/Claims	2,221	2,800	4,236	2,500	2,500
Other Services	797,251	794,818	798,239	916,044	916,044
<b>Operating</b>	<b>7,226,335</b>	<b>7,774,875</b>	<b>7,874,283</b>	<b>7,885,486</b>	<b>7,885,486</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	65,402	111,149	126,182	139,392	139,392
Other Contract Services	501,173	566,313	1,427,905	574,223	574,223
<b>Contract Services</b>	<b>566,575</b>	<b>677,462</b>	<b>1,554,087</b>	<b>713,615</b>	<b>713,615</b>
Land	0	0	0	0	0
Buildings	69,166	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	34,252	0	1,276,440	30,819	30,819
Equipment - Motor Vehicles	2,252,971	1,646,400	1,881,063	1,585,500	1,585,500
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>2,356,389</b>	<b>1,646,400</b>	<b>3,157,503</b>	<b>1,616,319</b>	<b>1,616,319</b>
<b>Transfers to Other Funds</b>	<b>14,024</b>	<b>214,111</b>	<b>264,111</b>	<b>280,502</b>	<b>280,502</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	132,567	147,633	139,313	599,233	599,233
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	3,000	3,000	10,000	3,000	3,000
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
<b>Other Charges</b>	<b>135,567</b>	<b>150,633</b>	<b>149,313</b>	<b>602,233</b>	<b>602,233</b>
<b>Total Expenditures</b>	<b>53,654,307</b>	<b>56,504,671</b>	<b>59,434,645</b>	<b>59,021,160</b>	<b>59,021,160</b>

## Public Services

Description	FY 2021 Actual	FY 2022 Original Budget	FY 2022 Estimate	FY 2023 Recommend	FY 2023 Adopted
Salaries & Wages	8,269,903	9,363,950	9,033,555	10,259,682	10,259,682
Social Security & Pension	1,561,734	1,873,188	1,757,562	2,123,879	2,123,879
Insurance & Benefits	1,732,892	2,010,291	1,792,541	2,052,898	2,052,898
Temporary Services	388,850	241,961	275,817	241,961	241,961
<b>Personnel Services</b>	<b>11,953,379</b>	<b>13,489,390</b>	<b>12,859,475</b>	<b>14,678,420</b>	<b>14,678,420</b>
Utilities	354,876	389,209	400,298	437,952	437,952
Supplies	822,734	925,772	4,223,700	932,737	932,737
Small Equipment/ Computers	60,111	40,901	79,914	43,650	43,650
General Maintenance	129,629	235,408	356,961	293,991	293,991
Vehicle Maintenance	3,437,821	3,678,703	2,556,437	3,288,280	3,288,280
Vehicle Fuel	586,191	660,700	809,422	816,346	816,346
Communications	202,764	359,787	367,945	326,188	326,188
Travel and Development	23,403	89,896	83,119	90,746	90,746
Memberships and Dues	14,154	18,558	18,947	15,618	15,618
Insurance/Claims	122,963	191,060	166,060	192,103	192,103
Other Services	77,218	70,450	431,909	51,450	51,450
<b>Operating</b>	<b>5,831,864</b>	<b>6,660,444</b>	<b>9,494,712</b>	<b>6,489,061</b>	<b>6,489,061</b>
Accounting, Auditing & Legal	224,657	203,500	183,312	202,200	202,200
Medical Services	3,329	6,262	6,768	5,018	5,018
Other Contract Services	5,113,712	5,714,990	7,027,266	5,355,543	5,355,543
<b>Contract Services</b>	<b>5,341,698</b>	<b>5,924,752</b>	<b>7,217,346</b>	<b>5,562,761</b>	<b>5,562,761</b>
Land	0	0	22,077	0	0
Buildings	0	0	75,000	0	0
Improvements	0	0	0	0	0
Equipment - Office	9,913	0	0	0	0
Equipment - Other	57,222	1,160,165	1,116,626	302,347	302,347
Equipment - Motor Vehicles	1,502,813	2,290,500	3,814,494	2,998,000	2,998,000
Infrastructure	184	1,000	1,000	0	0
<b>Capital Outlay</b>	<b>1,570,132</b>	<b>3,451,665</b>	<b>5,029,197</b>	<b>3,300,347</b>	<b>3,300,347</b>
<b>Transfers to Other Funds</b>	<b>12,242,432</b>	<b>12,477,981</b>	<b>14,559,532</b>	<b>15,307,15</b>	<b>15,307,15</b>
<b>Debt Service</b>	<b>1,699,199</b>	<b>2,290,962</b>	<b>2,315,962</b>	<b>2,149,095</b>	<b>2,149,095</b>
Other Charges	15,143	1,199,778	21,975	20,495	20,495
Indirect Cost Allocation	1,022,178	1,081,300	1,128,200	1,162,100	1,162,100
Non-Profit/Gov't Agencies	0	3,451	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	75,000	75,000	75,000	75,000	75,000
<b>Other Charges</b>	<b>1,112,286</b>	<b>2,359,529</b>	<b>1,225,175</b>	<b>1,257,595</b>	<b>1,257,595</b>
<b>Total Expenditures</b>	<b>39,750,990</b>	<b>46,654,723</b>	<b>52,701,399</b>	<b>48,744,294</b>	<b>48,744,294</b>

## Transit

Description	FY 2021 Actual	FY 2022 Original Budget	FY 2022 Estimate	FY 2023 Recommend	FY 2023 Adopted
Salaries & Wages	4,596,492	5,581,102	4,804,755	6,335,792	6,335,792
Social Security & Pension	848,857	1,108,437	931,956	1,302,056	1,302,056
Insurance & Benefits	988,283	1,258,449	933,662	1,324,605	1,324,605
Temporary Services	65,563	0	79,781	57,000	57,000
<b>Personnel Services</b>	<b>6,499,195</b>	<b>7,947,988</b>	<b>6,750,154</b>	<b>9,019,453</b>	<b>9,019,453</b>
Utilities	119,724	138,817	102,080	120,479	120,479
Supplies	114,636	153,091	156,249	131,354	131,354
Small Equipment/ Computers	3,621	44,787	69,029	5,850	5,850
General Maintenance	167,516	213,530	210,320	206,394	206,394
Vehicle Maintenance	784,825	916,525	733,800	889,225	889,225
Vehicle Fuel	565,046	770,170	825,355	865,126	865,126
Communications	55,944	104,870	135,815	96,818	96,818
Travel and Development	7,737	8,400	2,400	18,100	18,100
Memberships and Dues	4,825	5,285	5,285	5,500	5,500
Insurance/Claims	167,167	217,790	246,266	211,454	211,454
Other Services	0	600	0	0	0
<b>Operating</b>	<b>1,991,041</b>	<b>2,573,865</b>	<b>2,486,599</b>	<b>2,550,300</b>	<b>2,550,300</b>
Accounting, Auditing & Legal	0	3,600	0	500	500
Medical Services	6,494	9,302	8,800	9,100	9,100
Other Contract Services	370,721	362,816	599,028	600,116	600,116
<b>Contract Services</b>	<b>377,215</b>	<b>375,718</b>	<b>607,828</b>	<b>609,716</b>	<b>609,716</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	14,226	12,000	20,000	16,048	16,048
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>14,226</b>	<b>12,000</b>	<b>20,000</b>	<b>16,048</b>	<b>16,048</b>
<b>Transfers to Other Funds</b>	<b>965,625</b>	<b>824,100</b>	<b>889,875</b>	<b>440,425</b>	<b>440,425</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	4,231	22,900	11,400	11,200	11,200
Indirect Cost Allocation	833,986	876,200	914,200	941,500	941,500
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	-140,820	-217,200	-236,200	-263,600	-263,600
<b>Other Charges</b>	<b>697,397</b>	<b>681,900</b>	<b>689,400</b>	<b>689,100</b>	<b>689,100</b>
<b>Total Expenditures</b>	<b>10,544,699</b>	<b>12,415,571</b>	<b>11,443,856</b>	<b>13,325,042</b>	<b>13,325,042</b>

## Budget & Evaluation

Description	FY 2021 Actual	FY 2022 Original Budget	FY 2022 Estimate	FY 2023 Recommend	FY 2023 Adopted
Salaries & Wages	394,022	387,430	406,076	393,276	393,276
Social Security & Pension	72,780	77,633	80,307	81,595	81,595
Insurance & Benefits	46,279	51,848	45,976	54,082	54,082
Temporary Services	0	0	6,218	0	0
<b>Personnel Services</b>	<b>513,081</b>	<b>516,911</b>	<b>538,577</b>	<b>528,953</b>	<b>528,953</b>
Utilities	0	0	0	0	0
Supplies	748	1,000	510	900	900
Small Equipment/ Computers	0	600	600	0	0
General Maintenance	4,358	4,751	4,646	4,972	4,972
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	3,779	3,773	3,802	4,333	4,333
Travel and Development	2,521	4,901	4,830	7,141	7,141
Memberships and Dues	250	250	250	250	250
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
<b>Operating</b>	<b>11,656</b>	<b>15,275</b>	<b>14,638</b>	<b>17,596</b>	<b>17,596</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	960	725	965	805	805
<b>Contract Services</b>	<b>960</b>	<b>725</b>	<b>965</b>	<b>805</b>	<b>805</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	175	145	190	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
<b>Other Charges</b>	<b>175</b>	<b>145</b>	<b>190</b>	<b>145</b>	<b>145</b>
<b>Total Expenditures</b>	<b>525,872</b>	<b>533,056</b>	<b>554,370</b>	<b>547,499</b>	<b>547,499</b>

## City Attorney's Office

Description	FY 2021 Actual	FY 2022 Original Budget	FY 2022 Estimate	FY 2023 Recommend	FY 2023 Adopted
Salaries & Wages	734,136	722,916	758,121	1,036,867	1,036,867
Social Security & Pension	144,238	152,884	157,593	222,844	222,844
Insurance & Benefits	73,291	84,435	80,424	126,004	126,004
Temporary Services	0	0	17,434	0	0
<b>Personnel Services</b>	<b>951,665</b>	<b>960,235</b>	<b>1,013,572</b>	<b>1,385,715</b>	<b>1,385,715</b>
Utilities	0	0	0	0	0
Supplies	51,900	49,945	53,140	52,194	52,194
Small Equipment/ Computers	803	0	2,162	397	397
General Maintenance	136	0	0	0	0
Vehicle Maintenance	0	0	0	458	458
Vehicle Fuel	0	0	0	200	200
Communications	2,984	4,747	2,997	10,304	10,304
Travel and Development	3,984	9,431	9,431	15,308	15,308
Memberships and Dues	2,993	4,265	4,265	5,190	5,190
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
<b>Operating</b>	<b>62,800</b>	<b>68,388</b>	<b>71,995</b>	<b>84,051</b>	<b>84,051</b>
Accounting, Auditing & Legal	532,958	353,647	351,485	353,699	353,699
Medical Services	0	0	0	0	0
Other Contract Services	78	100	100	26,600	26,600
<b>Contract Services</b>	<b>533,036</b>	<b>353,747</b>	<b>351,585</b>	<b>380,299</b>	<b>380,299</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	1,000	1,000
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>1,000</b>
<b>Transfers to Other Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	308	699	699	399	399
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
<b>Other Charges</b>	<b>308</b>	<b>699</b>	<b>699</b>	<b>399</b>	<b>399</b>
<b>Total Expenditures</b>	<b>1,547,809</b>	<b>1,383,069</b>	<b>1,437,851</b>	<b>1,851,464</b>	<b>1,851,464</b>

# City Manager's Office

Description	FY 2021 Actual	FY 2022 Original Budget	FY 2022 Estimate	FY 2023 Recommend	FY 2023 Adopted
Salaries & Wages	1,610,735	1,715,533	2,005,630	1,822,252	1,822,252
Social Security & Pension	303,177	345,446	401,248	376,558	376,558
Insurance & Benefits	170,794	207,759	189,461	218,796	218,796
Temporary Services	24,604	0	584	0	0
<b>Personnel Services</b>	<b>2,109,310</b>	<b>2,268,738</b>	<b>2,596,923</b>	<b>2,417,606</b>	<b>2,417,606</b>
Utilities	0	0	0	0	0
Supplies	16,642	29,590	28,513	24,100	24,100
Small Equipment/ Computers	7,343	3,896	4,451	960	960
General Maintenance	6,776	95,477	94,731	12,382	12,382
Vehicle Maintenance	2,199	1,906	6,627	3,526	3,526
Vehicle Fuel	979	1,000	1,210	1,260	1,260
Communications	18,200	21,272	18,513	20,538	20,538
Travel and Development	11,315	39,547	39,121	49,725	49,725
Memberships and Dues	10,803	12,365	12,193	15,215	15,215
Insurance/Claims	0	0	0	0	0
Other Services	0	12,420	12,420	12,420	12,420
<b>Operating</b>	<b>74,257</b>	<b>217,473</b>	<b>217,779</b>	<b>140,126</b>	<b>140,126</b>
Accounting, Auditing & Legal	0	15,000	15,000	15,000	15,000
Medical Services	0	0	0	0	0
Other Contract Services	125,870	239,567	259,917	152,805	152,805
<b>Contract Services</b>	<b>125,870</b>	<b>254,567</b>	<b>274,917</b>	<b>162,805</b>	<b>162,805</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	29,541	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>29,541</b>	<b>0</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	1,157	3,525	3,896	2,775	102,775
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	12,661	12,661	12,650	12,650
<b>Other Charges</b>	<b>1,157</b>	<b>16,186</b>	<b>16,557</b>	<b>15,425</b>	<b>115,425</b>
<b>Total Expenditures</b>	<b>2,310,594</b>	<b>2,756,964</b>	<b>3,135,717</b>	<b>2,735,962</b>	<b>2,835,962</b>

## Finance

Description	FY 2021 Actual	FY 2022 Original Budget	FY 2022 Estimate	FY 2023 Recommend	FY 2023 Adopted
Salaries & Wages	1,562,103	1,703,378	2,682,184	3,613,583	3,613,583
Social Security & Pension	284,886	341,236	629,793	739,296	739,296
Insurance & Benefits	210,709	283,441	393,193	656,788	656,788
Temporary Services	242,302	0	156,040	5,000	5,000
<b>Personnel Services</b>	<b>2,300,000</b>	<b>2,328,055</b>	<b>3,861,210</b>	<b>5,014,667</b>	<b>5,014,667</b>
Utilities	46,276	46,600	44,160	46,368	46,368
Supplies	472,075	23,254	78,986	62,568	62,568
Small Equipment/ Computers	11,734	6,786	72,551	49,756	49,756
General Maintenance	39,119	119,374	107,931	278,104	278,104
Vehicle Maintenance	6,094,008	7,256,166	3,716,000	3,866,027	3,866,027
Vehicle Fuel	0	0	2,745	3,000	3,000
Communications	36,301	38,586	42,858	44,281	44,281
Travel and Development	14,087	28,277	35,077	46,692	46,692
Memberships and Dues	3,285	6,022	7,450	6,213	6,213
Insurance/Claims	2,647,100	3,299,722	3,502,405	3,927,069	3,927,069
Other Services	218,420	220,856	220,856	220,856	220,856
<b>Operating</b>	<b>9,582,405</b>	<b>11,045,643</b>	<b>7,831,019</b>	<b>8,550,934</b>	<b>8,550,934</b>
Accounting, Auditing & Legal	88,060	112,130	233,980	122,286	122,286
Medical Services	20,001	19,200	26,300	25,800	25,800
Other Contract Services	871,768	609,644	694,595	653,018	653,018
<b>Contract Services</b>	<b>979,829</b>	<b>740,974</b>	<b>954,875</b>	<b>801,104</b>	<b>801,104</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	66,262	66,262
Equipment - Office	29,923	0	0	0	0
Equipment - Other	0	0	16,000	0	0
Equipment - Motor Vehicles	0	0	918	125,000	125,000
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>29,923</b>	<b>0</b>	<b>16,918</b>	<b>191,262</b>	<b>191,262</b>
<b>Transfers to Other Funds</b>	<b>371,750</b>	<b>447,807</b>	<b>447,807</b>	<b>0</b>	<b>0</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	148,380	3,555	761	994	994
Indirect Cost Allocation	29,061	54,800	57,200	58,900	58,900
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	-12,661	-12,661	-12,650	-12,650
<b>Other Charges</b>	<b>177,441</b>	<b>45,694</b>	<b>45,300</b>	<b>47,244</b>	<b>47,244</b>
<b>Total Expenditures</b>	<b>13,441,348</b>	<b>14,608,173</b>	<b>13,157,129</b>	<b>14,605,211</b>	<b>14,605,211</b>

# Human Resources Development

Description	FY 2021 Actual	FY 2022 Original Budget	FY 2022 Estimate	FY 2023 Recommend	FY 2023 Adopted
Salaries & Wages	922,048	1,042,601	1,186,802	1,264,658	1,264,658
Social Security & Pension	170,463	208,991	232,324	262,218	262,218
Insurance & Benefits	140,120	176,689	174,313	198,721	198,721
Temporary Services	12,073	0	0	0	0
<b>Personnel Services</b>	<b>1,244,704</b>	<b>1,428,281</b>	<b>1,593,439</b>	<b>1,725,597</b>	<b>1,725,597</b>
Utilities	0	0	0	0	0
Supplies	50,707	76,948	71,669	71,323	71,323
Small Equipment/ Computers	12,211	0	5,368	0	0
General Maintenance	39,378	47,502	48,099	53,257	53,257
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	9,591	19,903	17,150	18,635	18,635
Travel and Development	44,073	93,856	117,898	83,041	83,041
Memberships and Dues	6,310	9,220	10,371	17,530	17,530
Insurance/Claims	16,610,196	20,133,835	20,165,735	20,137,077	20,137,077
Other Services	0	0	0	0	0
<b>Operating</b>	<b>16,772,466</b>	<b>20,381,264</b>	<b>20,436,290</b>	<b>20,380,863</b>	<b>20,380,863</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	35,514	50,277	49,376	55,313	55,313
Other Contract Services	221,426	397,864	338,014	268,301	268,301
<b>Contract Services</b>	<b>256,940</b>	<b>448,141</b>	<b>387,390</b>	<b>323,614</b>	<b>323,614</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>784,875</b>	<b>1,543,500</b>	<b>1,543,500</b>	<b>1,222,000</b>	<b>1,222,000</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	54,715	388,092	371,508	277,409	277,409
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	0	0	0	0	0
Cost Redistribution	0	0	0	0	0
<b>Other Charges</b>	<b>54,715</b>	<b>388,092</b>	<b>371,508</b>	<b>277,409</b>	<b>277,409</b>
<b>Total Expenditures</b>	<b>19,113,700</b>	<b>24,189,278</b>	<b>24,332,127</b>	<b>23,929,483</b>	<b>23,929,483</b>



## Information Technology

Description	FY 2021 Actual	FY 2022 Original Budget	FY 2022 Estimate	FY 2023 Recommend	FY 2023 Adopted
Salaries & Wages	1,706,906	1,889,327	1,901,208	2,194,882	2,194,882
Social Security & Pension	314,699	376,988	374,520	448,205	448,205
Insurance & Benefits	261,863	284,059	265,109	305,573	305,573
Temporary Services	22,052	0	88,214	0	0
<b>Personnel Services</b>	<b>2,305,520</b>	<b>2,550,374</b>	<b>2,629,051</b>	<b>2,948,660</b>	<b>2,948,660</b>
Utilities	0	0	0	0	0
Supplies	20,928	23,680	16,405	19,300	19,300
Small Equipment/ Computers	62,295	102,150	105,513	73,775	73,775
General Maintenance	2,135,241	2,826,451	2,785,497	2,933,996	2,933,996
Vehicle Maintenance	1,925	3,288	7,428	4,729	4,729
Vehicle Fuel	42	200	200	300	300
Communications	189,555	201,890	197,770	202,147	202,147
Travel and Development	19,773	82,125	82,125	31,374	31,374
Memberships and Dues	25,670	38,351	38,351	38,482	38,482
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
<b>Operating</b>	<b>2,455,429</b>	<b>3,278,135</b>	<b>3,233,289</b>	<b>3,304,103</b>	<b>3,304,103</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	659,094	780,511	726,371	669,026	669,026
<b>Contract Services</b>	<b>659,094</b>	<b>780,511</b>	<b>726,371</b>	<b>669,026</b>	<b>669,026</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>2,242,097</b>	<b>1,619,064</b>	<b>1,619,064</b>	<b>695,200</b>	<b>695,200</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	1,287	6,545	4,545	4,545	4,545
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	0	0	0	0	0
<b>Other Charges</b>	<b>1,287</b>	<b>6,545</b>	<b>4,545</b>	<b>4,545</b>	<b>4,545</b>
<b>Total Expenditures</b>	<b>7,663,427</b>	<b>8,234,629</b>	<b>8,212,320</b>	<b>7,621,534</b>	<b>7,621,534</b>

# Marketing & Communications

Description	FY 2021 Actual	FY 2022 Original Budget	FY 2022 Estimate	FY 2023 Recommend	FY 2023 Adopted
Salaries & Wages	533,864	499,616	480,651	553,278	553,278
Social Security & Pension	99,463	100,202	95,098	114,756	114,756
Insurance & Benefits	77,336	78,378	74,485	83,117	83,117
Temporary Services	0	0	0	0	0
<b>Personnel Services</b>	<b>710,663</b>	<b>678,196</b>	<b>650,234</b>	<b>751,151</b>	<b>751,151</b>
Utilities	0	0	0	1,400	1,400
Supplies	10,891	11,961	9,481	9,550	9,550
Small Equipment/ Computers	16,702	7,231	6,759	5,527	5,527
General Maintenance	59,990	15,868	51,383	50,441	50,441
Vehicle Maintenance	1,144	1,426	3,428	2,143	2,143
Vehicle Fuel	92	300	300	300	300
Communications	78,396	129,266	135,155	84,703	84,703
Travel and Development	378	7,347	7,267	7,247	7,247
Memberships and Dues	13,243	9,714	3,724	3,774	3,774
Insurance/Claims	0	0	0	1,080	1,080
Other Services	13,627	11,728	11,727	10,129	10,129
<b>Operating</b>	<b>194,463</b>	<b>194,841</b>	<b>229,224</b>	<b>176,294</b>	<b>176,294</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	93,462	148,488	172,498	45,288	45,288
<b>Contract Services</b>	<b>93,462</b>	<b>148,488</b>	<b>172,498</b>	<b>45,288</b>	<b>45,288</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	49,479	0	0	0	0
Equipment - Other	9,350	0	0	0	0
Equipment - Motor Vehicles	0	25,000	25,000	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>58,829</b>	<b>25,000</b>	<b>25,000</b>	<b>0</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>0</b>	<b>88,348</b>	<b>93,348</b>	<b>0</b>	<b>0</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	324	325	325	300	300
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	0	0	0	0	0
Inventory	65,382	84,600	76,100	78,500	78,500
Cost Redistribution	-71,499	-87,800	-107,500	-110,800	-110,800
<b>Other Charges</b>	<b>-5,793</b>	<b>-2,875</b>	<b>-31,075</b>	<b>-32,000</b>	<b>-32,000</b>
<b>Total Expenditures</b>	<b>1,051,624</b>	<b>1,131,998</b>	<b>1,139,229</b>	<b>940,733</b>	<b>940,733</b>

## Mayor, Council & City Clerk

Description	FY 2021 Actual	FY 2022 Original Budget	FY 2022 Estimate	FY 2023 Recommend	FY 2023 Adopted
Salaries & Wages	410,508	416,597	412,664	429,368	437,842
Social Security & Pension	52,938	57,393	57,279	61,344	61,992
Insurance & Benefits	77,499	124,517	74,334	130,108	130,336
Temporary Services	0	0	0	0	0
<b>Personnel Services</b>	<b>540,945</b>	<b>598,507</b>	<b>544,277</b>	<b>620,820</b>	<b>630,170</b>
Utilities	0	0	0	0	0
Supplies	13,912	28,450	28,765	21,250	21,250
Small Equipment/ Computers	2,622	0	40,601	0	0
General Maintenance	8,640	10,730	10,975	10,218	10,218
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	14,030	16,908	17,504	17,559	17,559
Travel and Development	12,624	48,550	78,673	49,950	49,950
Memberships and Dues	149,032	200,273	199,523	199,786	199,786
Insurance/Claims	0	0	0	0	0
Other Services	0	0	0	0	0
<b>Operating</b>	<b>200,860</b>	<b>304,911</b>	<b>376,041</b>	<b>298,763</b>	<b>298,763</b>
Accounting, Auditing & Legal	0	0	0	0	0
Medical Services	0	0	0	0	0
Other Contract Services	143,111	320,900	312,851	138,200	138,200
<b>Contract Services</b>	<b>143,111</b>	<b>320,900</b>	<b>312,851</b>	<b>138,200</b>	<b>138,200</b>
Land	0	0	0	0	0
Buildings	0	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	0	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Charges	3,301	5,620	5,297	5,620	5,620
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
<b>Other Charges</b>	<b>3,301</b>	<b>5,620</b>	<b>5,297</b>	<b>5,620</b>	<b>5,620</b>
<b>Total Expenditures</b>	<b>888,217</b>	<b>1,229,938</b>	<b>1,238,466</b>	<b>1,063,403</b>	<b>1,072,753</b>

## Other Appropriations

Description	FY 2021 Actual	FY 2022 Original Budget	FY 2022 Estimate	FY 2023 Recommend	FY 2023 Adopted
Salaries & Wages	1,153,103	1,279,487	1,170,424	1,210,628	1,210,628
Social Security & Pension	111,607	249,266	380,468	244,090	244,090
Insurance & Benefits	1,967,080	2,008,208	2,077,655	1,830,963	1,830,963
Temporary Services	0	0	0	0	0
<b>Personnel Services</b>	<b>3,231,790</b>	<b>3,536,961</b>	<b>3,628,547</b>	<b>3,285,681</b>	<b>3,285,681</b>
Utilities	21,873	24,800	21,698	22,783	22,783
Supplies	1,058	3,000	2,820	2,800	2,800
Small Equipment/ Computers	0	0	0	0	0
General Maintenance	10,482	15,418	15,418	14,299	14,299
Vehicle Maintenance	0	0	0	0	0
Vehicle Fuel	0	0	0	0	0
Communications	41	50	50	50	50
Travel and Development	0	0	0	0	0
Memberships and Dues	0	0	0	0	0
Insurance/Claims	1,001,724	1,179,411	1,179,411	1,214,073	1,214,073
Other Services	207,660	209,788	214,423	240,825	240,825
<b>Operating</b>	<b>1,242,838</b>	<b>1,432,467</b>	<b>1,433,820</b>	<b>1,494,830</b>	<b>1,494,830</b>
Accounting, Auditing & Legal	8,600	27,600	27,600	27,600	27,600
Medical Services	0	0	0	0	0
Other Contract Services	12,567	16,245	13,574	234,700	234,700
<b>Contract Services</b>	<b>21,167</b>	<b>43,845</b>	<b>41,174</b>	<b>262,300</b>	<b>262,300</b>
Land	0	0	0	0	0
Buildings	550,000	0	0	0	0
Improvements	0	0	0	0	0
Equipment - Office	0	0	0	0	0
Equipment - Other	33,328	0	0	0	0
Equipment - Motor Vehicles	0	0	0	0	0
Infrastructure	0	0	0	0	0
<b>Capital Outlay</b>	<b>583,328</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers to Other Funds</b>	<b>8,069,252</b>	<b>6,099,050</b>	<b>6,830,915</b>	<b>5,245,671</b>	<b>5,245,671</b>
<b>Debt Service</b>	<b>10,894,950</b>	<b>12,453,245</b>	<b>12,619,551</b>	<b>9,730,335</b>	<b>9,730,335</b>
Other Charges	397,994	691,336	20,000	1,877,400	1,877,400
Indirect Cost Allocation	0	0	0	0	0
Non-Profit/Gov't Agencies	11,635,950	12,172,951	11,392,198	11,648,503	11,648,503
Inventory	888,692	744,000	1,102,000	1,135,000	1,135,000
Cost Redistribution	-958,864	-801,900	-1,152,700	-1,185,700	-1,185,700
<b>Other Charges</b>	<b>11,963,772</b>	<b>12,806,387</b>	<b>11,361,498</b>	<b>13,475,203</b>	<b>13,475,203</b>
<b>Total Expenditures</b>	<b>36,007,097</b>	<b>36,371,955</b>	<b>35,915,505</b>	<b>33,494,020</b>	<b>33,494,020</b>

## Capital Outlay By Fund

Type of						Recommended		Adopted		Replace-
Fund	Capital	Department	Description	Price	Qty	Total	Qty	Total		ment
General Fund										
Improvements										
	FIN	Finance - Remodeling		\$ 66,262	1	\$ 66,262	1	\$ 66,262		No
Total Improvements						\$ 66,262		\$ 66,262		
Equipment - Other										
Replacements										
	FIR	Thermal Imaging Camera		\$ 8,775	3	\$ 26,325	3	\$ 26,325		Yes
	PRM	Generator		\$ 50,000	1	\$ 50,000	1	\$ 50,000		Yes
	PRM	Riding Mower		\$ 16,000	3	\$ 48,000	3	\$ 48,000		Yes
	PRM	Riding Mower		\$ 60,000	2	\$ 120,000	2	\$ 120,000		Yes
	PRM	Tractor Mower		\$ 65,000	1	\$ 65,000	1	\$ 65,000		Yes
	PRM	Deep Tine Aerator		\$ 36,000	1	\$ 36,000	1	\$ 36,000		Yes
	PRM	Excavator		\$ 80,000	1	\$ 80,000	1	\$ 80,000		Yes
	PRM	Tow Behind Implements		\$ 23,000	1	\$ 23,000	1	\$ 23,000		Yes
	PRM-District	Tractor Mower		\$ 45,000	1	\$ 45,000	1	\$ 45,000		Yes
	PRM-District	Bunker Rake		\$ 14,000	2	\$ 28,000	2	\$ 28,000		Yes
	PRM-District	Utility Vehicle		\$ 9,000	1	\$ 9,000	1	\$ 9,000		Yes
	PS	Excavator		\$ 230,000	1	\$ 230,000	1	\$ 230,000		Yes
Total Replacements						\$ 760,325		\$ 760,325		
Additions										
	FIR	Hazmat & Rescue Suit Dryer		\$ 5,495	1	\$ 5,495	1	\$ 5,495		No
	FIR	Edraulics Rescue Tool Package		\$ 34,000	1	\$ 34,000	1	\$ 34,000		No
	POL	Drone		\$ 30,819	1	\$ 30,819	1	\$ 30,819		No
	PRM	Mulcher Attachment		\$ 35,000	1	\$ 35,000	1	\$ 35,000		No
	PS	Spreader/Plow		\$ 8,500	1	\$ 8,500	1	\$ 8,500		No
Total Additions						\$ 113,814		\$ 113,814		
Total Equipment - Other						\$ 874,139		\$ 874,139		
Vehicles										
Replacements										
	DS	Pickup Truck		\$ 26,000	3	\$ 78,000	3	\$ 78,000		Yes
	DS	Sedan		\$ 20,000	7	\$ 140,000	7	\$ 140,000		Yes
	FIR	Hybrid Sports Utility		\$ 30,000	1	\$ 30,000	1	\$ 30,000		Yes
	FIR	Sedan		\$ 30,000	1	\$ 30,000	1	\$ 30,000		Yes
	FIR	Sports Utility		\$ 30,000	1	\$ 30,000	1	\$ 30,000		Yes
	FIR	Heavy Rescue Truck		\$ 1,100,000	1	\$ 1,100,000	1	\$ 1,100,000		Yes
	FIR	Fire Pumper		\$ 700,000	2	\$ 1,400,000	2	\$ 1,400,000		Yes
	FIR	Brush Truck		\$ 150,000	1	\$ 150,000	1	\$ 150,000		Yes
	POL	Motorcycle		\$ 26,000	2	\$ 52,000	2	\$ 52,000		Yes
	POL	Marked SUV		\$ 34,000	5	\$ 170,000	5	\$ 170,000		Yes
	POL	Marked SUV		\$ 38,500	31	\$ 1,193,500	31	\$ 1,193,500		Yes
	POL	Unmarked SUV		\$ 34,000	5	\$ 170,000	5	\$ 170,000		Yes
	PRM	Dump Truck		\$ 195,000	5	\$ 975,000	5	\$ 975,000		Yes
	PRM	Pickup, Dump Body		\$ 50,000	1	\$ 50,000	1	\$ 50,000		Yes
	PRM	Pickup, Utility Body		\$ 42,500	1	\$ 42,500	1	\$ 42,500		Yes
	PRM	Pickup Truck		\$ 36,000	5	\$ 180,000	5	\$ 180,000		Yes
	PRM	Pickup Truck		\$ 26,000	5	\$ 130,000	5	\$ 130,000		Yes
	PRM	Pickup, Flatbed		\$ 46,000	1	\$ 46,000	1	\$ 46,000		Yes
	PRM-District	Pickup Truck		\$ 36,000	2	\$ 72,000	2	\$ 72,000		Yes
	PRM-District	Van		\$ 25,000	1	\$ 25,000	1	\$ 25,000		Yes
	PS	Pickup Dump Body		\$ 70,000	1	\$ 70,000	1	\$ 70,000		Yes
	PS	Pickup Heavy Dump Body		\$ 195,000	1	\$ 150,000	1	\$ 150,000		Yes
	PS	Asphalt Truck		\$ 240,000	1	\$ 240,000	1	\$ 240,000		Yes
	PS	Bucket Truck		\$ 200,000	1	\$ 160,000	1	\$ 160,000		Yes
Total Replacements						\$ 6,684,000		\$ 6,684,000		
Total Vehicles						\$ 6,684,000		\$ 6,684,000		

# Capital Outlay By Fund

Type of					Recommended		Adopted		Replace-
Fund	Capital	Department	Description	Price	Qty	Total	Qty	Total	ment
Rights-of-Way									
	CTT		Rights-of-Way	\$ 1,000	1	\$ 1,000	1	\$ 1,000	No
Total Rights-of-Way						\$ 1,000		\$ 1,000	
Transfers									
	FIR		Transfer to Public Safety Fund - Temporary Fire Station #18	\$ 100,000	1	\$ 100,000	1	\$ 100,000	No
	IT		Transfer to Public Safety Fund - Public Safety Security Compliance	\$ 20,000	1	\$ 20,000	1	\$ 20,000	No
	IT		Transfer to General Gov't Fund - MS E-Mail Exchange	\$ 20,000	1	\$ 20,000	1	\$ 20,000	No
	IT		Transfer to General Gov't Fund - Direct Fiber Connection for Remote Sites	\$ 80,000	1	\$ 80,000	1	\$ 80,000	No
	IT		Transfer to General Gov't Fund - Desktop Virtualization Infrastructure	\$ 160,000	1	\$ 160,000	1	\$ 160,000	No
	IT		Transfer to General Gov't Fund - City Domain Migration	\$ 175,000	1	\$ 175,000	1	\$ 175,000	No
	IT		Transfer to General Gov't Fund - Computer Replacement Program	\$ 240,200	1	\$ 240,200	1	\$ 240,200	Yes
	POL		Transfer to Public Safety Fund - Body Worn Cameras	\$ 199,614	1	\$ 199,614	1	\$ 199,614	Yes
	POL		Transfer to Public Safety Fund - Public Safety Camera Replacement	\$ 68,737	1	\$ 68,737	1	\$ 68,737	Yes
	PRM		Transfer to Recreation and Cultural Fund - Little Cross Creek Greenway - Phases I and II	\$ 96,000	1	\$ 96,000	1	\$ 96,000	No
	PS		Transfer to General Gov't Fund - Parking Lot Maintenance	\$ 55,000	1	\$ 55,000	1	\$ 55,000	No
	PS		Transfer to Transportation Fund - Pavement Preservation Program	\$ 4,700,000	1	\$ 4,700,000	1	\$ 4,700,000	No
	PS		Transfer to Transportation Fund - NCDOT Municipal Agreements	\$ 650,000	1	\$ 650,000	1	\$ 650,000	No
	PS		Transfer to Environmental Protection Fund - Mirror Lake Dam Restoration	\$ 125,000	1	\$ 125,000	1	\$ 125,000	No
Total Transfers						\$ 6,689,551		\$ 6,689,551	
Total General Fund						\$ 14,314,952		\$ 14,314,952	
Airport Fund									
Improvements									
			Marquee Sign	\$ 50,000	1	\$ 50,000	1	\$ 50,000	No
Total Improvements						\$ 50,000		\$ 50,000	
Equipment - Other Replacements									
			Tractor	\$ 120,000	1	\$ 120,000	1	\$ 120,000	Yes
			Riding Mower	\$ 45,000	1	\$ 45,000	1	\$ 45,000	Yes
Total Replacements						\$ 165,000		\$ 165,000	
Additions									
			Backhoe with Attachments	\$ 70,000	1	\$ 70,000	1	\$ 70,000	No
			Fuel Metering Equipment	\$ 20,000	1	\$ 20,000	1	\$ 20,000	No
			Brush-Cutter with Attachment	\$ 7,000	1	\$ 7,000	1	\$ 7,000	No
			Commercial Carpet Shampoo Machine	\$ 15,000	1	\$ 15,000	1	\$ 15,000	No
Total Additions						\$ 112,000		\$ 112,000	
Total Equipment - Other						\$ 277,000		\$ 277,000	

## Capital Outlay by Fund

Fund	Type of Capital	Department	Description	Price	Qty	Recommended Total	Qty	Adopted Total	Replacement
Transfers									
			Transfer to Airport Capital Project Fund - Perimeter Road Paving & Fencing	\$ 450,000	1	\$ 450,000	1	\$ 450,000	No
Total Transfers						\$ 450,000		\$ 450,000	
Total Airport Fund						\$ 777,000		\$ 777,000	
Solid Waste Fund									
Equipment - Other Replacements									
			Fleet Mind DVR's	\$ 9,121	7	\$ 63,847	7	\$ 63,847	Yes
Total Replacements						\$ 63,847		\$ 63,847	
Vehicles Replacements									
			Refuse Truck - Automated Side Loader	\$ 330,000	4	\$ 1,320,000	4	\$ 1,320,000	Yes
			Refuse Truck - Rear Loader Mini ASL	\$ 210,000	1	\$ 210,000	1	\$ 210,000	Yes
			Limb Truck - Knuckle Boom	\$ 212,000	1	\$ 212,000	1	\$ 212,000	Yes
			Rear Loader - Crane Carrier	\$ 318,000	2	\$ 636,000	2	\$ 636,000	Yes
Total Replacements						\$ 2,378,000		\$ 2,378,000	
Transfers									
			Transfer to Environmental Service Fund - Cart Management System	\$ 137,289	1	\$ 137,289	1	\$ 137,289	No
						\$ 137,289		\$ 137,289	
Total Solid Waste Fund						\$ 2,579,136		\$ 2,579,136	
Stormwater Fund									
Transfers									
			Transfer to General Gov't Fund - Ramsey St Pump Station Replacement	\$ 100,000	1	\$ 100,000	1	\$ 100,000	Yes
			Transfer to Water, Sewer & Stormwater Fund - Spreader/Plow	\$ 8,500	1	\$ 8,500	1	\$ 8,500	No
			Transfer to Water, Sewer & Stormwater Fund - Pickup Truck	\$ 40,000	1	\$ 40,000	1	\$ 40,000	Yes
			Transfer to Water, Sewer & Stormwater Fund - Excavator	\$ 50,000	1	\$ 50,000	1	\$ 50,000	Yes
			Transfer to Water, Sewer & Stormwater Fund - Flatbed Truck	\$ 70,000	1	\$ 70,000	1	\$ 70,000	Yes
			Transfer to Water, Sewer & Stormwater Fund - Flatbed Truck	\$ 100,000	1	\$ 100,000	1	\$ 100,000	Yes
			Transfer to Water, Sewer & Stormwater Fund - Sewer Truck	\$ 450,000	1	\$ 450,000	1	\$ 450,000	Yes
			Transfer to Water, Sewer & Stormwater Fund - CAB Excavator	\$ 200,000	1	\$ 200,000	1	\$ 200,000	Yes
			Transfer to Environmental Protection Fund - Dam Safety and Preservation	\$ 12,500	1	\$ 12,500	1	\$ 12,500	No
			Transfer to Water, Sewer & Stormwater Fund - Watershed Study Projects	\$ 8,000,000	1	\$ 8,000,000	1	\$ 8,000,000	No
			Transfer to Water, Sewer & Stormwater Fund - Drainage Improvements	\$ 450,000	1	\$ 450,000	1	\$ 450,000	No
Total Transfers						\$ 9,481,000		\$ 9,481,000	
Total Stormwater Fund						\$ 9,481,000		\$ 9,481,000	

## Capital Outlay by Fund

Type of		Recommended				Adopted		Replace-	
Fund	Capital	Department	Description	Price	Qty	Total	Qty	Total	ment
Transit Fund									
Vehicles									
Replacements									
			Vehicle Taxes & Tags	\$ 2,006	8	\$ 16,048	8	\$ 16,048	Yes
Total Replacements						\$ 16,048		\$ 16,048	
Transfers									
			Transfer to Transit Capital Project Fund - Local Grant Matches	\$ 440,425	1	\$ 440,425	1	\$ 440,425	No
Total Transfers						\$ 440,425		\$ 440,425	
Total Transit Fund						\$ 456,473		\$ 456,473	
Fleet Fund									
Vehicles									
Replacements									
	FIN - FL		Utility Body Truck	\$ 50,000	1	\$ 50,000	1	\$ 50,000	Yes
	FIN - FL		Box Truck	\$ 75,000	1	\$ 75,000	1	\$ 75,000	Yes
Total Replacements						\$ 125,000		\$ 125,000	
Total Fleet Fund						\$ 125,000		\$ 125,000	
Total Capital Outlay						\$ 27,733,561		\$ 27,733,561	



## Capital Outlay by Portfolio By Department

Department	Type of Capital	Description	Price	Qty	Recommended Total	Qty	Adopted Total	Replacement
Community Investment								
Development Services								
Vehicles								
		Sedan	\$ 20,000	7	\$ 140,000	7	\$ 140,000	Yes
		Pickup, Reg Cab	\$ 26,000	3	\$ 78,000	3	\$ 78,000	Yes
		Total Vehicles			\$ 218,000		\$ 218,000	
		Total Development Services			\$ 218,000		\$ 218,000	
		Total Community Investment			\$ 218,000		\$ 218,000	
Operations								
Airport								
Improvements								
		Marquee Sign	\$ 50,000	1	\$ 50,000	1	\$ 50,000	No
		Total Improvements			\$ 50,000		\$ 50,000	
Equipment - Other								
		Tractor	\$ 120,000	1	\$ 120,000	1	\$ 120,000	Yes
		Backhoe with Attachments	\$ 70,000	1	\$ 70,000	1	\$ 70,000	No
		Riding Mower	\$ 45,000	1	\$ 45,000	1	\$ 45,000	Yes
		Fuel Metering Equipment	\$ 20,000	1	\$ 20,000	1	\$ 20,000	No
		Brush-Cutter with Attachment	\$ 7,000	1	\$ 7,000	1	\$ 7,000	No
		Commercial Carpet Shampoo Machine	\$ 15,000	1	\$ 15,000	1	\$ 15,000	No
		Total Equipment - Other			\$ 277,000		\$ 277,000	
Transfers								
		Transfer to Airport Capital Project Fund - Perimeter Road Paving & Fencing	\$ 450,000	1	\$ 450,000	1	\$ 450,000	No
		Total Transfers			\$ 450,000		\$ 450,000	
		Total Airport			\$ 777,000		\$ 777,000	
Fire								
Equipment - Other								
		Thermal Imaging Camera	\$ 8,775	3	\$ 26,325	3	\$ 26,325	Yes
		Hazmat & Rescue Suit Dryer	\$ 5,495	1	\$ 5,495	1	\$ 5,495	No
		Edraulics Rescue Tool Package	\$ 34,000	1	\$ 34,000	1	\$ 34,000	No
		Total Equipment - Other			\$ 65,820		\$ 65,820	
Vehicles								
		Hybrid Sports Utility	\$ 30,000	1	\$ 30,000	1	\$ 30,000	Yes
		Sedan	\$ 30,000	1	\$ 30,000	1	\$ 30,000	Yes
		Sports Utility	\$ 30,000	1	\$ 30,000	1	\$ 30,000	Yes
		Heavy Rescue Truck	\$ 1,100,000	1	\$ 1,100,000	1	\$ 1,100,000	Yes
		Fire Pumper	\$ 700,000	2	\$ 1,400,000	2	\$ 1,400,000	Yes
		Brush Truck	\$ 150,000	1	\$ 150,000	1	\$ 150,000	Yes
		Total Vehicles			\$ 2,740,000		\$ 2,740,000	
Transfers								
		Transfer to Public Safety Fund - Temporary Fire Station #18	\$ 100,000	1	\$ 100,000	1	\$ 100,000	No
		Total Transfers			\$ 100,000		\$ 100,000	
		Total Fire			\$ 2,905,820		\$ 2,905,820	

## Capital Outlay By Portfolio By Department

Department	Type of Capital	Description	Price	Recommended		Adopted		Replacement
				Qty	Total	Qty	Total	
Parks, Recreation & Maintenance								
	Equipment - Other							
		Generator	\$ 50,000	1	\$ 50,000	1	\$ 50,000	Yes
		Riding Mower	\$ 16,000	3	\$ 48,000	3	\$ 48,000	Yes
		Riding Mower	\$ 60,000	2	\$ 120,000	2	\$ 120,000	Yes
		Tractor Mower	\$ 65,000	1	\$ 65,000	1	\$ 65,000	Yes
		Deep Tine Aerator	\$ 36,000	1	\$ 36,000	1	\$ 36,000	Yes
		Mulcher Attachment	\$ 35,000	1	\$ 35,000	1	\$ 35,000	No
		Excavator	\$ 80,000	1	\$ 80,000	1	\$ 80,000	Yes
		Tow Behind Implements	\$ 23,000	1	\$ 23,000	1	\$ 23,000	Yes
		Total Equipment - Other			\$ 457,000		\$ 457,000	
	Vehicles							
		Dump Truck	\$ 195,000	5	\$ 975,000	5	\$ 975,000	Yes
		Pickup, Dump Body	\$ 50,000	1	\$ 50,000	1	\$ 50,000	Yes
		Pickup, Utility Body	\$ 42,500	1	\$ 42,500	1	\$ 42,500	Yes
		Pickup Truck	\$ 36,000	5	\$ 180,000	5	\$ 180,000	Yes
		Pickup Truck	\$ 26,000	5	\$ 130,000	5	\$ 130,000	Yes
		Pickup, Flatbed	\$ 46,000	1	\$ 46,000	1	\$ 46,000	Yes
		Total Vehicles			\$ 1,423,500		\$ 1,423,500	
	Transfers							
		Transfer to Recreation and Cultural Fund - Little Cross Creek Greenway - Phases I and II	\$ 96,000	1	\$ 96,000	1	\$ 96,000	No
		Total Transfers			\$ 96,000		\$ 96,000	
		Total Parks, Recreation & Maintenance			\$ 1,976,500		\$ 1,976,500	
Parks, Recreation & Maintenance - District								
	Equipment - Other							
		Tractor Mower	\$ 45,000	1	\$ 45,000	1	\$ 45,000	Yes
		Bunker Rake	\$ 14,000	2	\$ 28,000	2	\$ 28,000	Yes
		Utility Vehicle	\$ 9,000	1	\$ 9,000	1	\$ 9,000	Yes
		Total Equipment - Other			\$ 82,000		\$ 82,000	
	Vehicles							
		Pickup Truck	\$ 36,000	2	\$ 72,000	2	\$ 72,000	Yes
		Van	\$ 25,000	1	\$ 25,000	1	\$ 25,000	Yes
		Total Vehicles			\$ 97,000		\$ 97,000	
		Total Parks, Recreation & Maintenance - District			\$ 179,000		\$ 179,000	
Police								
	Equipment - Other							
		Drone	\$ 30,819	1	\$ 30,819	1	\$ 30,819	No
		Total Equipment - Other			\$ 30,819		\$ 30,819	
	Vehicles							
		Motorcycle	\$ 26,000	2	\$ 52,000	2	\$ 52,000	Yes
		Marked SUV	\$ 34,000	5	\$ 170,000	5	\$ 170,000	Yes
		Marked SuV	\$ 38,500	31	\$ 1,193,500	31	\$ 1,193,500	Yes
		Unmarked SUV	\$ 34,000	5	\$ 170,000	5	\$ 170,000	Yes
		Total Vehicles			\$ 1,585,500		\$ 1,585,500	

## Capital Outlay By Portfolio By Department

Department	Type of Capital	Description	Price	Qty	Recommended Total	Qty	Adopted Total	Replacement
<b>Transfers</b>								
		Transfer to Public Safety Fund - Body Worn Cameras	\$ 199,614	1	\$ 199,614	1	\$ 199,614	Yes
		Transfer to Public Safety Fund - Public Safety Camera Replacement	\$ 68,737	1	\$ 68,737	1	\$ 68,737	Yes
	<b>Total Transfers</b>				<b>\$ 268,351</b>		<b>\$ 268,351</b>	
<b>Total Police</b>					<b>\$ 1,884,670</b>		<b>\$ 1,884,670</b>	
<b>Public Services</b>								
<b>Equipment - Other</b>								
		Fleet Mind DVR's	\$ 9,121	7	\$ 63,847	7	\$ 63,847	Yes
		Spreader/Plow	\$ 8,500	1	\$ 8,500	1	\$ 8,500	No
		Excavator	\$ 230,000	1	\$ 230,000	1	\$ 230,000	Yes
	<b>Total Equipment - Other</b>				<b>\$ 302,347</b>		<b>\$ 302,347</b>	
<b>Vehicles</b>								
		Pickup Dump Body	\$ 70,000	1	\$ 70,000	1	\$ 70,000	Yes
		Pickup Heavy Dump Body	\$ 195,000	1	\$ 150,000	1	\$ 150,000	Yes
		Asphalt Truck	\$ 240,000	1	\$ 240,000	1	\$ 240,000	Yes
		Bucket Truck	\$ 200,000	1	\$ 160,000	1	\$ 160,000	Yes
		Refuse Truck - Automated Side Loader	\$ 330,000	4	\$ 1,320,000	4	\$ 1,320,000	Yes
		Refuse Truck - Rear Loader Mini ASL	\$ 210,000	1	\$ 210,000	1	\$ 210,000	Yes
		Limb Truck - Knuckle Boom	\$ 212,000	1	\$ 212,000	1	\$ 212,000	Yes
		Rear Loader - Crane Carrier	\$ 318,000	2	\$ 636,000	2	\$ 636,000	Yes
	<b>Total Vehicles</b>				<b>\$ 2,998,000</b>		<b>\$ 2,998,000</b>	
<b>Rights-of-Way</b>								
		Rights-of-Way	\$ 1,000	1	\$ 1,000	1	\$ 1,000	No
	<b>Total Rights-of-Way</b>				<b>\$ 1,000</b>		<b>\$ 1,000</b>	
<b>Transfers</b>								
		Transfer to General Gov't Fund - Parking Lot Maintenance	\$ 55,000	1	\$ 55,000	1	\$ 55,000	No
		Transfer to Transportation Fund - Pavement Preservation Program	\$ 4,700,000	1	\$ 4,700,000	1	\$ 4,700,000	No
		Transfer to Transportation Fund - NCDOT Municipal Agreements	\$ 650,000	1	\$ 650,000	1	\$ 650,000	No
		Transfer to Environmental Protection Fund - Mirror Lake Dam Restoration	\$ 125,000	1	\$ 125,000	1	\$ 125,000	No
		Transfer to Environmental Service Fund - Cart Management System	\$ 137,289	1	\$ 137,289	1	\$ 137,289	No
		Transfer to General Gov't Fund - Ramsey St Pump Station Replacement	\$ 100,000	1	\$ 100,000	1	\$ 100,000	Yes
		Transfer to Water, Sewer & Stormwater Fund - Spreader/Plow	\$ 8,500	1	\$ 8,500	1	\$ 8,500	No
		Transfer to Water, Sewer & Stormwater Fund - Pickup Truck	\$ 40,000	1	\$ 40,000	1	\$ 40,000	Yes
		Transfer to Water, Sewer & Stormwater Fund - Excavator	\$ 50,000	1	\$ 50,000	1	\$ 50,000	Yes
		Transfer to Water, Sewer & Stormwater Fund - Flatbed Truck	\$ 70,000	1	\$ 70,000	1	\$ 70,000	Yes
		Transfer to Water, Sewer & Stormwater Fund - Flatbed Truck	\$ 100,000	1	\$ 100,000	1	\$ 100,000	Yes
		Transfer to Water, Sewer & Stormwater Fund - Sewer Truck	\$ 450,000	1	\$ 450,000	1	\$ 450,000	Yes
		Transfer to Water, Sewer & Stormwater Fund - CAB Excavator	\$ 200,000	1	\$ 200,000	1	\$ 200,000	Yes

## Capital Outlay By Portfolio By Department

Department	Type of Capital	Description	Price	Recommended		Adopted		Replacement
				Qty	Total	Qty	Total	
		Transfer to Environmental Protection Fund - Dam Safety and Preservation	\$ 12,500	1	\$ 12,500	1	\$ 12,500	No
		Transfer to Water, Sewer & Stormwater Fund - Watershed Study Projects	\$ 8,000,000	1	\$ 8,000,000	1	\$ 8,000,000	No
		Transfer to Water, Sewer & Stormwater Fund - Drainage Improvements	\$ 450,000	1	\$ 450,000	1	\$ 450,000	No
	<b>Total Transfers</b>				<b>\$ 15,148,289</b>		<b>\$ 15,148,289</b>	
	<b>Total Public Services</b>				<b>\$ 18,449,636</b>		<b>\$ 18,449,636</b>	
	<b>Transit</b>							
	<b>Vehicles</b>							
		Vehicle Taxes & Tags	\$ 2,006	8	\$ 16,048	8	\$ 16,048	Yes
	<b>Total Vehicles</b>				<b>\$ 16,048</b>		<b>\$ 16,048</b>	
	<b>Transfers</b>							
		Transfer to Transit Capital Project Fund - Local Grant Matches	\$ 440,425	1	\$ 440,425	1	\$ 440,425	No
	<b>Total Transfers</b>				<b>\$ 440,425</b>		<b>\$ 440,425</b>	
	<b>Total Transit</b>				<b>\$ 456,473</b>		<b>\$ 456,473</b>	
	<b>Total Operations</b>				<b>\$ 26,629,099</b>		<b>\$ 26,629,099</b>	
	<b>Support Services and Administration</b>							
	<b>Finance Department</b>							
	<b>Improvements</b>							
		Finance - Remodeling	\$ 66,262	1	\$ 66,262	1	\$ 66,262	No
	<b>Total Improvements</b>				<b>\$ 66,262</b>		<b>\$ 66,262</b>	
	<b>Vehicles</b>							
		Utility Body Truck	\$ 50,000	1	\$ 50,000	1	\$ 50,000	Yes
		Box Truck	\$ 75,000	1	\$ 75,000	1	\$ 75,000	Yes
	<b>Total Vehicles</b>				<b>\$ 125,000</b>		<b>\$ 125,000</b>	
	<b>Total Finance Department</b>				<b>\$ 191,262</b>		<b>\$ 191,262</b>	
	<b>Information Technology</b>							
	<b>Transfers</b>							
		Transfer to Public Safety Fund - Public Safety Security Compliance	\$ 20,000	1	\$ 20,000	1	\$ 20,000	No
		Transfer to General Gov't Fund - MS E-Mail Exchange	\$ 20,000	1	\$ 20,000	1	\$ 20,000	No
		Transfer to General Gov't Fund - Direct Fiber Connection for Remote Sites	\$ 80,000	1	\$ 80,000	1	\$ 80,000	No
		Transfer to General Gov't Fund - Desktop Virtualization Infrastructure	\$ 160,000	1	\$ 160,000	1	\$ 160,000	No
		Transfer to General Gov't Fund - City Domain Migration	\$ 175,000	1	\$ 175,000	1	\$ 175,000	No
		Transfer to General Gov't Fund - Computer Replacement Program	\$ 240,200	1	\$ 240,200	1	\$ 240,200	Yes
	<b>Total Transfers</b>				<b>\$ 695,200</b>		<b>\$ 695,200</b>	
	<b>Total Information Technology</b>				<b>\$ 695,200</b>		<b>\$ 695,200</b>	
	<b>Total Support Services and Administration</b>				<b>\$ 886,462</b>		<b>\$ 886,462</b>	
	<b>Total Capital Outlay</b>				<b>\$ 27,733,561</b>		<b>\$ 27,733,561</b>	

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## 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 Parking Fund, 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. The City's total outstanding general obligation bonded debt as reported in audited financial statements as of June 30, 2021 totaled \$17,699,936. Furthermore, the City's has voter approved authority to issue an additional \$19,000,000 in bonds for parks and recreation. This issuance is planned for June, 2022. In combination, these would represent 0.3% of the City's total assessed taxable value at June 30, 2021.

## Resources

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- This budget dedicates an amount equivalent to 5.07 cents of the recommended 49.95 cent tax rate for the general capital funding plan, and an additional 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. The funding plan is also supported by interfund loans from the Risk Management fund to extend the funding model over thirty years, as compared to the twenty year financing period.
- 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 2023 rebate is projected at \$27,860.
  - 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. The City is projected to have \$33,720,000 of GO bonds outstanding over two series of bonds as of June 30, 2022, at anticipated interest rates between 2.0% and 5.0%. The City's underlying GO bond credit ratings are currently set at Aa1 by Moody's and AA+ by Standard and Poor's (S&P). The following table illustrates the bond credit rating structures of Moody's and S&P.

	Moody's	S&P	
Prime	Aaa	AAA	Investment Grade ↑ ↓
High Grade	Aa1	AA+	
	Aa2	AA	
	Aa3	AA-	
Upper Medium Grade	A1	A+	
	A2	A	
	A3	A-	
Lower Medium Grade	Baa1	BBB+	
	Baa2	BBB+	
	Baa3	BBB-	

- Three interfund loans from the Risk Management Fund to the General Fund are projected to be outstanding at June 30, 2022 for cash flow for the 30 year stadium funding plan, for redevelopment improvements on Murchison Road, and to provide partial funding for the Westover Aquatic Center. As of June 30, 2022, outstanding interfund loans are projected to total \$3,850,740 at interest rates from 2.75% to 3.0%.
- Planned GO bond issuances during fiscal year 2023 include \$19 million for the second and final issuance authorized by voters on the March, 2016 \$35 million parks and recreation bond referendum.
- Planned capital lease financings during fiscal year 2023 include \$10,375,000 for the construction of a fire station and \$1,235,743 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 \$1,222,000 to the General Fund during fiscal year 2023 to provide for cash flow needs for the 30 year stadium funding plan.
- Capital lease agreements are installment purchases collateralized by the property that is financed. The City currently manages 16 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, an enterprise resource planning software system, and various vehicles and equipment. Outstanding obligations on June 30, 2022 are projected to total \$73,733,835, at fixed rates of 0.63% to 2.91% for shorter term equipment and vehicle financings, and at 1.9% to 5.0% for facility financings.

# Capital Funding Plan

## SUMMARY OF OUTSTANDING DEBT ISSUES

Description	Purpose	Amount Outstanding @ 06/30/22 *	FY2023 Principal & Interest
<i>General Obligation Bonds</i>			
2019 Refunding Bonds	Refunded Series 2005 Public Improvement Bonds	1,120,000	446,000
2019 Parks & Recreation Bonds	First Tranche of \$35M Approved by Voters	13,600,000	1,324,000
2022 Parks & Recreation Bonds	Balance of \$35M Approved by Voters	19,000,000	1,797,268
		<u>\$ 33,720,000</u>	<u>\$ 3,567,268</u>
<i>Other Financings</i>			
Capital Lease - Construction	E. E. Miller Recreation Center and Buhmann Drive Fire Station	151,233	154,390
Capital Lease - Construction	Franklin Street Parking Deck	1,386,490	462,320
Capital Lease - Construction	Fire Station 19	713,861	191,178
Capital Lease - Construction	Fire Station 12	2,700,000	249,750
Capital Lease - Construction	City Hall Renovations	1,410,000	137,005
Capital Lease - Construction	Downtown Stadium	28,530,000	2,920,052
Capital Lease - Construction	Downtown Stadium	2,205,000	218,065
Capital Lease - Construction	Hay St. Parking Deck and Redevelopment	11,870,000	1,217,251
Capital Lease - Construction	Lake Rim Aquatic Center	2,325,000	245,350
Capital Lease - Construction	Fire Station 4	10,375,000	881,875
Capital Lease - Equipment	May 2019 Vehicle/Equipment Financing	660,000	707,288
Capital Lease - Equipment	December 2019 Radio Equipment Financing	391,356	384,731
Capital Lease - Equipment	February 2020 Vehicle/Equipment	1,424,754	725,578
Capital Lease - Equipment	ERP System Replacement	3,607,316	1,215,794
Capital Lease - Equipment	March 2021 Vehicle/Equipment Financing	2,895,829	975,996
Capital Lease - Equipment	May 2022 Vehicle/Equipment Financing	3,087,996	801,534
Interfund Loan	Murchison Road Redevelopment	99,764	101,135
Interfund Loan	Westover Pool	17,276	17,513
Interfund Loan	Stadium Funding Plan	3,733,700	0
		<u>\$ 77,584,575</u>	<u>\$ 11,606,805</u>
		<u><u>\$ 111,304,575</u></u>	<u><u>\$ 15,174,073</u></u>

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

## SUMMARY OF PLANNED FISCAL YEAR 2023 DEBT ISSUANCE

Description	Purpose	Debt Issuance Amount	FY2023 Principal & Interest
<i>Other Financings</i>			
Capital Lease - Equipment	Vehicles financed as a part of the City's strategy to fund Capital and Technology Improvement Items	1,235,743	0
Interfund Loan	Stadium Funding Model	1,222,000	0
		<u>\$ 2,457,743</u>	<u>\$ 0</u>

## Five-Year Capital and Technology Improvement Plans

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The Capital Improvement and Technology Improvement Plans, or CIP and TIP, are financing and construction/acquisition/implementation plans for projects that require significant investments of capital or technology resources. These plans, which are updated annually and submitted for adoption by City Council, specify and describe the City's capital and major technology project schedules and priorities for the five years immediately following Council adoption.

The goals of the CIP and TIP planning processes are to apply a systemic approach to identify significant capital and technology needs, to prioritize needed investments, to plan for the financial and organizational capacity required to provide for these needs, and to ensure coordination of projects across the organization.

### Planning Process

Each fiscal year, the CIP and TIP are updated to reflect the status of projects currently underway, to update project requests included in the prior adopted CIP and TIP, to gather newly identified project needs from departments for consideration, and to reprioritize project requests across the five-year planning period.

Each fall, the City Manager's Office assembles a 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.

TIP projects are similarly reviewed and ranked by a Technology Improvement Review Committee, which similarly consists of staff members from multiple City departments.

This committee provides priority rankings for technology projects based upon the following factors: alignment with the strategic plan; state/federal mandates; other funding availability; department rankings; new versus continuation project; maintenance of existing capabilities; E-Government impact; and return on investment.

The results of the committee ranking processes and completed CIP and TIP project summaries are submitted to the City Manager's Office for consideration for funding during the five-year planning period. The staff of the Budget and Evaluation Office works with the City Manager's Office to identify funding available for the projects. Project requests are weighed against available resources to develop a recommended CIP and TIP to be presented for consideration by the City Council.

City Council deliberation of the recommended CIP and TIP begins before the annual budget development process. The final CIP and TIP are adopted by City Council concurrently with the annual operating budget.



## Five-Year Capital and Technology Improvement Plans

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The City's **Capital Improvement Plan** incorporates projects which meet the following criteria:

- Specific facility or infrastructure improvement projects with a total cost of \$50,000 or greater
- Significant maintenance projects (e.g. roof replacements, HVAC systems, etc.) meeting the \$50,000 threshold

The City's **Technology Improvement Plan** incorporates projects which meet the following:

- Replacement, upgrade or new technology purchases with a combined implementation cost of \$25,000 or greater (e.g. hardware, software, communication devices, etc.)
- Expansion, renovation, or replacement of existing systems with a combined implementation cost of \$10,000 or greater
- Technology projects which cross multiple fiscal years
- Technology projects with enterprise-wide impacts

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### 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 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

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## TIP Project Groupings

Application/Software Services	Projects that provide business support services.
Business Intelligence/Data Analysis	Projects that provide enterprise solutions that use database analytics and GIS data to make data driven decisions.
Security/Infrastructure	Projects that secure data on networks and upgrade technology infrastructure to better accommodate growing needs of departments.
Citizen Engagement/Mobility	Projects that promote interaction with residents and make it easier for residents to conduct business with the City.

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The CIP and TIP are only funding plans. Actual budget appropriations must be implemented through the annual operating budget and/or capital project ordinance appropriations.

Some smaller, single fiscal-year projects are budgeted for expenditure within the annual operating budget, while other larger or multi-year projects are budgeted for expenditure within specific capital project ordinances.

Project ordinances are typically funded by transfers from annual operating funds or by financing proceeds, and also in combination with grant funds.

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 rows are shaded in blue in the CIP summary that follows.

The tables that follow provide summaries of the City's Proposed FY 2023 to 2027 Capital and Technology Improvement Plans, both by planned fiscal year of expenditure and by proposed funding sources.

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# Five-Year Capital Improvement Plan Summary

PROJECT EXPENDITURES BY FISCAL YEAR									
PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	TOTAL PROJECT EXPENDITURE
<b>AIRPORT</b>									
Airline Terminal Improvement Part I	Airport	24,034,782	149,962	0	0	0	0	0	24,184,744
Airline Terminal Improvement Part II	Airport	16,847,415	20,488,879	0	0	0	0	0	37,336,294
Airport Public Art	Airport	0	50,000	0	0	0	0	0	50,000
Consolidated Rental Car Facility	Airport	9,786	0	0	450,023	6,652,703	6,647,489	0	13,760,001
General Aviation Hangar Development	Airport	0	0	80,000	320,000	0	0	0	400,000
Perimeter Road Paving and Fencing Replacement	Airport	0	0	4,500,000	0	0	0	0	4,500,000
Runway & Aprons Crack Sealing	Airport	136,768	15,890	0	0	0	0	0	152,658
Taxiway F Pavement and Lighting Rehabilitation	Airport	0	0	0	500,000	3,500,000	0	0	4,000,000
T-Hangar (8 Unit)	Airport	54,742	1,945,258	0	0	0	0	0	2,000,000
<b>TOTAL - AIRPORT</b>		<b>41,083,493</b>	<b>22,649,989</b>	<b>4,580,000</b>	<b>1,270,023</b>	<b>10,152,703</b>	<b>6,647,489</b>	<b>0</b>	<b>86,383,697</b>
<b>ECONOMIC DEVELOPMENT</b>									
Affordable Housing Project Fund	Economic & Community Development	100,756	59,244	0	0	0	0	0	160,000
Bonnie Doone Improvements and Development	Economic & Community Development	0	0	250,000	250,000	0	0	0	500,000
Commercial Corridor Revitalization Program	Economic & Community Development	110,868	139,132	50,000	50,000	50,000	50,000	50,000	500,000
Day Resource Center and Emergency Shelter	Economic & Community Development	110,404	2,640,018	4,248,274	0	0	0	0	6,998,696
Downtown Stadium	City Managers Office	41,327,794	40,308	0	0	0	0	0	41,368,102
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	17,911,878	169,217	0	0	0	0	0	18,081,095
Hope VI City Contributions	Economic & Community Development	6,144,527	456,473	0	0	0	0	0	6,601,000
Housing Authority Homeownership	Economic & Community Development	0	500,000	0	0	0	0	0	500,000
Murchison Road Redevelopment	Economic & Community Development	2,160,567	674,433	0	0	0	0	0	2,835,000

# 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	PROPOSED PUBLIC SAFETY BONDS	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	0	24,184,744	Federal Grant & Airport Funds	0
Airline Terminal Improvement Part II	Airport	37,336,294	0	0	0	0	37,336,294	Federal Grant & Airport Funds	0
Airport Public Art	Airport	50,000	0	0	0	0	50,000	Airport Funds	0
Consolidated Rental Car Facility	Airport	9,786	0	0	0	13,750,215	13,760,001	Customer Facility Charges (cash and debt service) & bond funding	0
General Aviation Hangar Development	Airport	400,000	0	0	0	0	400,000	NCDOT DOA Grant	0
Perimeter Road Paving and Fencing Replacement	Airport	0	0	0	0	4,500,000	4,500,000	Federal Grant & Airport Funds	0
Runway & Aprons Crack Sealing	Airport	152,658	0	0	0	0	152,658	Airport Funds	0
Taxiway F Pavement and Lighting Rehabilitation	Airport	0	0	0	0	4,000,000	4,000,000	Federal Grant & Airport Funds	0
T-Hangar (8 Unit)	Airport	2,000,000	0	0	0	0	2,000,000	NCDOT Aviation Grant & Airport Funds	0
<b>TOTAL - AIRPORT</b>		<b>64,133,482</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>22,250,215</b>	<b>86,383,697</b>		<b>0</b>
ECONOMIC DEVELOPMENT									
Affordable Housing Project Fund	Economic & Community Development	160,000	0	0	0	0	160,000		0
Bonnie Doone Improvements and Development	Economic & Community Development	0	0	0	0	500,000	500,000	ARPA Funding	0
Commercial Corridor Revitalization Program	Economic & Community Development	250,000	0	0	0	250,000	500,000	ARPA Funding	0
Day Resource Center and Emergency Shelter	Economic & Community Development	5,990,000	0	0	0	1,008,696	6,998,696	CDBG-DR Funding & ARPA Funding	100,000
Downtown Stadium	City Managers Office	41,368,102	0	0	0	0	41,368,102		0
Good Neighbor Homebuyer Program	Economic & Community Development	450,000	0	0	0	0	450,000	\$50,000 Donation	0
Hay Street Parking Deck and Mixed Use Development	City Managers Office	17,931,095	0	0	0	150,000	18,081,095	Public/Private Partnership	0
Hope VI City Contributions	Economic & Community Development	6,601,000	0	0	0	0	6,601,000		0
Housing Authority Homeownership	Economic & Community Development	500,000	0	0	0	0	500,000		0
Murchison Road Redevelopment	Economic & Community Development	2,835,000	0	0	0	0	2,835,000		0

# Five-Year Capital Improvement Plan Summary

PROJECT EXPENDITURES BY FISCAL YEAR									
PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	TOTAL PROJECT EXPENDITURE
Replacement Parking for City Employees	City Managers Office	657,700	698,283	0	0	0	0	0	1,355,983
Support Infrastructure for Downtown Stadium Area	City Managers Office	2,291,136	311,921	109,066	0	0	0	0	2,712,123
Texfi Remediation Pilot Study	Public Services	839,595	56,129	0	0	0	0	0	895,724
<b>TOTAL - ECONOMIC DEVELOPMENT</b>		<b>71,655,225</b>	<b>6,195,158</b>	<b>4,657,340</b>	<b>300,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>82,957,723</b>
<b>GENERAL GOVERNMENT</b>									
333 Alexander Street Facility Repair	Public Services	236,952	68,048	0	0	0	0	0	305,000
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	6,462	246,765	75,000	75,000	75,000	75,000	75,000	628,227
Building Maintenance - City Hall Other Facility Renos	City Managers Office	2,918,304	184,779	0	0	0	0	0	3,103,083
Building Maintenance- HVAC/Boiler Replacement	Parks & Recreation	782,321	81,383	123,000	115,000	90,000	100,000	130,000	1,421,704
Building Maintenance- Other Projects	Parks & Recreation	577,897	179,981	180,000	85,000	50,000	50,000	50,000	1,172,878
Building Maintenance- Roof Replacement	Parks & Recreation	1,235,432	138,511	250,000	125,000	110,000	120,000	335,000	2,313,943
City Hall First Floor Renovations - Phase I	City Managers Office	99,322	1,200,481	0	0	0	0	0	1,299,803
Construction Department - New Offices in Fleet Building	City Managers Office	0	40,000	0	0	0	0	0	40,000
Cross Creek Hurricane Repair and Bank Stabilization	Public Services	8,635,579	2,599,596	0	0	0	0	0	11,235,175
Finance - Remodeling	Finance	0	0	66,262	0	0	0	0	66,262
Hope Center Building Renovations	Parks & Recreation	32,960	55,950	0	0	0	0	0	88,910
Operations Center Feasibility Study	City Managers Office	0	0	50,000	0	0	0	0	50,000
Parking Lot Resurfacing	Public Services	328,887	87,472	55,000	53,800	45,000	117,000	115,000	802,159
Ramsey Street Pump Station Replacement	Public Services	0	0	100,000	0	0	400,000	0	500,000
<b>TOTAL - GENERAL GOVERNMENT</b>		<b>14,912,382</b>	<b>5,144,825</b>	<b>899,262</b>	<b>1,548,800</b>	<b>2,045,000</b>	<b>2,512,000</b>	<b>705,000</b>	<b>27,767,269</b>

# 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	PROPOSED PUBLIC SAFETY BONDS	NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	ANNUAL OPERATING BUDGET IMPACT
Replacement Parking for City Employees	City Managers Office	1,355,983	0	0	0	0	1,355,983		0
Support Infrastructure for Downtown Stadium Area	City Managers Office	2,712,123	0	0	0	0	2,712,123		0
Texfi Remediation Pilot Study	Public Services	895,724	0	0	0	0	895,724		0
<b>TOTAL - ECONOMIC DEVELOPMENT</b>		<b>81,049,027</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,908,696</b>	<b>82,957,723</b>		<b>100,000</b>
<b>GENERAL GOVERNMENT</b>									
333 Alexander Street Facility Repair	Public Services	305,000	0	0	0	0	305,000		0
Alexander Street Complex - Facility Mitigation	Parks & Recreation	320,125	0	0	0	0	320,125		0
Americans with Disabilities Act (ADA) Compliance	Parks & Recreation	253,227	0	0	0	375,000	628,227	ARPA Funding	0
Building Maintenance - City Hall Other Facility Renos	City Managers Office	3,103,083	0	0	0	0	3,103,083		0
Building Maintenance- HVAC/Boiler Replacement	Parks & Recreation	864,737	0	0	0	556,967	1,421,704	ARPA Funding	0
Building Maintenance- Other Projects	Parks & Recreation	813,834	0	0	0	359,044	1,172,878	ARPA Funding	0
Building Maintenance- Roof Replacement	Parks & Recreation	1,373,943	0	0	0	940,000	2,313,943	ARPA Funding	0
City Hall First Floor Renovations - Phase I	City Managers Office	1,299,803	0	0	0	0	1,299,803		0
Construction Department - New Offices in Fleet Building	City Managers Office	40,000	0	0	0	0	40,000		0
Cross Creek Hurricane Repair and Bank Stabilization	Public Services	11,235,175	0	0	0	0	11,235,175	FEMA & State Reimbursements	0
Finance - Remodeling	Finance	0	66,262	0	0	0	66,262		0
Hope Center Building Renovations	Parks & Recreation	88,910	0	0	0	0	88,910		10,000
Operations Center Feasibility Study	City Managers Office	0	50,000	0	0	0	50,000		0
Parking Lot Resurfacing	Public Services	416,359	385,800	0	0	0	802,159		0
Ramsey Street Pump Station Replacement	Public Services	0	0	0	0	500,000	500,000	Stormwater Funds	0
<b>TOTAL - GENERAL GOVERNMENT</b>		<b>20,114,196</b>	<b>4,922,062</b>	<b>0</b>	<b>0</b>	<b>2,731,011</b>	<b>27,767,269</b>		<b>10,000</b>

# Five-Year Capital Improvement Plan Summary

PROJECT EXPENDITURES BY FISCAL YEAR									
PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	TOTAL PROJECT EXPENDITURE
PARKS, RECREATION AND CULTURE									
Big Cross Creek Multiuse Trail	Parks & Recreation	500,025	351,975	0	0	0	0	0	852,000
Blounts Creek Trail	Parks & Recreation	5,675	388,075	75,000	0	0	0	0	468,750
Cape Fear River Park	Parks & Recreation	0	400,000	1,980,815	0	0	0	0	2,380,815
Cape Fear River Trail - Linear Park Connector	Parks & Recreation	167,308	17,692	0	0	0	0	0	185,000
Cape Fear River Trail Phase 2 and Botanical Garden Extension	Public Services	6,972,063	51,460	680,084	0	0	0	0	7,703,607
Central City Landscape Design for Trails and Parks	Parks & Recreation	69,491	3,209	0	0	0	0	0	72,700
Concrete Replacements/Repairs at Various Parks	Parks & Recreation	54,802	100,198	0	0	0	0	0	155,000
Cross Creek Linear Park - Union Street Bridge	Parks & Recreation	10,430	15,719	0	0	0	0	0	26,149
Downtown Core Tree Replacement	Parks & Recreation	38,408	11,592	0	0	0	0	0	50,000
Existing Parks and Building Renovations	Parks & Recreation	668,047	2,183,751	0	0	0	0	0	2,851,798
Gateway/Roadway Enhancement	Parks & Recreation	310,876	69,756	0	0	0	0	0	380,632
Jordan Soccer Complex	Parks & Recreation	162,730	1,672,511	0	0	0	0	0	1,835,241
JS Spivey Park Improvements	Parks & Recreation	0	1,000,000	0	0	0	0	0	1,000,000
Linear Park Path, Steps & Overlook Restoration	Parks & Recreation	61,449	18,144	0	0	0	0	0	79,593
Little Cross Creek Greenway - Phases I and II	Parks & Recreation	0	20,000	480,000	10,000	0	0	0	510,000
Mable C Smith Park Improvements	Parks & Recreation	0	1,300,000	0	0	0	0	0	1,300,000
Makerspace	Parks & Recreation	0	800,000	3,222,455	0	0	0	0	4,022,455
Martin Luther King Jr. Park	Parks & Recreation	26,850	100,000	7,000,000	0	0	0	0	7,126,850
McArthur Road Sports Complex	Parks & Recreation	106,951	3,040,896	529,816	0	0	0	0	3,677,663



# 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	PROPOSED PUBLIC SAFETY BONDS	NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	ANNUAL OPERATING BUDGET IMPACT
PARKS, RECREATION AND CULTURE									
Big Cross Creek Multiuse Trail	Parks & Recreation	852,000	0	0	0	0	852,000	Open Space Fees/ Grants	0
Blounts Creek Trail	Parks & Recreation	93,750	50,000	0	0	325,000	468,750	Grant Funds (FAMPO)	0
Cape Fear River Park	Parks & Recreation	2,380,815	0	0	0	0	2,380,815	Parks & Rec Bonds	0
Cape Fear River Trail - Linear Park Connector	Parks & Recreation	185,000	0	0	0	0	185,000		0
Cape Fear River Trail Phase 2 and Botanical Garden Extension	Public Services	7,703,607	0	0	0	0	7,703,607	Federal & State Grants \$4,786,392	0
Central City Landscape Design for Trails and Parks	Parks & Recreation	72,700	0	0	0	0	72,700	City's Tree Fund	0
Concrete Replacements/Repairs at Various Parks	Parks & Recreation	155,000	0	0	0	0	155,000		0
Cross Creek Linear Park - Union Street Bridge	Parks & Recreation	26,149	0	0	0	0	26,149		0
Downtown Core Tree Replacement	Parks & Recreation	50,000	0	0	0	0	50,000	City's Tree Fund	0
Existing Parks and Building Renovations	Parks & Recreation	2,851,798	0	0	0	0	2,851,798	Parks & Rec Bonds	0
Gateway/Roadway Enhancement	Parks & Recreation	380,632	0	0	0	0	380,632		0
Jordan Soccer Complex	Parks & Recreation	1,835,241	0	0	0	0	1,835,241	Parks & Rec Bonds	103,400
JS Spivey Park Improvements	Parks & Recreation	1,000,000	0	0	0	0	1,000,000	Parks & Rec Bonds	0
Linear Park Path, Steps & Overlook Restoration	Parks & Recreation	79,593	0	0	0	0	79,593	FEMA & State Reimbursements	0
Little Cross Creek Greenway - Phases I and II	Parks & Recreation	20,000	98,000	0	0	392,000	510,000	Grant Funds (FAMPO)	0
Mable C Smith Park Improvements	Parks & Recreation	1,300,000	0	0	0	0	1,300,000	Parks & Rec Bonds and State Funds	0
Makerspace	Parks & Recreation	800,000	0	0	0	3,222,455	4,022,455	ARPA Funding	91,000
Martin Luther King Jr. Park	Parks & Recreation	126,850	0	0	0	7,000,000	7,126,850	ARPA, State and County Funds	0
McArthur Road Sports Complex	Parks & Recreation	3,677,663	0	0	0	0	3,677,663	Parks & Rec Bonds	53,299

# Five-Year Capital Improvement Plan Summary

PROJECT EXPENDITURES BY FISCAL YEAR									
PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	TOTAL PROJECT EXPENDITURE
Montclair School Park	Parks & Recreation	199,386	100,614	0	0	0	0	0	300,000
NC State Veterans Park - Phase 2B	Parks & Recreation	141,094	1,001,376	0	0	0	0	0	1,142,470
NC Veteran Park Hurricane Matthew Repair	Parks & Recreation	151,581	176,871	0	0	0	0	0	328,452
Neighborhood Entryway Matching Grant Programs	Parks & Recreation	1,000	24,000	0	0	0	0	0	25,000
Picnic Shelter Replacements/Refurbishing	Parks & Recreation	0	0	50,000	50,000	50,000	50,000	50,000	250,000
Playground Repairs/Refurbishing	Parks & Recreation	1,113,331	100,000	375,000	150,000	100,000	100,000	100,000	2,038,331
Reforestation Areas	Parks & Recreation	26,943	48,057	0	0	0	0	0	75,000
Repaving at Walking Trails	Parks & Recreation	35,620	24,380	0	0	0	0	0	60,000
Rowan Park Improvements	Parks & Recreation	0	150,000	0	0	0	0	0	150,000
Senior Center - East	Parks & Recreation	450,989	6,410,181	2,336,730	0	0	0	0	9,197,900
Senior Center- West	Parks & Recreation	2,708,885	5,591,453	0	0	0	0	0	8,300,338
Sherwood Park Recreation Center	Parks & Recreation	0	0	170,000	3,913,750	0	0	0	4,083,750
Splash Pads & Stadium Play Space and Fountain	Parks & Recreation	2,232,778	736,617	0	0	0	0	0	2,969,395
Tennis Center	Parks & Recreation	216,899	5,783,101	0	0	0	0	0	6,000,000
Western Dog Parks: Bonanza and Bailey	Parks & Recreation	24,899	173,101	0	0	0	0	0	198,000
<b>TOTAL - PARKS, RECREATION AND CULTURE</b>		<b>16,458,510</b>	<b>31,864,729</b>	<b>16,899,900</b>	<b>4,123,750</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>69,796,889</b>
<b>PUBLIC SAFETY</b>									
911 Dispatch Consoles	Police	0	0	296,000	0	0	0	0	296,000
Fire Station #4 Relocation	Fire/Emergency Management	669,964	10,330,036	0	0	0	0	0	11,000,000
Generator and UPS Replacement	Police	0	342,560	0	0	0	0	0	342,560

# 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	PROPOSED PUBLIC SAFETY BONDS	NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	ANNUAL OPERATING BUDGET IMPACT	
Montclair School Park	Parks & Recreation	300,000	0	0	0	0	300,000	Parks & Rec Bonds	0	
NC State Veterans Park - Phase 2B	Parks & Recreation	1,142,470	0	0	0	0	1,142,470		0	
NC Veteran Park Hurricane Matthew Repair	Parks & Recreation	328,452	0	0	0	0	328,452	Insurance Proceeds, FEMA & State Reimbursements	0	
Neighborhood Entryway Matching Grant Programs	Parks & Recreation	25,000	0	0	0	0	25,000		0	
Picnic Shelter Replacements/Refurbishing	Parks & Recreation	0	0	0	0	250,000	250,000	ARPA Funding	0	
Playground Repairs/Refurbishing	Parks & Recreation	1,259,834	0	0	0	778,497	2,038,331	ARPA Funding	0	
Reforestation Areas	Parks & Recreation	75,000	0	0	0	0	75,000	City's Tree Fund	0	
Repaving at Walking Trails	Parks & Recreation	60,000	0	0	0	0	60,000		0	
Rowan Park Improvements	Parks & Recreation	0	0	0	0	150,000	150,000	ARPA Funding	0	
Senior Center - East	Parks & Recreation	9,197,900	0	0	0	0	9,197,900	Parks & Rec Bonds	116,801	
Senior Center- West	Parks & Recreation	8,300,338	0	0	0	0	8,300,338	Parks & Rec Bonds	377,288	
Sherwood Park Recreation Center	Parks & Recreation	0	0	0	0	4,083,750	4,083,750	ARPA Funding	271,353	
Splash Pads & Stadium Play Space and Fountain	Parks & Recreation	2,969,395	0	0	0	0	2,969,395	Parks & Rec Bonds	15,300	
Tennis Center	Parks & Recreation	6,000,000	0	0	0	0	6,000,000	Parks & Rec Bonds	26,635	
Western Dog Parks: Bonanza and Bailey	Parks & Recreation	198,000	0	0	0	0	198,000	Quadrant A & B Open Space Fees	0	
<b>TOTAL - PARKS, RECREATION AND CULTURE</b>		<b>53,447,187</b>	<b>148,000</b>	<b>0</b>	<b>0</b>	<b>16,201,702</b>	<b>69,796,889</b>		<b>1,723,383</b>	
<b>PUBLIC SAFETY</b>										
911 Dispatch Consoles	Police	0	0	0	0	296,000	296,000	911 State Funds	0	
Fire Station #4 Relocation	Fire/Emergency Management	11,000,000	0	0	0	0	11,000,000		0	
Generator and UPS Replacement	Police	342,560	0	0	0	0	342,560		12,580	

# Five-Year Capital Improvement Plan Summary

PROJECT EXPENDITURES BY FISCAL YEAR									
PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	TOTAL PROJECT EXPENDITURE
Temporary Fire Station #18 Elliott Bridge Road at Ramsey Street area	Fire/Emergency Management	0	0	100,000	0	0	0	150,000	250,000
Workstations and Conferences Tables for Major Crimes	Police	0	0	80,450	0	0	0	0	80,450
<b>TOTAL - PUBLIC SAFETY</b>		<b>669,964</b>	<b>10,672,596</b>	<b>476,450</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>150,000</b>	<b>11,969,010</b>
<b>STORMWATER MANAGEMENT</b>									
Stormwater Program	Public Services	8,970,872	19,682,323	9,444,638	19,450,000	850,000	18,350,000	2,650,000	79,397,833
<b>TOTAL - STORMWATER MANAGEMENT</b>		<b>8,970,872</b>	<b>19,682,323</b>	<b>9,444,638</b>	<b>19,450,000</b>	<b>850,000</b>	<b>18,350,000</b>	<b>2,650,000</b>	<b>79,397,833</b>
<b>TRANSIT</b>									
FAST Transit Center	Transit	11,963,855	62,845	0	0	0	0	0	12,026,700
Grove Street Facility Improvements	Transit	0	0	235,000	60,000	0	0	0	295,000
Shelters and Benches	Transit	371,162	116,520	102,980	72,000	60,000	50,000	50,000	822,662
Sidewalks and ADA Accessibility Improvements	Transit	207,119	194,325	221,000	90,000	90,000	90,000	90,000	982,444
<b>TOTAL - TRANSIT</b>		<b>12,542,136</b>	<b>373,690</b>	<b>558,980</b>	<b>222,000</b>	<b>150,000</b>	<b>140,000</b>	<b>140,000</b>	<b>14,126,806</b>
<b>TRANSPORTATION</b>									
Blanton Road Extension	Public Services	0	600,000	593,036	100,000	4,386,160	0	0	5,679,196
Bridge Preservation Program	Public Services	125,627	490,666	200,000	200,000	200,000	200,000	200,000	1,616,293
College Lakes Dam	Public Services	0	0	0	0	2,695,484	0	0	2,695,484
Dam Safety and Preservation Program	Public Services	4,681	95,319	75,000	0	75,000	0	75,000	325,000
Downtown Streetscape	Public Services	1,156,634	206,533	75,000	75,000	75,000	75,000	75,000	1,738,167
Greenock Ave Restoration (Arran Lakes Dam Breach)	Public Services	184,015	1,971,775	0	0	0	0	0	2,155,790
Hinsdale Road Reconstruction	Public Services	0	0	0	285,285	1,109,439	0	0	1,394,724
Intersection Improvements	Public Services	457,635	223,321	150,000	200,000	150,000	150,000	200,000	1,530,956
McFadyen Dr. Restoration (Devonwood Lower Dam)	Public Services	394,758	2,884,442	0	0	0	0	0	3,279,200

# 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	PROPOSED PUBLIC SAFETY BONDS	NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	ANNUAL OPERATING BUDGET IMPACT
Temporary Fire Station #18 Elliott Bridge Road at Ramsey Street area	Fire/Emergency Management	0	250,000	0	0	0	250,000		1,707,524
Workstations and Conferences Tables for Major Crimes	Police	0	0	0	0	80,450	80,450	Forfeiture Funds	0
<b>TOTAL - PUBLIC SAFETY</b>		<b>11,342,560</b>	<b>250,000</b>	<b>0</b>	<b>0</b>	<b>376,450</b>	<b>11,969,010</b>		<b>1,720,104</b>
<b>STORMWATER MANAGEMENT</b>									
Stormwater Program	Public Services	25,915,543	0	0	0	53,482,290	79,397,833	Stormwater Funds, Grant, Bonds	0
<b>TOTAL - STORMWATER MANAGEMENT</b>		<b>25,915,543</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>53,482,290</b>	<b>79,397,833</b>		<b>0</b>
<b>TRANSIT</b>									
FAST Transit Center	Transit	12,026,700	0	0	0	0	12,026,700	Federal Grant & State Grant Match	0
Grove Street Facility Improvements	Transit	0	59,000	0	0	236,000	295,000	Federal Grants	3,000
Shelters and Benches	Transit	510,662	62,400	0	0	249,600	822,662	Federal Grants	16,000
Sidewalks and ADA Accessibility Improvements	Transit	532,444	90,000	0	0	360,000	982,444	Federal Grants	0
<b>TOTAL - TRANSIT</b>		<b>13,069,806</b>	<b>211,400</b>	<b>0</b>	<b>0</b>	<b>845,600</b>	<b>14,126,806</b>		<b>19,000</b>
<b>TRANSPORTATION</b>									
Blanton Road Extension	Public Services	0	0	0	0	5,679,196	5,679,196	ARPA & State Funds	0
Bridge Preservation Program	Public Services	616,293	0	0	0	1,000,000	1,616,293	ARPA Funding	0
College Lakes Dam	Public Services	0	0	0	0	2,695,484	2,695,484	Stormwater Funds	0
Dam Safety and Preservation Program	Public Services	100,000	0	0	0	225,000	325,000	Stormwater Funds & ARPA Funding	0
Downtown Streetscape	Public Services	1,363,167	0	0	0	375,000	1,738,167	ARPA Funding	0
Greenock Ave Restoration (Arran Lakes Dam Breach)	Public Services	814,815	0	0	0	1,340,975	2,155,790	FEMA & State Reimbursements	0
Hinsdale Road Reconstruction	Public Services	0	0	0	0	1,394,724	1,394,724	Stormwater Funds & ARPA Funding	0
Intersection Improvements	Public Services	680,956	0	0	0	850,000	1,530,956	ARPA Funding	0
McFadyen Dr. Restoration (Devonwood Lower Dam)	Public Services	3,279,200	0	0	0	0	3,279,200	FEMA & State Reimbursements	0

# Five-Year Capital Improvement Plan Summary

PROJECT EXPENDITURES BY FISCAL YEAR									
PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	TOTAL PROJECT EXPENDITURE
Mirror Lake Dr and Dam Restoration	Public Services	5,594,549	62,312	125,000	0	0	0	0	5,781,861
Multi Use Lanes	Public Services	225,600	74,400	75,000	75,000	75,000	75,000	75,000	675,000
NCDOT Municipal Agreements	Public Services	523,668	1,345,195	650,000	400,000	500,000	750,000	1,100,000	5,268,863
Pavement Preservation Program (formerly Resurfacing Program)	Public Services	13,351,704	10,779,078	4,700,000	4,850,000	5,000,000	5,150,000	5,300,000	49,130,782
Public Street Development	Public Services	246,073	710,122	0	0	0	0	0	956,195
Ray Avenue Repair	Public Services	106,989	1,532,933	0	0	0	0	0	1,639,922
Shawcroft Rd Roadway Restoration	Public Services	1,347,565	9,581	0	0	0	0	0	1,357,146
Sidewalk Improvements	Public Services	1,539,502	4,885,694	860,862	700,000	850,000	1,215,000	1,100,000	11,151,058
Sykes Pond Road Repair	Public Services	1,265,061	684,939	0	0	0	0	0	1,950,000
Thoroughfare Street Lighting	Public Services	94,344	380,656	50,000	50,000	50,000	50,000	50,000	725,000
<b>TOTAL - TRANSPORTATION</b>		<b>26,618,405</b>	<b>26,936,966</b>	<b>7,553,898</b>	<b>6,935,285</b>	<b>15,166,083</b>	<b>7,665,000</b>	<b>8,175,000</b>	<b>99,050,637</b>
<b>Grand Totals</b>		<b>192,910,987</b>	<b>123,520,276</b>	<b>45,070,468</b>	<b>33,849,858</b>	<b>28,563,786</b>	<b>35,514,489</b>	<b>12,020,000</b>	<b>471,449,864</b>

# 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	PROPOSED PUBLIC SAFETY BONDS	NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	ANNUAL OPERATING BUDGET IMPACT
Mirror Lake Dr and Dam Restoration	Public Services	5,656,861	125,000	0	0	0	5,781,861	FEMA & State Reimbursements	0
Multi Use Lanes	Public Services	300,000	0	0	0	375,000	675,000	ARPA Funding	0
NCDOT Municipal Agreements	Public Services	1,318,863	3,950,000	0	0	0	5,268,863		0
Pavement Preservation Program (formerly Resurfacing Program)	Public Services	24,130,782	25,000,000	0	0	0	49,130,782		0
Public Street Development	Public Services	956,195	0	0	0	0	956,195		0
Ray Avenue Repair	Public Services	1,639,922	0	0	0	0	1,639,922	Stormwater Funds	0
Shawcroft Rd Roadway Restoration	Public Services	1,357,146	0	0	0	0	1,357,146	FEMA & State Reimbursements	0
Sidewalk Improvements	Public Services	6,425,196	0	0	0	4,725,862	11,151,058	ARPA Funding	0
Sykes Pond Road Repair	Public Services	1,950,000	0	0	0	0	1,950,000		0
Thoroughfare Street Lighting	Public Services	475,000	50,000	0	0	200,000	725,000	ARPA Funding	19,000
TOTAL - TRANSPORTATION		51,064,396	29,125,000	0	0	18,861,241	99,050,637		19,000
Grand Totals		320,136,197	34,656,462	0	0	116,657,205	471,449,864		3,591,487

# Five-Year Technology Improvement Plan Summary

		PROJECT EXPENDITURES BY FISCAL YEAR							
PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	TOTAL PROJECT EXPENDITURE
SECURITY/INFRASTRUCTURE									
Airport Terminal Renovations - Data Infrastructure	Airport	77,633	122,367	80,000	60,000	40,000	0	0	380,000
City Domain Migration	Information Technology	616,378	633,622	175,000	180,000	0	0	0	1,605,000
City-Wide Security Access Control System (Proxy Cards)	Fire/Emergency Management	0	0	0	0	796,693	0	0	796,693
Computer Replacement Program	Information Technology	4,287,282	753,643	684,701	744,308	653,833	592,808	813,420	8,529,995
Desktop Virtualization Infrastructure	Information Technology	619,732	143,587	160,000	21,350	0	0	0	944,669
Direct Fiber Connection for Remote Sites	Information Technology	0	355,496	80,000	50,000	0	0	0	485,496
Gunshot Detection Technology	Police	0	105,000	0	0	0	0	0	105,000
Internet Phone (City Wide VOIP)	Information Technology	425,709	87,329	0	405,346	15,000	0	0	933,384
IT Disaster Recovery Initiative	Information Technology	1,312,673	508,170	213,810	0	0	0	0	2,034,653
MS E-Mail Exchange	Information Technology	290,962	139,090	20,000	0	0	0	0	450,052
Public Safety Camera Replacement	Police	0	0	68,737	64,406	65,500	66,350	67,200	332,193
Public Safety Security Compliance (CJIS)	Information Technology	227,357	192,244	20,000	20,000	0	0	0	459,601
Public Safety Video Surveillance (Digital IP)	Police	888,284	0	0	0	0	0	0	888,284
Public./Private Camera Technology	Police	0	0	100,000	100,000	100,000	0	0	300,000
Server Room Uninterruptible Power Supply Replacement (UPS)	Information Technology	47,464	14,186	0	0	0	132,000	0	193,650
Transit Security and Safety Systems	Transit	483,721	65,000	0	0	16,000	0	0	564,721
Virtual Server Expansion Equipment	Information Technology	245,443	106,591	0	160,000	0	0	0	512,034
TOTAL - SECURITY/INFRASTRUCTURE		9,522,638	3,226,325	1,602,248	1,805,410	1,687,026	791,158	880,620	19,515,425



# Five-Year Technology Improvement Plan Summary

		PROJECT FUNDING BY SOURCE OF FUNDS							
PROJECT	DEPARTMENT	PROJECT FUNDING TO DATE	GENERAL FUND TAXES/	DEBT FINANCING PROCEEDS	PROPOSED PUBLIC SAFETY	NON GENERAL FUND	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE	ANNUAL OPERATING BUDGET IMPACT
SECURITY/INFRASTRUCTURE									
Airport Terminal Renovations - Data Infrastructure	Airport	200,000	0	0	0	180,000	380,000		0
City Domain Migration	Information Technology	1,250,000	355,000	0	0	0	1,605,000		0
City-Wide Security Access Control System (Proxy Cards)	Fire/Emergency Management	0	796,693	0	0	0	796,693		55,500
Computer Replacement Program	Information Technology	5,405,644	2,788,978	0	0	335,373	8,529,995		0
Desktop Virtualization Infrastructure	Information Technology	763,319	181,350	0	0	0	944,669		19,700
Direct Fiber Connection for Remote Sites	Information Technology	355,496	130,000	0	0	0	485,496		0
Gunshot Detection Technology	Police	105,000	0	0	0	0	105,000		0
Internet Phone (City Wide VOIP)	Information Technology	513,038	420,346	0	0	0	933,384		88,000
IT Disaster Recovery Initiative	Information Technology	1,820,843	0	0	0	213,810	2,034,653	ARPA Funding	50,000
MS E-Mail Exchange	Information Technology	430,052	20,000	0	0	0	450,052		0
Public Safety Camera Replacement	Police	0	332,193	0	0	0	332,193		0
Public Safety Security Compliance (CJIS)	Information Technology	419,601	40,000	0	0	0	459,601		10,000
Public Safety Video Surveillance (Digital IP)	Police	888,284	0	0	0	0	888,284		62,930
Public./Private Camera Technology	Police	100,000	200,000	0	0	0	300,000		0
Server Room Uninterruptible Power Supply Replacement (UPS)	Information Technology	61,650	132,000	0	0	0	193,650		15,000
Transit Security and Safety Systems	Transit	483,721	16,200	0	0	64,800	564,721		8,352
Virtual Server Expansion Equipment	Information Technology	352,034	0	0	0	160,000	512,034	ARPA Funding	0
TOTAL - SECURITY/INFRASTRUCTURE		13,148,682	5,412,760	0	0	953,983	19,515,425		309,482

# Five-Year Technology Improvement Plan Summary

		PROJECT EXPENDITURES BY FISCAL YEAR							TOTAL PROJECT EXPENDITURE
PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	
BUSINESS INTELLIGENCE/DATA ANALYSIS									
Enterprise Data Warehouse	Information Technology	13,500	101,500	0	15,000	5,000	5,000	5,000	145,000
Enterprise GIS Environment	Information Technology	448,059	9,503	8,000	8,000	68,000	8,000	8,000	557,562
FleetMind Solid Waste Smart Truck System	Public Services	802,187	135,622	63,846	64,460	92,962	65,687	66,301	1,291,065
TOTAL - BUSINESS INTELLIGENCE/DATA ANALYSIS		1,263,746	246,625	71,846	87,460	165,962	78,687	79,301	1,993,627
APPLICATION/SOFTWARE SERVICES									
ADA Paratransit Scheduling System	Transit	0	0	0	225,000	0	0	0	225,000
Address Implementation for County Tax Software Update	Information Technology	19,600	10,000	10,000	25,400	0	0	0	65,000
Airport Paid Parking Access Control System	Airport	0	350,000	0	0	0	0	0	350,000
Application Packaging Factory	Information Technology	0	95,000	0	0	0	0	0	95,000
Asset Management Plan	Public Services	0	250,000	0	0	0	0	0	250,000
Body Worn Camera Upgrades	Police	0	200,787	200,787	200,787	200,787	200,787	0	1,003,935
CAD Consultant	Police	0	0	0	131,298	0	0	0	131,298
Cart Management System	Public Services	0	0	137,289	0	0	0	0	137,289
Citibot Technology	Information Technology	0	0	0	29,579	0	0	0	29,579
City Website Update/Redesign (FayettevilleNC.gov)	Corporate Communications	199,924	13,000	0	150,156	0	0	0	363,080
Control Link Lights	Parks & Recreation	0	210,000	0	0	0	0	0	210,000
Crime Scene Laser System	Police	0	69,156	0	0	0	0	0	69,156
Crime Video Wall Upgrade	Police	0	86,195	0	0	0	0	0	86,195
Data Storage for Body Worn Cameras and Tasers	Police	193,500	193,500	203,175	213,334	224,044	235,246	0	1,262,799

# Five-Year Technology Improvement Plan Summary

		PROJECT FUNDING BY SOURCE OF FUNDS							
PROJECT	DEPARTMENT	PROJECT FUNDING TO DATE	GENERAL FUND TAXES/	DEBT FINANCING PROCEEDS	PROPOSED PUBLIC SAFETY	NON GENERAL FUND	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE	ANNUAL OPERATING BUDGET IMPACT
BUSINESS INTELLIGENCE/DATA ANALYSIS									
Enterprise Data Warehouse	Information Technology	115,000	30,000	0	0	0	145,000		97,479
Enterprise GIS Environment	Information Technology	477,162	80,400	0	0	0	557,562		168,000
FleetMind Solid Waste Smart Truck System	Public Services	937,809	0	0	0	353,256	1,291,065		50,448
TOTAL - BUSINESS INTELLIGENCE/DATA ANALYSIS		1,529,971	110,400	0	0	353,256	1,993,627		315,927
APPLICATION/SOFTWARE SERVICES									
ADA Paratransit Scheduling System	Transit	0	45,000	0	0	180,000	225,000		0
Address Implementation for County Tax Software Update	Information Technology	65,000	0	0	0	0	65,000		0
Airport Paid Parking Access Control System	Airport	350,000	0	0	0	0	350,000		0
Application Packaging Factory	Information Technology	95,000	0	0	0	0	95,000		10,000
Asset Management Plan	Public Services	250,000	0	0	0	0	250,000		0
Body Worn Camera Upgrades	Police	201,960	801,975	0	0	0	1,003,935		176,580
CAD Consultant	Police	0	131,298	0	0	0	131,298		0
Cart Management System	Public Services	0	0	0	0	137,289	137,289		11,589
Citibot Technology	Information Technology	0	29,579	0	0	0	29,579		19,250
City Website Update/Redesign (FayettevilleNC.gov)	Corporate Communications	213,000	150,080	0	0	0	363,080		25,534
Control Link Lights	Parks & Recreation	210,000	0	0	0	0	210,000		0
Crime Scene Laser System	Police	69,156	0	0	0	0	69,156		10,113
Crime Video Wall Upgrade	Police	86,195	0	0	0	0	86,195		0
Data Storage for Body Worn Cameras and Tasers	Police	387,000	875,799	0	0	0	1,262,799		0

# Five-Year Technology Improvement Plan Summary

PROJECT	DEPARTMENT	PROJECT EXPENDITURES BY FISCAL YEAR							TOTAL PROJECT EXPENDITURE
		PRIOR FISCAL YRS	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	
Drone	Police	0	0	30,819	38,119	39,319	21,287	0	129,544
ERP Replacement Initiative	City Managers Office	1,645,038	3,457,534	120,000	5,000	0	0	0	5,227,572
Fleet - FMIS	Finance	0	112,990	0	0	0	0	0	112,990
Implementation of IT Project Management Strategy	Information Technology	0	0	0	103,000	10,000	10,000	10,000	133,000
IT Service Management Software (Ticketing - Instance)	Information Technology	0	0	0	182,000	0	0	0	182,000
IVR for FASTTRAC!	Transit	0	40,000	0	0	0	0	0	40,000
License Plate Reader Technology	Police	0	1,036,643	0	0	0	0	0	1,036,643
LSDBE Program Tracking Software	Finance	0	0	64,500	0	0	0	0	64,500
Rapid DNA Technology	Police	0	0	0	136,996	0	0	0	136,996
Real-time GPS Navigation Solution for Street Divisions - AVL	Public Services	1,778	298,222	0	0	0	0	0	300,000
Records Management System Replacement	Fire/Emergency Management	0	79,200	0	0	0	0	0	79,200
Revenue Management System	Finance	0	472,932	0	0	0	0	0	472,932
Singular Database for Permitting & Inspections	Development Services	0	0	0	88,000	0	0	0	88,000
Software for Repeat Offender Focused Empirical Data Collection and Analysis	Police	0	49,500	0	0	0	0	0	49,500
Station Alerting System Replacement	Fire/Emergency Management	0	0	0	0	0	0	609,980	609,980
Taser Upgrades	Police	0	223,509	223,509	223,509	223,509	223,509	0	1,117,545
Transit Fare Collection System Replacement	Transit	0	395,000	0	0	0	0	0	395,000

## Five-Year Technology Improvement Plan Summary

		PROJECT FUNDING BY SOURCE OF FUNDS							
PROJECT	DEPARTMENT	PROJECT FUNDING TO DATE	GENERAL FUND TAXES/	DEBT FINANCING PROCEEDS	PROPOSED PUBLIC SAFETY	NON GENERAL FUND	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE	ANNUAL OPERATING BUDGET IMPACT
Drone	Police	0	129,544	0	0	0	129,544		0
ERP Replacement Initiative	City Managers Office	5,227,572	0	0	0	0	5,227,572		380,318
Fleet - FMIS	Finance	112,990	0	0	0	0	112,990		61,670
Implementation of IT Project Management Strategy	Information Technology	0	133,000	0	0	0	133,000		9,000
IT Service Management Software (Ticketing - Instance)	Information Technology	0	182,000	0	0	0	182,000		23,000
IVR for FASTTRAC!	Transit	40,000	0	0	0	0	40,000		6,900
License Plate Reader Technology	Police	1,036,643	0	0	0	0	1,036,643		22,244
LSDBE Program Tracking Software	Finance	64,500	0	0	0	0	64,500		24,750
Rapid DNA Technology	Police	0	136,996	0	0	0	136,996		34,960
Real-time GPS Navigation Solution for Street Divisions - AVL	Public Services	300,000	0	0	0	0	300,000		0
Records Management System Replacement	Fire/Emergency Management	79,200	0	0	0	0	79,200		16,000
Revenue Management System	Finance	472,932	0	0	0	0	472,932		71,932
Singular Database for Permitting & Inspections	Development Services	0	88,000	0	0	0	88,000		0
Software for Repeat Offender Focused Empirical Data Collection and Analysis	Police	49,500	0	0	0	0	49,500		49,500
Station Alerting System Replacement	Fire/Emergency Management	0	609,980	0	0	0	609,980		0
Taser Upgrades	Police	223,509	894,036	0	0	0	1,117,545		26,595
Transit Fare Collection System Replacement	Transit	0	40,000	0	0	355,000	395,000		-42,325

# Five-Year Technology Improvement Plan Summary

		PROJECT EXPENDITURES BY FISCAL YEAR							TOTAL PROJECT EXPENDITURE
PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	
Tripspark Cloud Hosting and Service Interruptions	Transit	0	0	71,000	0	0	85,339	0	156,339
Upgrade Communications Equipment 3G to 4G	Transit	75,000	9,125	0	0	0	0	0	84,125
Wifi Locks	Parks & Recreation	0	80,000	0	0	0	0	0	80,000
<b>TOTAL - APPLICATION/SOFTWARE SERVICES</b>		<b>2,134,840</b>	<b>7,732,293</b>	<b>1,061,079</b>	<b>1,752,178</b>	<b>697,659</b>	<b>776,168</b>	<b>619,980</b>	<b>14,774,197</b>
<b>CITIZEN ENGAGEMENT/MOBILITY</b>									
City Wireless Network Expansion Project	Information Technology	266,942	175,162	172,000	0	0	0	0	614,104
Council Chambers AV equipment update	Corporate Communications	0	88,348	0	0	0	0	0	88,348
<b>TOTAL - CITIZEN ENGAGEMENT/MOBILITY</b>		<b>266,942</b>	<b>263,510</b>	<b>172,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>702,452</b>
		13,188,166	11,468,753	2,907,173	3,645,048	2,550,647	1,646,013	1,579,901	36,985,701

## Five-Year Technology Improvement Plan Summary

		PROJECT FUNDING BY SOURCE OF FUNDS							
PROJECT	DEPARTMENT	PROJECT FUNDING TO DATE	GENERAL FUND TAXES/	DEBT FINANCING PROCEEDS	PROPOSED PUBLIC SAFETY	NON GENERAL FUND	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE	ANNUAL OPERATING BUDGET IMPACT
Tripspark Cloud Hosting and Service Interruptions	Transit	0	31,267	0	0	125,072	156,339		7,400
Upgrade Communications Equipment 3G to 4G	Transit	84,125	0	0	0	0	84,125		0
Wifi Locks	Parks & Recreation	80,000	0	0	0	0	80,000		2,040
<b>TOTAL - APPLICATION/SOFTWARE SERVICES</b>		<b>9,698,282</b>	<b>4,278,554</b>	<b>0</b>	<b>0</b>	<b>797,361</b>	<b>14,774,197</b>		<b>947,050</b>
<b>CITIZEN ENGAGEMENT/MOBILITY</b>									
City Wireless Network Expansion Project	Information Technology	442,104	0	0	0	172,000	614,104	ARPA Funding	40,000
Council Chambers AV equipment update	Corporate Communications	88,348	0	0	0	0	88,348		3,085
<b>TOTAL - CITIZEN ENGAGEMENT/MOBILITY</b>		<b>530,452</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>172,000</b>	<b>702,452</b>		<b>43,085</b>
		24,907,387	9,801,714	0	0	2,276,600	36,985,701		1,615,544

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FAYETTEVILLE<sup>NC</sup>  
AMERICA'S CAN DO CITY

**annual budget**  
adopted FY 2023



# Appendices

## Authorized Staffing FTEs by Department

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### ANNUAL OPERATING FUND AND INTERNAL SERVICE FUND POSITIONS

#### Airport

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

Administrative Assistant .....	1
Airport Director .....	1
Airport Maintenance Supervisor .....	1
Custodial Supervisor .....	1
Custodian .....	5
Deputy Airport Director .....	1
Equipment Operator I .....	1
Equipment Operator II .....	2
Fire Captain (Supervised by Fire Department) .....	3
Firefighter (Supervised by Fire Department) .....	3
Marketing Specialist .....	1
Office Assistant II .....	1
Real Estate Officer .....	0.5
(0.5 funded in City Attorney)	
Senior Administrative Assistant .....	1
Senior Skilled Trades Technician .....	2
<b>Total .....</b>	<b>24.5</b>

#### Budget and Evaluation Office

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

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

#### City Attorney

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

Senior Assistant City Attorney .....	1
Assistant City Attorney .....	2
City Attorney .....	1
Executive Legal Assistant .....	1
Paralegal II .....	2
Police Attorney .....	1
Senior Administrative Assistant.....	1
Real Estate Manager.....	1
Real Estate Officer .....	0.5
(0.5 funded in Airport)	
Senior Paralegal .....	1
<b>Total .....</b>	<b>11.5</b>

#### City Manager

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

Assistant City Manager .....	3
Assistant to the City Manager .....	1

## Authorized Staffing FTEs by Department

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### ***City Manager – (cont'd)***

Chief of Staff .....	1
City Manager .....	1
Customer Service Representative .....	4
Customer Service Representative Supervisor .....	1
Executive Assistant .....	1
Internal Auditor .....	1
Internal Audit Director .....	1
Management Analyst .....	1
Senior Administrative Assistant .....	1.9
(.1 funded in the Budget and Evaluation Office)	
Senior Corporate Performance Analyst .....	1
Senior Internal Auditor .....	1
Strategy & Performance Analytics Manager .....	1
<b>Total .....</b>	<b>19.9</b>

### **Development Services**

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

Assistant Development Services Director .....	1
Building Inspections Supervisor .....	1
Building Inspector .....	4
Building Official .....	1
Code Enforcement Administrator (Housing) .....	9
Code Enforcement Administrator (Zoning) .....	3
Code Enforcement Supervisor (Housing) .....	2
Development Center Manager .....	1
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 .....	2
Planning & Zoning Division Manager .....	1
Plans Examiner.....	2
Plumbing Inspections Supervisor .....	1
Plumbing Inspector .....	2
Senior Administrative Assistant .....	2
Senior Planner .....	4
<b>Total .....</b>	<b>55</b>

## Authorized Staffing FTEs by Department

### Economic & Community Development

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

Assistant Economic & Community Development Director (0.5 funded in Special Revenue Fund) ....	0.5
Community Relations Manager (0.45 funded in Special Revenue Fund) .....	0.5
Community Relations Specialist .....	2
Economic & Community Development Business Manager (0.45 funded in Special Revenue Fund) .	0.6
Economic & Community Development Director (0.4 funded in Special Revenue Fund) .....	0.6
Housing Program Manager (0.75 funded in Special Revenue Fund) .....	0.2
Management Analyst .....	1
Neighborhood Engagement Manager (0.25 funded in Special Revenue Fund) .....	0.8
Senior Administrative Assistant (0.45 funded in Special Revenue Fund) .....	0.6
<b>Total</b> .....	<b>6.8</b>

### Finance

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

Accountant .....	2
Accounting Manager .....	1
Accounting Technician .....	5
Accounts Payable Supervisor .....	1
Administrative Assistant .....	1
Alarm Ordinance Coordinator .....	1
Assistant CFO - Administration .....	1
Assistant CFO - Procurement .....	1
Assistant Fleet Manager .....	1
Buyer .....	2
Chief Financial Officer .....	1
Collections Division Supervisor .....	1
Contract Compliance Administrator .....	1
Emergency Vehicle Technician .....	2
ERP Business Systems Analyst.....	1
Financial Analyst .....	2
Financial Reporting Manager .....	1
Fleet Intake Coordinator.....	2
Fleet Maintenance Superintendent .....	1
Fleet Maintenance Supervisor .....	1
Fleet Manager .....	1
Fleet Technician .....	9
Maintenance Worker .....	1
Master Fleet Automotive Technician .....	4
Office Assistant II .....	1
Office Supervisor .....	1
Payroll & Liabilities Manager .....	1
Payroll Technician .....	2
Purchasing Agent .....	1
Risk Coordinator .....	1
Senior Financial Analyst .....	1
Senior Fleet Technician .....	9
Treasurer .....	1
<b>Total</b> .....	<b>62</b>

## Authorized Staffing FTEs by Department

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### **Fire & Emergency Management**

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

Assistant Fire Chief .....	3
Deputy Fire Chief .....	3
Deputy Fire Marshal .....	1
Emergency Management Coordinator .....	1
Fire Battalion Chief .....	11
Fire Captain .....	51
Fire Chief .....	1
Fire Inspector .....	1
Fire Lieutenant .....	70
Fire Marshal .....	1
Firefighter .....	179
Office Assistant II .....	2
Fire Analyst .....	1
Personnel Technician .....	1
Security Coordinator .....	1
<b>Total .....</b>	<b>327</b>

### **Human Relations**

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

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

### **Human Resource Development**

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

Deputy Human Resource Development Director .....	1
Human Resource Consultant .....	4
Human Resource Development Director .....	1
Human Resource Specialist .....	6
Office Assistant II .....	1
Office Supervisor .....	1
Organizational Development & Training Consultant .....	3
Health & Safety Manager .....	1
Health and Wellness Specialist .....	1
<b>Total .....</b>	<b>19</b>

### **Information Technology**

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

Application Support Specialist .....	3
G.I.S. Database Administrator .....	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 ERP Systems Analyst .....	1
Information Technology Project Manager .....	3

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## Authorized Staffing FTEs by Department

### ***Information Technology - (cont'd)***

Assistant Chief Information Officer-Administration & Operations.....	1
Chief Information Officer .....	1
Desktop Support Specialist .....	3
G.I.S. Analyst .....	1
Information Technology Security Administrator .....	1
Infrastructure Technology Solutions Architect .....	1
Infrastructure Technology Solutions Officer.....	1
Information Technology Systems Administrator .....	1
Information Technology Sr. Systems Administrator (Network Engineer) .....	1
Network Administrator .....	1
Senior Desktop Support Specialist .....	1
Telecommunications Analyst .....	1
Web Developer .....	1
<b>Total .....</b>	<b>29</b>

### **Marketing & Communications**

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

Chief Branding Officer .....	1
Corporate Communications Director .....	1
Graphic Design Manager.....	1
Public Information Specialist .....	3
Senior Administrative Assistant .....	1
Television Production Specialist.....	1
<b>Total .....</b>	<b>8</b>

### **Mayor, Council and City Clerk**

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

City Clerk .....	1
Deputy City Clerk .....	1
Executive City Council Assistant.....	1
<b>Total .....</b>	<b>3</b>

### **Other Appropriations**

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

Warehouse Coordinator .....	0.2
(.25 funded in Public Services and .50 funded in Transit)	
<b>Total .....</b>	<b>0.2</b>

### **Parks, Recreation & Maintenance**

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

#### ***Parks & Recreation Division – City Funded***

Assistant Recreation Center Supervisor .....	14.5
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

## Authorized Staffing FTEs by Department

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

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 .....	4
Park Ranger Manager .....	1
Park Ranger Supervisor .....	2
Parks Division Manager .....	1
Parks, Recreation & Maintenance Director .....	1
Recreation Center Supervisor .....	13
Recreation Division Supervisor .....	1
Senior Skilled Trades Technician .....	2
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
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

## Authorized Staffing FTEs by Department

### ***Parks, Recreation & Maintenance - (cont'd)***

Senior Skilled Trades Technician .....	8
Skilled Trades Technician .....	1
<b>Total .....</b>	<b>164</b>

### **Police**

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

911 Assistant Communications Supervisor .....	4
911 Communications Manager .....	1
911 Communications Supervisor .....	4
911 Office Administrator .....	1
911 Quality Assurance & Compliance Specialist .....	1
911 Systems Analyst .....	1
911 Training Specialist .....	1
Administrative Assistant .....	3
Assistant Police Chief .....	2
Civilian Crash Investigator .....	7
Community Engagement Coordinator .....	1
Crime Analyst .....	4
Crime Analyst Supervisor .....	1
Crime Prevention Specialist .....	6
Custodian .....	3
Custodial Supervisor .....	1
Enhanced 911 Coordinator .....	1
Forensic Firearms Examiner .....	2
Forensic Manager .....	1
Forensic Supervisor .....	2
Forensic NIBIN Technician .....	1
Forensic Technician .....	10
Forensic Video Technician .....	2
Homeless Coordinator .....	1
Installation Technician .....	2
Investigative Assistant .....	2
Latent Print Examiner .....	2
Mental Health Community Liaison .....	1
Office Assistant II .....	11
PD Accreditation & Grants Manager .....	1
PD Accreditation Specialist .....	1
PD Recruitment & Training Liaison .....	1
Personnel Technician .....	1
Police Analyst .....	1
Police Administrative Services Manager .....	1
Police Captain .....	7
Police Chief .....	1
Police Lieutenant .....	21
Police Major .....	4
Police Officer .....	345
Police Records Clerk .....	23
Police Records Supervisor .....	4
Police Records Manager .....	1



## Authorized Staffing FTEs by Department

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

Police Sergeant .....	51
Police Training Coordinator .....	1
Property & Evidence Technician .....	4
Telecommunicator I .....	17
Telecommunicator II .....	32
Radio Communications Technician .....	1
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
Court Liaison Coordinator (1 position at 0.5) .....	0.5
Custodian (1 position at 0.5) .....	0.5
Police Records Clerk (2 positions at .5).....	1
<b>Total .....</b>	<b>606.5</b>

### **Public Services**

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

Administrative Assistant .....	1
Administrative Manager .....	1
Assistant City Traffic Engineer .....	1
Assistant Public Service Director – Engineering .....	1
Assistant Public Service Director – Solid Waste .....	1
Assistant Public Service Director – Transportation .....	1
Code Enforcement Administrator (RAPID) .....	2
Construction Contracts Coordinator .....	1
Construction Manager .....	1
Customer Service Representative .....	1
Crew Supervisor .....	5
Deputy City Traffic Engineer .....	1
Engineer I .....	3
Engineer II .....	4
Engineer III .....	2
Engineering Inspector .....	8
Engineering Technician .....	2
Engineering Technician Supervisor.....	1
Equipment Operator I.....	4
Equipment Operator II.....	45
Equipment Operator III.....	36
Fleet Services Coordinator .....	1
Maintenance Worker.....	15
Office Assistant II .....	6
Office Supervisor .....	1
Paralegal I .....	1
Pavement Preservation Program Manager.....	1
Personnel Technician .....	1

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## Authorized Staffing FTEs by Department

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

Public Information Specialist .....	2
Public Services Director .....	1
Routing Administrator .....	1
Senior Administrative Assistant .....	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 .....	8
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 .....	1
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 System Analyst .....	1
Traffic Signal Technician .....	4
Traffic Technician .....	1
Transportation Planner .....	1
Warehouse Coordinator .....	0.25
(0.25 funded in Other Appropriations and 0.50 funded in Transit)	
Watershed Modeling Engineer.....	1
<b>Total .....</b>	<b>203.3</b>

### **Transit**

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

Assistant Transit Director .....	1
Automotive Service Aide .....	5
Automotive Technician .....	6
Civil Rights Program Analyst .....	1
Maintenance Worker .....	4
Office Assistant II.....	2
Para-Transit Operations Manager .....	1
Senior Administrative Assistant .....	1
Senior Automotive Service Aide .....	1
Senior Automotive Technician .....	3
Technical Equipment Specialist.....	1
Transit Analyst .....	1
Transit Director .....	1
Transit Dispatcher .....	9

## Authorized Staffing FTEs by Department

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### ***Transit - (cont'd)***

Transit Maintenance Manager .....	1
Transit Maintenance Supervisor .....	1
Transit Operations Superintendent .....	1
Transit Operator I .....	14
Transit Operator II .....	61
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
<b>Total .....</b>	<b>126</b>

**TOTAL ..... 1,673.8**

## **SPECIAL REVENUE FUND POSITIONS**

### **City Manager**

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

Special Project Manager .....	1
<b>Total .....</b>	<b>1</b>

### **Economic & Community Development**

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

Assistant Economic & Community Development Director .....	0.5
Community Relations Manager.....	0.5
Community Relations Specialist .....	1
Economic & Community Development Business Manager.....	0.4
Economic & Community Development Director .....	0.4
Economic Development Manager .....	1
Housing Program Manager .....	0.8
Housing Program Specialist .....	1
Management Analyst .....	1
Neighborhood Engagement Manager .....	0.2
Office Assistant II .....	1
Senior Administrative Assistant .....	0.4
Senior Housing Program Specialist.....	1
<b>Total .....</b>	<b>9.2</b>

### **Finance**

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

Financial Analyst.....	1
<b>Total .....</b>	<b>1</b>

### **Fire**

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

Firefighters, SAFER Grant .....	18
<b>Total .....</b>	<b>18</b>

## Authorized Staffing FTEs by Department

---

### Police

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

Juvenile Restitution Program Coordinator ..... 1

**Total** ..... **1**

### **CAPITAL PROJECT FUND POSITIONS**

### City Manager's Office

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

Administrative Manager ..... 1

Construction Management & Capital Projects Director ..... 1

Project & Contract Manager ..... 2

Senior Project Manager ..... 1

**Total** ..... **5**

**GRAND TOTAL** ..... **1,709**

### **FROZEN, UNFUNDED POSITIONS**

### Corporate Communications

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

Printer ..... 1

### City Attorney

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

Police Attorney..... 1

### Development Services

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

Building Inspector ..... 1

### Parks, Recreation & Maintenance

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

Site Security Coordinator ..... 1

**TOTAL FROZEN POSITIONS** ..... **4**

## Positions and Salary Grade Assignments

---

<b>Grade 150</b> Custodian	<b>\$25,808 - \$39,656</b>
<b>Grade 151</b> Lead Custodian Printer Apprentice	<b>\$27,404 - \$42,108</b>
<b>Grade 152</b> Maintenance Worker Office Assistant I Solid Waste Collector	<b>\$29,467 - \$45,279</b>
<b>Grade 153</b> Automotive Service Aide Customer Service Representative Equipment Operator I Office Assistant II Printer Signs & Markings Technician Supply Technician Transit Operator I	<b>\$31,965- \$49,117</b>
<b>Grade 154</b> Administrative Assistant Background Investigator Court Liaison Coordinator Custodial Supervisor Equipment Operator II Fleet Intake Coordinator 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 Transit Operator II Turf Technician	<b>\$34,709 - \$53,458</b>
<b>Grade 155</b> Accounting Technician Alarm Ordinance Coordinator Automotive Technician Civilian Crash Investigator Crime Prevention Specialist	<b>\$38,048 - \$58,465</b>

## Positions and Salary Grade Assignments

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### **Grade 155 (cont'd)**

**\$38,048 - \$58,465**

Equipment Operator III  
Fleet Services Coordinator  
Fleet Technician  
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  
Tree Care Technician  
Warehouse Coordinator

### **Grade 156**

**\$42,725 - \$65,650**

Assistant Recreation Center Supervisor  
Code Enforcement Administrator (Housing)  
Code Enforcement Administrator (RAPID)  
Code Enforcement Administrator (Zoning)  
Crew Leader  
Customer Service Representative Supervisor  
Desktop Support Specialist  
Engineering Technician  
Executive City Council Assistant  
Executive Legal Assistant  
Forensic NIBIN Technician  
Forensic Video Technician  
Health & Wellness Specialist  
Historical Properties Specialist  
Homeless Coordinator  
Housing Program Specialist  
Human Resource Specialist  
Juvenile Restitution Program Coordinator  
Latent Print Examiner  
Marketing Specialist  
Paralegal I  
Park Ranger  
Payroll Technician  
Police Records Supervisor  
RMS Database Specialist  
Senior Automotive Technician  
Senior Fleet Technician  
Senior Skilled Trades Technician  
Signs & Markings Supervisor

## Positions and Salary Grade Assignments

---

### Grade 156 (cont'd)

\$42,725 - \$65,650

Survey Crew Leader  
Traffic Technician  
Victim Advocate

### Grade 157

\$45,893 - \$70,517

Building Inspector  
Buyer  
Community Relations Specialist  
Crew Supervisor  
Crime Analyst  
Electrical Inspector  
Electrician  
Emergency Vehicle Technician  
Engineering Inspector  
Fire Inspector  
Information Technology Asset Specialist  
Investigative Assistant  
Master Fleet Technician  
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

\$49,455 - \$75,990

Airport Maintenance Supervisor  
Code Enforcement Supervisor (Housing)  
Engineering Technician Supervisor  
Facilities Maintenance Supervisor  
Fleet Maintenance Supervisor  
Forensic Firearms Examiner  
Mental Health Community Liaison  
RMS Database Manager  
Routing Administrator  
Senior Desktop Support Specialist  
Senior Housing Program Specialist  
Senior Paralegal  
Solid Waste Supervisor  
Street Maintenance Supervisor  
Transit Maintenance Supervisor  
Web Developer

## Positions and Salary Grade Assignments

---

### **Grade 159**

**\$53,650 - \$82,437**

Application Support Specialist  
Construction Contracts Coordinator  
Deputy City Clerk  
Purchasing Agent  
Stormwater Inspections Supervisor

### **Grade 160**

**\$57,395 - \$88,209**

Building Inspections Supervisor  
Deputy Fire Marshal  
Development Liaison  
Electrical Inspections Supervisor  
G.I.S. Analyst  
Mechanical Inspections Supervisor  
Plans Examiner  
Plumbing Inspections Supervisor

### **Grade 251**

**\$43,767 - \$68,777**

Permit Technician Supervisor

### **Grade 252**

**\$47,012 - \$73,874**

Athletic Program Coordinator  
Civil Rights Program Analyst  
Community Engagement Coordinator  
Historical Properties Coordinator  
Local Government Management Fellow  
Office Supervisor  
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**

**\$50,660 - \$79,609**

911 Systems Analyst  
Accountant  
Accounts Payable Supervisor  
Administrative Manager  
Automotive Technician Supervisor  
Collections Division Supervisor  
Executive Assistant  
Graphic Design Manager



## Positions and Salary Grade Assignments

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### Grade 253 (cont'd)

\$50,660 - \$79,609

Planner II  
Police Records Manager  
Surveying Supervisor  
Traffic Signal Maintenance Supervisor  
Transit Planner  
Transportation Planner

### Grade 254

\$54,958 - \$86,362

Budget & Evaluation Analyst  
Chief Branding Officer  
Crime Analyst Supervisor  
Engineer I  
Financial Analyst  
Fire Analyst  
Forensic Supervisor  
Historical Properties Manager  
Human Resource Consultant  
Information Technology Customer Relationship Manager  
Internal Auditor  
Management Analyst  
Organizational Development & Training Consultant  
Park Ranger Manager  
Police Analyst  
Police Department Accreditation & Grants Manager  
Police Department Recruitment & Training Liaison  
Real Estate Officer  
Recreation Division Supervisor  
Health & Safety Manager  
Senior Planner  
Transit Analyst  
Transit Maintenance Manager

### Grade 255

\$59,823 - \$94,009

Community Relations Manager  
Contract Compliance Administrator  
Database Administrator  
Emergency Management Coordinator  
Engineer II  
Housing & Code Enforcement Division Manager  
Human Relations Manager  
Information Technology Systems Administrator  
Landscape Architect  
Network Administrator  
Pavement Preservation Manager  
Payroll & Liabilities Manager  
Senior Corporate Performance Analyst

## Positions and Salary Grade Assignments

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### **Grade 255 (cont'd)**

**\$59,823 - \$94,009**

Senior Internal Auditor  
Senior Financial Analyst  
Senior Management Analyst

### **Grade 256**

**\$65,420 - \$102,801**

Assistant to the City Manager  
Assistant City Traffic Engineer  
Building Official  
Business Manager  
Construction Manager  
Economic & Community Development Business Manager  
Economic Development Administrator  
Engineer III  
ERP Business Systems Analyst  
Facilities Manager  
Fleet Maintenance Superintendent  
Forensic Manager  
Housing Program Manager  
Information Technology ERP Systems Administrator  
Information Technology Security Administrator  
Information Technology Senior Systems Administrator  
Information Technology Solutions Architect  
Neighborhood Engagement Manager  
Parks Superintendent  
Planning & Zoning Division Manager  
Real Estate Manager  
Security Coordinator  
Solid Waste Superintendent  
Street Maintenance Superintendent  
Telecommunications Analyst  
Transit Operations Superintendent  
Treasurer  
Watershed Modeling Engineer

### **Grade 257**

**\$71,826 - \$112,869**

Accounting Manager  
Assistant Fleet Manager  
Deputy City Traffic Engineer  
Financial Reporting Manager  
G.I.S. Manager  
Information Technology Project Manager  
Parks Division Manager  
Recreation Division Manager  
Senior Project Engineer  
Senior Project Manager  
Solid Waste Manager

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## Positions and Salary Grade Assignments

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<b>Grade 257 (cont'd)</b>	<b>\$71,826 - \$112,869</b>
Special Project Manager	
Stormwater Project Manager	
<b>Grade 258</b>	<b>\$79,287 - \$124,593</b>
Assistant Budget & Evaluation Director	
Assistant Chief Information Officer – Administration & Operations	
Assistant Chief Financial Officer – Administration	
Assistant Chief Financial Officer – Procurement	
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	
Strategic & Performance Analytics Manager	
<b>Grade 259</b>	<b>\$91,191 - \$143,301</b>
911 Communications Manager	
Assistant City Attorney	
Assistant Public Services Director – Engineering	
Assistant Public Services Director – Solid Waste	
Assistant Public Services Director - Transportation	
Deputy Airport Director	
Deputy Human Resource Director	
Police Administrative Services Manager	
Police Attorney	
<b>Grade 260</b>	<b>\$102,134 - \$160,496</b>
Senior Assistant City Attorney	
<b>Grade 301</b>	<b>\$37,000 - \$59,700</b>
Firefighter	
<b>Grade 303</b>	<b>\$46,305 - \$67,305</b>
Fire Lieutenant	
<b>Grade 304</b>	<b>\$57,600 - \$88,300</b>
Fire Captain	
<b>Grade 305</b>	<b>\$41,500 - \$63,000</b>
Police Officer	
<b>Grade 307</b>	<b>\$60,750 - \$82,261</b>
Police Sergeant	

## Positions and Salary Grade Assignments

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<b>Grade 321</b> Telecommunicator I	<b>\$34,771 - \$51,578</b>
<b>Grade 322</b> Telecommunicator II	<b>\$38,311 - \$58,534</b>
<b>Grade 323</b> 911 Assistant Communications Supervisor 911 Quality Assurance & Compliance Specialist Enhanced 911 Coordinator	<b>\$50,500 - \$67,500</b>
<b>Grade 324</b> 911 Training Specialist Radio Communications Technician	<b>\$53,500 - \$72,200</b>
<b>Grade 325</b> 911 Communications Supervisor 911 Office Administrator	<b>\$56,350 - \$77,000</b>
<b>Grade 401</b> Fire Battalion Chief	<b>\$63,000 - \$98,900</b>
<b>Grade 402</b> Assistant Fire Chief Fire Marshal	<b>\$80,000 - \$125,600</b>
<b>Grade 403</b> Deputy Fire Chief	<b>\$86,712 - \$136,100</b>
<b>Grade 404</b> Police Lieutenant	<b>\$75,750 - \$94,200</b>
<b>Grade 405</b> Police Captain	<b>\$88,000 - \$109,900</b>
<b>Grade 406</b> Police Major	<b>\$97,000 - \$125,600</b>
<b>Grade 407</b> Assistant Police Chief	<b>\$106,700 - \$141,300</b>
<b>Executive Pay Band</b> Airport Director Budget & Evaluation Director Chief Financial Officer Chief Information Officer Construction Management & Capital Projects Director Corporate Communications Director	<b>\$114,444 - \$166,464</b>

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## Positions and Salary Grade Assignments

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

**\$114,444 - \$166,464**

Development Services Director

Diversity Equity & Inclusion Director

Economic & Community Development Director

Fire Chief

Human Resource Development Director

Internal Audit Director

Parks, Recreation & Maintenance Director

Police Chief

Public Services Director

Transit Director

### **Senior Executive Pay Band**

**\$130,050 - \$202,878**

Assistant City Manager

Chief of Staff

## City of Fayetteville Fee Schedule Table of Contents

<b>All Functions.....</b>	<b>K-26</b>
<i>Assessment Interest</i>	
<i>Default Civil Penalty for Code Violation</i>	
<i>Public Record Copies</i>	
<i>Public Record Request Reponse</i>	
 <b>Airport.....</b>	 <b>K-26</b>
<i>Landing Fee (Signatory Airline)</i>	
<i>Landing Fee (Non-Signatory Airline)</i>	
<i>Jet Bridge Use Fee (Signatory Airline)</i>	
<i>Jet Bridge Use Fee (Non-Signatory Airline)</i>	
<i>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>Transportation Network Company(TNC)</i>	
<i>Ground Transportation Operators</i>	
<i>Terminal Leases and Fees</i>	
<i>Public Safety Airline Charge</i>	
<i>Advertising Space</i>	
<i>Exhibition Flight Permit</i>	
<i>Security Fees per Application</i>	
<i>Passenger Facility Charge</i>	

City of Fayetteville Fee Schedule  
Table of Contents

Development Services.....	K-27
<u>Code Enforcement Fees:</u>	
Administrative Fee (Abatement Actions)	
Citations	
Graffiti Removal Fee	
Hearing Officer	
Street and Sidewalks Violation 24-312	
Lot Cleaning	
Rental Action Management Program (RAMP)	
Taxicab Permits	
<u>Permitting and Inspections Division Schedule:</u>	
Building Plan Review	
Building Permits	
Electrical Permits	
Mechanical Permits	
Plumbing Permits	
Miscellaneous, Accessory, and Single Permits	
Miscellaneous	
Homeowner Recovery Fee (Per NCGS § 87-15.6)	
Daycare Inspections	
Small Licensed Residential Care Facility (DHHS checklist inspection)	
Yard Sale Permits	
<u>Planning &amp; Zoning Permits and Fees:</u>	
Administrative Adjustment Fee	
Alternative Signage Plan Review	
Appeal Fee- to Commission	
Appeal Fee- to City Council	
Board of Adjustment Hearing Fee	
Certificate of Appropriateness (Historic Resources Commission)	
Clear Cutting Permit	
Development Agreement (UDO)	
Neighborhood Compatibility - Adaptive Reuse	
Payment in Lieu of Park Land	
Payment in Lieu of Specimen Tree Preservation	
Planning and Zoning Re-Inspection Fee	
Rezoning Fees	
Sign Placement Permits	
Sign Face Change	
Site Plan Review	
Special Event Signs Compliance Deposit	
Special Use Permit	
Specimen Tree Inspection	

## City of Fayetteville Fee Schedule Table of Contents

<ul style="list-style-type: none"> <li><i>Subdivision Fee</i></li> <li><i>Subdivision Waiver</i></li> <li><i>Temporary Use Permit</i></li> <li><i>Vested Rights Certificate</i></li> <li><i>Watershed Protection Inspection Fee and Permit</i></li> <li><i>Zoning Code Text Amendment</i></li> <li><i>Zoning Permits</i></li> <li><i>UDO Printing Fee</i></li> <li><i>Zoning Verification Letter</i></li> </ul>	
<b>Finance.....</b>	<b>K-34</b>
<ul style="list-style-type: none"> <li><i>Beer and Wine Licenses</i></li> <li><i>Currency Converter Permits</i></li> <li><i>Pawnbroker Permits</i></li> <li><i>Peddler Permits</i></li> <li><i>Regulatory License</i></li> <li><i>Motor Vehicle License Tax</i></li> <li><i>Solicitor Permit</i></li> <li><i>Specialty Market Operator/Seasonal Merchant Permits</i></li> <li><i>Duplicate Copy (Lost or Stolen License)</i></li> <li><i>Replacement License due to Change of Location</i></li> </ul>	
<b>Fire.....</b>	<b>K-34</b>
<ul style="list-style-type: none"> <li><i>False Alarm</i></li> <li><i>Fines</i></li> <li><i>Fire Inspection Fees</i></li> <li><i>Building Plan Review Fees</i></li> <li><i>Fire Code Construction Permits - Mandatory, includes final inspection</i></li> <li><i>Fire Code Operational Permits - Mandatory, renew on state inspection schedule</i></li> <li><i>Training Facility Fees</i></li> <li><i>Hazardous Material Protection Fee</i></li> <li><i>Special Event Coverage Fee</i></li> </ul>	
<b>Parking.....</b>	<b>K-38</b>
<ul style="list-style-type: none"> <li><i>Parking Fines</i></li> <li><i>Immobilization Fee</i></li> <li><i>Leased Parking Spaces</i></li> <li><i>Hourly Paid Parking</i></li> <li><i>Event Parking</i></li> <li><i>Contractor Parking Permit</i></li> <li><i>Annual Contractor Parking Permit</i></li> <li><i>Residential Parking Permit</i></li> </ul>	



City of Fayetteville Fee Schedule  
Table of Contents

**Parks, Recreation & Maintenance..... K-40**

- Special Event Permits*
- Special Events Banner Permit*
- Recreation Center Rentals*
- Park Rental Fees*
- Mini-Bus Rental for Partnering Agencies*
- Athletic Programs*
- Swimming Pool Fees*
- Tennis Fees*
- Senior and Therapeutic Leisure Activities*
- After-School Program*
- Summer Camp/Playground*
- Athletic Protest Fee*
- Community Garden*
- Concessions*
- Cemetery*

**Police..... K-44**

- Code Violations*
- Police False Alarm Fee*
- IDB Photo Reports*
- Photographic CD*
- Wrecker Fees*
- Officer Fees*
- Services for Other Law Enforcement Agencies*

**Public Services..... K-45**

- Engineering & Infrastructure Fees and Penalties*
- Map Sales*
- Copy Sales*
- Development Plan Reviews/Infrastructure Permits*
- Infrastructure Inspection Fees*
- Driveway Permits*
- Resurfacing Permit*
- Sidewalk Permit*
- Payment in Lieu of Sidewalk Construction*
- Right of Way Excavations*
- Right of Way Encroachment*
- Sidewalk Assessment (Petitioned)*
- Street Paving Assessments*
- Traffic Control Photographic System Citations*
- Traffic Control Services and Device Rental Fees*
- House Moving Fee*
- Right of Way Registration Fee*

## City of Fayetteville Fee Schedule Table of Contents

*Street Closing Fee*  
*Street Right of Way Withdrawal*  
*Temporary Right of Way Encroachment Fee*  
*Temporary Truck Route Permit*

### Solid Waste Fees and Penalties

*Residential Solid Waste Fee*  
*Backdoor Pickup Fee*  
*Bulky Item Pickup*  
*Large Limb Pickup*  
*Household Construction Debris Pickup*  
*Loose Leaf Pickup*  
*Set-Out Pickup*  
*Rollout Carts*  
*Solid Waste Fines*

### Stormwater Fees and Penalties

*Stormwater Fee (Quality & Improvements)*  
*Stormwater Control Measure Inspection Fee*  
*Stormwater Control Ordinance Variance Filing Fee*  
*Stormwater Control Ordinance Civil Penalties*  
*Illicit Connection and Improper Disposal Civil Penalties*  
*Stormwater Ordinance Appeal Fee*  
*Other Violations of Stormwater Control Ordinance*

### **Transit..... K-48**

*Motor Vehicle License Tax for Transit*  
*Bus Fares and Passes*  
*City Employees*  
*Promotions - Reduced Fare Days*  
*Bulk Pass Sale Discounts*  
*Third-Party Fare Agreements*  
*Identification Cards*  
*No Show/Late Cancellation Penalty for Demand Response Service*  
*FAST Transit Center Community Room Rental*

# Fee Schedule

Description	Current Fee	Established or Last Changed
<b>All Functions</b>		
<b>Assessment Interest</b>		
Special assessments established by City Council resolution	Prime rate plus 2% per year, set as of July 1 of the fiscal year the assessment role is confirmed, not to exceed maximum allowed by law	2014
All other assessments, including lot cleanings and demolitions	1st month 2%, all subsequent months 3/4%	1993 or prior
<b>Default Civil Penalty for Code Violation</b>	\$100.00 per violation per day	2007
Applies to any violation for which a penalty is not elsewhere specified		
<b>Public Record Copies</b>		
Reproduction on CD or DVD	\$1.00 per CD or DVD	2010
Paper Copies (up to 8.5 by 14 inches)		
Single-sided black and white	\$0.05 per page	2010
Single-sided color	\$0.19 per page	2010
Double-sided black and white	\$0.09 per page	2010
Double-sided color	\$0.37 per page	2010
<b>Public Record Request Response</b>		
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
<b>Airport</b>		
<b>Landing Fee (Signatory Airline)</b>	\$1.23 per 1,000 pounds	2004
<b>Landing Fee (Non-Signatory Airline)</b>	\$1.39 per 1,000 pounds	2004
<b>Jet Bridge Use Fee (Signatory Airline)</b>	\$5.00	2012
<b>Jet Bridge Use Fee (Non-Signatory Airline)</b>	\$25.00	2005
<b>Intercom and Public Address System (PBX) Use Fee</b>	\$35.00 per month	2020
<b>Commercial Ramp Use Fees</b>		
Air Stair Use	\$25.00	2012
Remain Overnight Fee (Non-Signatory Airlines Only)	\$150.00	2005
Terminal Fee (Non-Signatory Airlines Only)	\$75.00	2005
<b>Terminal Leases and Fees</b>		
Airline Counter Space (exclusive)	\$33.79 per sq. ft. per year	1986
Airline Bag Makeup Space (exclusive)	\$3.79 per sq. ft. per year	1986
Airline Administrative Space (exclusive)	\$12.90 per sq. ft. per year	1986
Operation and Maintenance Charge	\$10.00 per sq. ft. of exclusive airline space	1995
Airline Space (nonexclusive)	\$10.00 per sq. ft. per year	1986
<b>Fuel Flowage Fee</b>	\$0.06 per gallon of non-airline fuel	2017
<b>Airline Uplift Charge</b>	\$0.18 per gallon, \$18.00 minimum or \$18.00 no-fuel fee	1997
<b>Fuel Pricing</b>	Will not exceed 106% of retail price at comparable airports with based tenants afforded a \$0.20 discount	1997
<b>Property Leases</b>		
Tie-Down Fee	\$45.00 per month	2003
Old T-Hangar Rental	\$200.00 per month	2017
New T-Hangar Rental	\$225.00 per month	2017
Ground Lease - Unimproved	\$0.25 per sq. ft. per year	2017

# Fee Schedule

Description	Current Fee	Established or Last Changed
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
<b>Rental Cars</b>		
Rental Car Agency Fee	\$20.00 per parking space per month plus 10% of gross revenues	2011
Rental Car Booth Space	\$253.52 per month	2009
Customer Facility Charge	\$4 per day, up to 10 days. These funds are used to support rental car facility upgrades	2014
<b>Transportation Network Company (TNC)</b>		
TNC fee of TWO and 00/100 Dollars	\$2.00 for each pick-up trip	2022
TNC fee of ONE and 00/100 Dollars	\$1.00 for each drop-off trip	2022
<b>Ground Transportation Operators</b>		
Taxicab Booth	\$303.52 per month	2020
<b>Terminal Leases and Fees</b>		
Short Term Parking (1-30 minutes)	\$1.00	2002
Short Term Parking (each additional 30 minutes)	\$1.00	2002
Short Term Parking (maximum 24 hours)	\$12.00	2015
Long Term Parking (0-1 hour)	\$1.00	2002
Long Term Parking (each additional hour)	\$1.00	2002
Long Term Parking (maximum 24 hours)	\$9.00	2015
<b>Public Safety Airline Charge</b>	Cost charged to airlines based on prorata share of enplanements less security reimbursement from TSA	1991
<b>Advertising Space</b>	\$883.33 plus commissions	1998
<b>Exhibition Flight Permit</b>	\$5.00 per flight, or \$25.00 per six-month period	N/A
<b>Security Fees Per Application</b>		
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
<b>Passenger Facility Charge</b>	\$4.50	2018
<b>Development Services</b>		
<b><u>Code Enforcement Fees:</u></b>		
<b>Administrative Fee (Abatement Actions)</b>	\$200.00	2021
<b>Citations</b>		
Abandoned Vehicle Violation	\$200.00 per day	2021
Advertising Violation		
Prohibited Sign Violation	\$200.00 per day	2021
All Other Advertising Violations	\$200.00 per day	2014
Animal and Fowl Violation	\$100.00, \$200.00, or \$300.00 per day	2002 or prior
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

# Fee Schedule

Description	Current Fee	Established or Last Changed
Solid Waste Violation (trash or overgrown lot)	\$200.00 per day	2021
Substandard Housing Violation	\$200.00 per day	2021
Taxicab Violation	\$200.00 per day	2021
Trailer/Mobile Home Violation	\$200.00 per day	2021
Water Supply Violation	\$500.00 per day	2002 or prior
Zoning Violation	\$200.00 per day	2014
<b>Graffiti Removal Fee</b>	\$100.00 per Voluntary Request of Removal	2007
Graffiti Owner's Failure to remove 17-32d	\$100.00	2022
Graffiti First offense conviction 17-32b	\$250.00	2022
Graffiti Second and Subsequent offense convictions 17-32b	\$500.00	2022
<b>Hearing Officer Charge</b>	\$100.00	2022
<b>Street and Sidewalks Violation 24-312</b>	\$100.00	2022
<b>Lot Cleaning</b>	Based on contract	2002
City Contractor Fees - cut and clean up to .25 acres	\$75.00	2022
City Contractor Fees - cut and clean additional .10 acre over .25 acres	\$30.00	2022
City Contractor Fees - Graffiti Abatement per 8 ft. x 30 ft. wall or fence section	\$75.00	2022
City Contractor Fees - hauling prorated per ton	\$100.00	2022
City Contractor Fees - secure Opening up to 4'x8'	\$60.00	2022
City Contractor Fees - cutting of downed trees/ 20 ft. section (prep for hauling)	\$20.00	2022
City Contractor Fees - pool draining	\$200.00	2022
City Contractor Fees - buffer cuts (25 ft. wide buffer on undeveloped lots)/ft.	\$1.00/linear foot	2022
<b>Rental Action Management Program (RAMP)</b>		
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
<b>Taxicab Permits</b>		
Taxi Driver Permit & Application Fee (new, renewal or expired)	\$40.00	2015
Lost Drivers Permit	\$15.00	2015
Change of Company	\$20.00	2014
Change of Address	\$10.00	2014
Change of Vehicle	\$10.00	2014
Franchise Application	\$25.00	2015
Annual Franchise Fee (Certificate of Public Convenience and Necessity)	\$20.00 per vehicle	2014
Quarterly Inspection	\$60.00 per vehicle	2014
Sign Fee (advertising other than taxicab business)	\$15.00 per sign	2014
Penalty for Failure to Complete Quarterly Taxicab Inspection	\$25.00 per vehicle	2015
<b><u>Permitting and Inspections Division Fee Schedule:</u></b>		
Building Plan Review		
One or Two-Family Dwelling	No Charge	
Up to 5,000 sq. ft.	\$155.00	2014

## Fee Schedule

Description	Current Fee	Established or Last Changed
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
40,001 to 60,000 sq. ft.	\$1,075.00	2022
60,001 to 100,000 sq. ft.	\$2,000.00	2022
Greater than 100,000 sq. ft.	\$3,000.00	2022
Expedited Plan Review	\$2,500.00 plus normal plan review fee; two business day review for qualifying projects. Only applies to initial submission and reviews for Building, Mechanical, Electrical, and Plumbing	2022
Re-Review Fee for Revision of Approved Plan	1/2 of original fee	2010
Single Trade Plan Review only and Miscellaneous Reviews		
Electrical Plan Review Only	\$90.00	2022
Mechanical Plan Review Only	\$90.00	2022
Plumbing Plan Review Only	\$90.00	2022
Other Project Plan Reviews		
Cell Tower or Co Locate	\$90.00	2022
Pole Sign/Ground Signs (6 ft. or higher)	\$90.00	2022
Retaining Wall Only (engineered)	\$90.00	2022
Change of Use Review (no construction)	No Fee	2021
Change of Occupancy Classification (no construction)	\$90.00	2022
<b>Building Permits</b>		
Minimum Fee	\$90.00	2022
New Construction		
New Commercial Construction	Based on square footage per floor. Minimum permit fee: \$90.00. \$0.35 per square foot	2022
New Single Family Homes, Duplex, and Townhomes	Based on square footage. Minimum permit fee: \$90.00. \$0.30 per square foot	2022
Renovation/Upfit and/or Addition of Commercial Construction		
Based on square footage of additional and/ or renovated space per floor.	Minimum permit fee: \$90.00. \$0.32 per square foot	2022
Addition and/ or Renovation of Single Family Homes, Duplex, and Townhome		
Based on square footage of addition and/ or renovated areas.	Minimum permit fee: \$90.00 each. \$0.20 per square foot	2022
Residential access ramp installation	No Charge	2015
<b>Cost Based Permits</b>		
For construction without square footage such as window replacements, doors, pools, cell tower, billboards, etc.		
Construction Cost: \$0 - \$10,000	\$90.00	2022
Construction Cost: \$10,001 - \$20,000	\$100.00	2021
Construction Cost: \$20,001 - \$30,000	\$130.00	2021
Construction Cost: \$30,001 - \$40,000	\$160.00	2021
Construction Cost: \$40,001 - \$50,000	\$190.00	2021
Construction Cost: \$50,001 - \$60,000	\$220.00	2021
Construction Cost: \$60,001 - \$70,000	\$250.00	2014

# Fee Schedule

Description	Current Fee	Established or Last Changed
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	\$350.00	2022
<b>Electrical, Mechanical, and Plumbing Permits are based on scope of work on permit per contractor</b>		
<b>Electrical Permits</b>		
Minimum Fee	\$90.00	2022
Electrical wiring is based on building service amps for each service at building or tenant space		
Electrical Wiring 200 Amps and below (service)	\$90.00	2022
Electrical Wiring Above 200 Amps (service)	\$180.00	2022
Electrical Wiring Above 800 Amps (service)	\$270.00	2022
Electrical Wiring Above 1000 Amps (service)	\$360.00	2022
Electrical Wiring Above 2000 Amps (service)	\$450.00	2022
Electrical Wiring Above 3000 Amps (service)	\$540.00	2022
Meter And Panel Boxes (new/upgrade/repair/replace)	\$90.00 for first, \$10.00 for each additional	2022
Generators/Solar Panels (includes transfer switch)	\$120.00	2022
Devices (switches, luminaries, receptacle, etc.)	\$90.00 flat fee	2022
Temporary Pole	\$90.00 per pole	2022
Electric Sign Connection/Circuit/Drive-thru menu	\$90.00 for first, \$10.00 for each additional	2022
Low Voltage Wiring (fire alarm, data, security, etc.)	\$90.00 each system	2022
Commercial Pole Lights	\$120.00 flat fee	2022
Spa/Fountain/Swimming Pool Equipment Wiring and/or Pool and/or Bonding	\$120.00 each pool/spa/hot tub	2022
Electrical heating appliance (baseboard, etc.)	\$90.00 for first, \$10.00 for each additional	2022
Electrical Vehicle Charging Station/Circuit	\$90.00 for first, \$40.00 for each additional	2022
<b>Mechanical Permits</b>		
Minimum Permit Fee and Fee for Permit not listed below	\$90.00	2022
Gas Piping (includes valves, regulators, etc.)	\$90.00 flat fee	2022
Heating and Air Conditioning Appliance -(pkg, split, etc.) (includes ductwork; applies to new and replacement	\$90.00 each	2022
Commercial Hood/Canopy Equipment Exhaust System	\$90.00 each	2022
Commercial Refrigeration Appliances	\$90.00 for the first unit, \$50.00 for each additional unit	2022
Gas Appliances other than Heating and Air Conditioning (e.g. gas logs, gas cooking appliances, gas lights, etc.)	\$90.00 for the first unit, \$20.00 for each additional unit	2022
Ductwork only (includes dampers, registers, etc.)	\$90.00 for the first unit, \$20.00 for each additional unit	2022
Exhaust Systems /Venting /Intake Fans (exhaust fans, paint booths, etc.)	\$90.00 for the first unit, \$20.00 for each additional unit	2022
Hydronic Piping	\$120.00 each system	2022
Hydrogen Fuel Cell	\$120.00 each	2022
Condensate Piping only	\$90.00 flat fee	2022
Clothes Dryer (Includes appliance and vent or individual)	\$90.00 for first, \$20.00 for each additional appliance/vent	2022
<b>Plumbing Permits</b>		
Minimum Permit Fee and Fee for Permit not listed below	\$90.00	2022

## Fee Schedule

Description	Current Fee	Established or Last Changed
Building Water Piping is based on building square footage for building or tenant space		
Building Water Piping		
Building from 1 to 2500 square feet	\$90.00	2022
Building from 2501 to 5000 square feet	\$180.00	2022
Building from 5001 and above square feet	\$270.00	2022
Building D.W.V Piping is based on building square footage for building or tenant space		
Building Drain, Waste, Venting Piping		
Building from 1 to 2500 square feet	\$120.00	2022
Building from 2501 to 5000 square feet	\$240.00	2022
Building from 5001 and above square feet	\$360.00	2022
Water & Sewer Service Piping	\$120.00	2022
Irrigation Piping	\$90.00	2022
Water Heater Appliance (new/ replacement) (does not include water piping)	\$90.00 each	2022
Residential Fire Sprinkler System	\$120.00	2022
Building Storm/ Rain Drain Systems	\$90.00 flat fee	2022
Pumps (booster/ sump, ETC.)	\$90.00 flat fee	2022
Commercial Water Service Backflow preventer / pressure reducing valve	\$90.00 flat fee	2022
Grease/ Oil Separator	\$120.00 flat fee	2022
Manholes	\$90.00 for first; \$20.00 for each additional	2022
<b>Miscellaneous, Accessory, and Single Permits</b>	\$90.00 each unless noted	2022
Accessibility Aisle Inspection, Anchorage Inspection, etc.	\$90.00	2022
Demolition Permit	Same fee structure as cost-based Building Permits	2008
Building Permit for Signs	\$90.00 for first, \$10.00 each additional	2022
Replacement Of Roof Covering	\$0.07 per square foot based on building footprint	2022
Insulation Only Permit	\$0.07 per square foot based on building footprint	2022
Manufactured/Modular Home Placement Permit	\$90.00	2022
<b>Miscellaneous</b>		
Accessible Isle inspection, Anchorage Inspection, etc.	\$90.00	2022
Processing Fee for Permit Fee Refunds	\$30.00	2014
After Hours and Weekend Inspections (subject to inspector availability and approval; 4-day prior request)	\$150.00 per trade for 2 hours; \$75.00 for each additional hour	2022
Contractor Change on Permitted Project	\$30.00 for each permitted trade	2014
Change of Occupancy Classification Permit (where no construction is occurring)	\$90.00	2022
Change of Occupant/Change of Use Permit (where no construction is occurring)	\$10.00	2020
Notice of Violation (Call Back) Fine	\$100.00 fine per inspection according to department policy	2022
Temporary Power/Stocking CO when Approved	\$125.00 each; 60 day limit on each approval	2022
Temporary CO	\$200.00; 60 day limit on each approval	2022
Work Without a Required Permit	2 times all applicable permit fees	2017



# Fee Schedule

Description	Current Fee	Established or Last Changed
<b>Homeowner Recovery Fee (per NCGS § 87-15.6)</b>	\$10.00 for each residential permit issued	2003
<b>Daycare Inspections (DHHS Checklist Inspection)</b>	\$150.00	2022
<b>Small Licensed Residential Care Facility (DHHS checklist inspection)</b>	\$150.00	2022
<b>Yard Sale Permits</b>	\$10.00 for the first sale; \$15.00 for second or third sale. Only 3 yard sales per calendar year permitted.	2017
<b><u>Planning &amp; Zoning Permits and Fees:</u></b>		
<b>Administrative Adjustment Fee</b>	\$35.00 per standard for which adjustment requested	2014
<b>Alternative Signage Plan Review</b>	\$250.00	2014
<b>Appeal Fee - to Commission</b>	\$900.00	2022
<b>Appeal Fee - to City Council</b>	\$300.00	2022
<b>Board of Adjustment Hearing Fee</b>	\$800.00	2022
<b>Certificate of Appropriateness (Historic Resources Commission)</b>		
Minor Work	\$50.00	2019
Major Work (Existing)	\$200.00	2019
Major Work (Full/New Façade)	\$500.00	2019
<b>Clear Cutting Permit</b>		
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
<b>Development Agreement (UDO)</b>	\$2,500.00	2011
<b>Neighborhood Compatibility - Adaptive Reuse</b>	\$1,000.00	2022
<b>Payment in Lieu of Park Land</b>		
Formerly Open Space Fee. Land value factor calculated in accordance with UDO section 30-5.C.6(c2).	\$14,170.89 per acre	2022
<b>Payment in Lieu of Specimen Tree Preservation</b>	\$50.00 per caliper inch per tree	2019
<b>Planning and Zoning Re-Inspection Fee</b>	\$75.00 for every inspection required after the 1st re-inspection	2019
<b>Rezoning Fees</b>	\$1,000.00	2022
Conditional Zoning	\$1,000.00	2022
Planned Development	\$1,000.00	2022
<b>Sign Placement Permits</b>		
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

## Fee Schedule

Description	Current Fee	Established or Last Changed
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
<b>Sign Face Change</b>	\$1.00 per sq. ft., \$25.00 minimum	2019
<b>Site Plan Review</b>		
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
<b>Special Event Signs Compliance Deposit</b>	\$10.00 per approved sign	2011
Returned if all signs are properly placed and removed within two days of close of event		
<b>Special Use Permit</b>		
Residential, Professional, Commercial and Industrial	\$1,000.00	2022
Cell Tower	\$2,500.00	2011
<b>Specimen Tree Inspection</b>	\$50.00 per acre	2012
<b>Subdivision Fee</b>		
Subdivision Reviews	\$400.00 plus \$20.00 per lot	2010
Revisions or re-reviews beyond first review	1/2 of original fee	2010
Final plats	\$50.00	2007
Expedited review of subdivision or site plans	\$1,500.00 per hour	2011
<b>Subdivision Waiver</b>	\$700.00	2011
<b>Temporary Use Permit</b>	\$25.00	2012
<b>Vested Rights Certificate</b>	\$100.00	2011
No additional fee if requested with site plan or subdivision approval		
<b>Watershed Protection Inspection Fee and Permit</b>		
Inspection Fee for Required Improvement	\$35.00 per inspection	2014
Low Density Development Permit	\$35.00 per project	2014
High Density Development Permits		
CD, AR, SF15, SF10, SF6, MR5, MH	\$140.00 (less than 5 acres), \$275.00 (5 to 50 acres), \$350.00 (50 to 100 acres), \$450.00 (more than 100 acres)	2014
O&I, NC, LC, CC, MU, BP, DT, LI, HI, PD	\$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
<b>Zoning Code Text Amendment</b>	\$1,000.00	2022
<b>Zoning Permits</b>		
Pushcarts (downtown core only)	\$30.00 per year	2014
Outdoor Dining and Merchandising (downtown core only)	\$30.00 per year	2014
Sidewalk Entertainment (downtown core only)	\$30.00 per year	2014
Delivery Services (downtown core only)	\$30.00 per year	2014
Zoning inspection for small structures	\$30.00	2016
<b>UDO Printing Fee</b>	City's Cost of Reproduction	2019
<b>Zoning Verification Letter</b>		
	\$5.00 - 1 page letter for existing structure/building/use	2019
	\$30.00 - new development with approved site plans and conditions	2019

# Fee Schedule

Description	Current Fee	Established or Last Changed
<b>Finance</b>		
<b>Beer and Wine Licenses</b> - Annual, from May 1 to April 30		
Beer Dealers (wholesale)	\$37.50	Set by State
Wine Dealers (wholesale)	\$37.50	Set by State
Beer and Wine Dealers (wholesale)	\$62.50	Set by State
Beer Dealers (retail, on premises)	\$15.00	Set by State
Beer Dealers (retail, off premises)	\$5.00	Set by State
Wine Dealers (retail, on premises)	\$15.00	Set by State
Wine Dealers (retail, off premises)	\$10.00	Set by State
Tax for additional license	110% of base fee, applied progressively for each added license	Set by State
Failure to obtain license	Penalty of 5% per month or fraction thereof, not to exceed 25% of prescribed license amount, not less than \$5.00	Set by State
<b>Currency Converter Permits</b>	\$100.00 per year	2018
<b>Pawnbroker Permits</b>	\$250.00 initial application with \$5,000 surety bond required, \$100.00 annual renewal	2018
<b>Peddler Permits</b> - On Foot or With Vehicle		
Application Fee	\$25.00	2015
Three-Month Renewal (If renewed prior to expiration, maximum of 3 renewals per initial application)	\$5.00	2015
<b>Regulatory License</b>		
Adult Bookstore, Adult Motion Picture Theater, Adult Motel or Hotel	\$250.00 initial application, \$100.00 annual renewal	N/A
<b>Motor Vehicle License Tax</b>		
(See additional motor vehicle license tax with Transit fees)	\$5.00 per year	N/A
Penalty for Failure to Pay Motor Vehicle License Tax	\$15.00	N/A
<b>Solicitor Permit</b> - Including Alarm Solicitor		
Application Fee	\$25.00	2004
Three-Month Renewal (If renewed prior to expiration, maximum of 3 renewals per initial application)	\$5.00	2015
<b>Specialty Market Operator/Seasonal Merchant Permits</b>	\$100.00 per 30 days	2015
<b>Duplicate Copy (Lost or Stolen License)</b>	\$5.00	N/A
<b>Replacement License due to Change of Location</b>	\$5.00	N/A
<b>Fire</b>		
<b>False Alarm</b>	No charge for the 1st and 2nd false alarm, \$500.00 for each subsequent false alarm per calendar year	2010
<b>Fines</b>		
Exit Violation	\$500.00 for the 1st offense, \$1,000.00 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

# Fee Schedule

Description	Current Fee	Established or Last Changed
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, permits and/or testing	\$500.00 per offense	2010
<b>Fire Inspection Fees</b>		
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
Educational:		
Public and Private School, Day Care (not in residential home)		
<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

# Fee Schedule

Description	Current Fee	Established or Last Changed
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,		2008
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
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
<b>Building Plan Fire Review Fees</b>		
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 (submitted through TRC)	\$75.00	2020
Re-Review Fee (applies after the 1st re-review)	1/2 of original fee	2022
<b>Fire Code Construction Permits - Mandatory, includes final inspections</b>		
Working without a Required Permit	Double the applicable permit fee	2020

## Fee Schedule

Description	Current Fee	Established or Last Changed
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
<b><i>Fire Code Operational Permits - Mandatory, renew on state inspection schedule</i></b>		
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
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

# Fee Schedule

Description	Current Fee	Established or Last Changed
<b><u>Additional Inspections and Administrative Fees:</u></b>		
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
Change of Use Inspection	Billed as regular fire inspection based on occupancy and sq. ft.	2021
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 Inspection	\$75.00	2020
Additional Equipment Testing (alarm, sprinkler, hood suppression, flammable or combustible liquid systems and paint booths)	\$75.00 per visit plus \$50.00 per additional hour for weekend or after hours request	2012
<b><i>Training Facility Fees</i></b>		
ARFF - One-Day Training	\$250.00 per person	2010
ARFF - Three-Day Training	\$425.00 per person	2010
ARFF - Five-Day Training	\$550.00 per person	2011
Refueling Course	\$65.00 per person	1993
Industry	\$175.00 per burn	2010
Drill Tower Usage	\$200.00 per day	2011
with live burn	\$600.00 per day	2017
Classroom Use	\$50.00 per 4 hours	2011
Confined Space Training Area	\$100.00 per day	2011
Service Test Pit Area	\$100.00 per unit	2011
Engine	\$200.00 per day	2011
Miscellaneous Equipment Use	\$50.00 per day	2011
<b><i>Hazardous Material Protection Fee</i></b>		
Haz-Mat Unit Response	\$555.00 per hour	2010
Haz-Mat Battalion Chief Response	\$60.00 per hour	2010
Engine Company Response	\$205.00 per hour	2010
Truck Company Response	\$205.00 per hour	2010
Rescue Company	\$175.00 per hour	2010
Fire Suppression Battalion Chief Response	\$60.00 per hour	2010
Material, Equipment, and Long Distance	Replacement Cost	1992
Recalled Personnel	Time and half of the hourly salary of recalled personnel	1992
Air Monitoring	\$170.00	2010
Environmental Research Immediate Area - 1 year	\$20.00	2010
Environmental Research Immediate Area - 5 year	\$115.00	2010
Environmental Research Half Mile Radius - 1 year	\$60.00	2010
Environmental Research Half Mile Radius - 5 year	\$190.00	2010
Environmental Research One Mile Radius - 1 year	\$80.00	2010
Environmental Research One Mile Radius - 5 year	\$230.00	2010
<b><i>Special Event Coverage Fee</i></b>		
Fire Suppression/EMS Personnel	Actual total personnel cost incurred	2022
Fire Code Official	Actual total personnel cost incurred	2022
<b>Parking</b>		
<b><i>Parking Fines</i></b>		
Backed to Curb Violation	\$10.00	2007

## Fee Schedule

Description	Current Fee	Established or Last Changed
Curb to Sidewalk Violation	\$25.00	1986 or prior
Fire Hydrant Violation	\$25.00	1986 or prior
Fire Lane Violation	\$100.00	1986 or prior
Handicapped Violation	\$250.00	2000
Judgment Fees	\$50.00	2002 or prior
Late Payment Penalty	\$25.00	1999
Left to Curb Violation	\$25.00	1986 or prior
Loading Zone Violation	\$25.00	1986 or prior
No Parking Zone Violation	\$25.00	1986 or prior
Overtime Violation (Lots)	\$15.00	2013
Overtime Violation (Street)	\$15.00	2013
Prohibited Parking Violation	\$25.00	1986 or prior
Repeat Overtime Violation	\$10.00	2013
Traffic Obstruction Violation	\$25.00	1986 or prior
Within Lines Violation	\$15.00	2013
Electric Vehicle Only Violation	\$50.00	2013
<b>Immobilization Fee</b>		
Fee per wheel lock removal, in addition to outstanding parking tickets and penalties	\$50.00	2009
<b>Leased Parking Spaces</b>		
All 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
Maiden Lane between Green Street and Anderson Street (on bridge)	\$25.00 per month	2022
<b>Hourly Paid Parking</b>		
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
<b>Event Parking</b>		
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	\$5.00 per event	2019
<b>Contractor Parking Permit</b>		
	\$15.00 per day, or \$50.00 per week	2020
<b>Annual Contractor Parking Permit</b>		
	\$1,000.00 per year	2010
<b>Residential Parking Permit</b>		
	Discontinued. Leased parking terms apply.	2018



# Fee Schedule

Description	Current Fee	Established or Last Changed
<b>Parks, Recreation &amp; Maintenance</b>		
<p>The Fayetteville-Cumberland Parks and Recreation Department is supported by taxes paid on property in the City of Fayetteville, the Towns of Eastover, Linden, Falcon, Godwin, Stedman, and Wade, and in the unincorporated areas of Cumberland County, excluding the Manchester District. Residents of these areas qualify for resident fees for Parks and Recreation programs and services. Organizations or businesses with physical addresses in these areas also qualify for resident fees for services such as facility rental.</p>		
<b>Special Event Permits</b>		
Special Event Permits for Mazarick Building, Cross Creek Park Fountain, Mazarick Park Shelters, Core Downtown Area, Festival Park, 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
<b>Special Event Banner Permit</b>		
Up to 40 banners	\$100 Permit fee, plus \$100 deposit	2017
41 to 80 banners	\$200 Permit fee, plus \$200 deposit	2017
81 to 120 banners	\$300 Permit fee, plus \$500 deposit	2017
121 to 160 banners	\$400 Permit fee, plus \$750 deposit	2017
161 to 200 banners	\$500 Permit fee, plus \$1000 deposit	2017
Installation/Removal Fees	\$68 per banner for City installation and removal \$34 per banner for City removal	2017 2017
<b>Recreation Center Rentals</b>		
Program Room Rental (nonprofit organizations)	<b>Resident</b> - \$200 deposit & \$75 for 1 to 4 hours, plus \$25 each additional hour up to 8 hours maximum <b>Non-Resident</b> - \$200 deposit & \$150 for non-residents for 1 to 4 hours, plus \$50 each additional hour up to 8 hours maximum	2018 2018
Multipurpose Room Rental (nonprofit organizations)	<b>Resident</b> - \$200 deposit & \$150 for 1 to 4 hours, plus \$25 each additional hour up to 8 hour maximum <b>Non-Resident</b> - \$200 deposit & \$300 for 1 to 4 hours, plus \$50 each additional hour up to 8 hours maximum	2018 2018
Gym Rental (nonprofit organizations)	<b>Resident</b> - \$200 deposit & \$230 up to 4 hours, \$50 each additional hour; if event requires floor covering \$300 up to 4 hours, \$50 each additional hour <b>Non-Resident</b> - \$200 deposit & \$460 up to 4 hours, \$100 each additional hour; if event requires floor covering \$600 up to 4 hours, \$100 each additional hour	2018 2018
Kitchen Rental (nonprofit organizations)	<b>Resident</b> - \$200 deposit & \$57.50 up to 4 hours plus \$25 each additional hour up to 8 hours maximum <b>Non-resident</b> - \$200 deposit & \$115 up to 4 hours plus \$50 each additional hour up to 8 hours maximum	2018 2018
Rentals on Days when Facilities Closed (nonprofit organizations)	<b>Resident</b> - \$100 for 1 to 4 hours maximum plus deposit and rental fee <b>Non-Resident</b> - \$200 for 1 to 4 hours maximum plus deposit and rental fee	2007 2015

## Fee Schedule

Description	Current Fee	Established or Last Changed
Program Room Rental (for profit organizations)	<b>Resident</b> - \$200 deposit & \$150 per hour for 1 to 4 hours, plus \$50 each additional hour up to 8 hours maximum	2018
	<b>Non-Resident</b> - \$200 deposit & \$300 per hour for 1 to 4 hours, plus \$100 each additional hour up to 8 hours maximum	2018
Multipurpose Room Rental (for profit organizations)	<b>Resident</b> - \$200 deposit & \$300 for 1 to 4 hours, plus \$50 each additional hour up to 8 hour maximum	2018
	<b>Non-Resident</b> - \$200 deposit & \$600 for 1 to 4 hours, plus \$100 each additional hour up to 8 hour maximum	2018
Gym Rental (for profit organizations)	<b>Resident</b> - \$200 deposit & \$460 up to 4 hours, \$100 each additional hour. If event requires floor covering \$690 up to 4 hours, \$100 each additional hour	2018
	<b>Non-Resident</b> - \$200 deposit & \$920 up to 4 hours, \$200 each additional hour. If event requires floor covering \$1,380 up to 4 hours, \$200 each additional hour	2018
Kitchen Rental (for profit organizations)	<b>Resident</b> - \$200 deposit & \$115 up to 4 hours plus \$50 each additional hour up to 8 hours maximum	2018
	<b>Non-Resident</b> - \$200 deposit & \$230 up to 4 hours plus \$100 each additional hour up to 8 hours maximum	2018
Rentals on Days when Facilities Closed (for profit organizations)	<b>Resident</b> - \$200 for 1 to 4 hours maximum plus deposit and rental fee	2007
	<b>Non-Resident</b> - \$400 for 1 to 4 hours maximum plus deposit and rental fee	2015
Rentals Outside of Regular Facility Operating Hours (nonprofit and for profit organizations)	<b>Resident</b> - \$25 per hour in addition to applicable rental fee and deposit	2018
	<b>Non-Resident</b> - \$50 per hour in addition to applicable rental fee and deposit	2018
Custodial Setup/Breakdown/Clean-Up	\$25.00 per hour	1999
Expedited Rental Fee	\$100 per rental for any facility rental contract executed within 48 hours of the event	2011
<b>Park Rental Fees</b>		
Ball Field Rental		
Field use with field preparation and lighting	<b>Resident</b> - \$195 per day, plus \$250 deposit	2018
	<b>Non-Resident</b> - \$390 per day, plus \$250 deposit	2018
Field use	<b>Resident</b> - \$40 for up to 4 hours or \$55 per day, plus \$100 deposit	2018
	<b>Non-Resident</b> - \$80 for up to 4 hours or \$110 per day, plus \$100 deposit	2018
Field lighting	<b>Resident</b> - \$25 per hour, plus \$100 deposit	2015
	<b>Non-Resident</b> - \$50 per hour, plus \$100 deposit	2015
Basketball Court (Outdoor)	<b>Resident</b> - \$100 deposit plus \$35 (up to 4 hours); \$50 (over 4 hours)	2010
	<b>Non-Resident</b> - \$100 deposit plus \$70 (up to 4 hours); \$100 (over 4 hours)	2015
Cross Creek Park Rental	<b>Resident</b> - \$100 (1-4 hours), \$25 each additional hour	1999
	<b>Non-Resident</b> - \$200 (1-4 hours), \$50 each additional hour	2015
Festival Park		
Category 1 - Dogwood Festival, International Folk Festival, 2 uses per year (1 per six months) by Cumberland County Schools, 4 uses per year (1 per 3 months) by Art Agencies as coordinated through Arts Council Executive Director	Free	2007
Category 2 - Non-profit event sponsored by a 501(c) organization	\$250 deposit plus \$500 per calendar day	2007

# Fee Schedule

Description	Current Fee	Established or Last Changed
Category 3 - Community event open to the public when no admission is charged, sponsored by any entity other than a non-profit	\$375 deposit plus \$750 per calendar day	2007
Category 4 - Commercial ticketed events - concerts, paid admission shows	\$500 deposit plus \$1,000 per calendar day plus 15% of gross ticket sales, unless event is being sponsored as a part of Category 1 event	2007
Category 5 - Park rental open to the public (e.g. Family reunions, weddings, company picnics, etc.)	\$125 deposit plus \$250 per calendar day	2007
Sunday or legal holiday use	\$150 plus deposit and rental fee	2007
Lamon Street Park Complex	<b>Resident</b> - \$550 per day plus \$250 deposit <b>Non-Resident</b> - \$1,100 per day plus \$250 deposit	2018 2018
Martin Luther King Park	<b>Resident</b> - \$45 (1-4 hours), \$75 over 4 hours <b>Non-Resident</b> - \$90 (1-4 hours), \$150 over 4 hours	2018 2018
Mazarick Building	<b>Resident</b> - \$75 (1-4 hours), \$25 each additional hour plus \$200 deposit <b>Non-Resident</b> - \$150 (1-4 hours), \$50 each additional hour plus \$200 deposit	2018 2018
North Carolina Veterans Park Visitors' Center and Outdoor Garden	<b>Resident</b> - \$725 (1-4 hours), \$100 each additional hour plus \$700 deposit <b>Non-Resident</b> - \$1,450 (1-4 hours), \$200 each additional hour plus \$700 deposit	2011 2015
North Carolina Veterans Park Amphitheater		
Category 1 - Non-profit event sponsored by a 501(c) organization	\$250 deposit plus \$500 per calendar day	2011
Category 2 - Community event open to the public when no admission is charged, sponsored by any entity other than a non-profit	\$375 deposit plus \$750 per calendar day	2011
Category 3 - Commercial ticketed events - concerts, paid admission shows	\$500 deposit plus \$1,000 per calendar day plus 15% of gross ticket sales	2011
Category 4 - Park rental open to the public (e.g. Family reunions, weddings, company picnics, etc.)	\$125 deposit plus \$250 per calendar day	2011
Sunday or legal holiday use	\$150 plus deposit and rental fee	2011
Reid Ross Track	<b>Resident</b> - \$500 per day plus \$250 deposit <b>Non-Resident</b> - \$1,000 per day plus \$250 deposit	2008 2015
Rowan Skate Park	<b>Resident</b> - \$1,000 per day plus \$250 deposit <b>Non-Resident</b> - \$2,000 per day plus \$250 deposit	2020 2020
Shelter - Small	<b>Resident</b> - \$45 (1-4 hours), \$75 over 4 hours <b>Non-Resident</b> - \$90 (1-4 hours), \$150 over 4 hours	2018 2018
Shelter - Large	<b>Resident</b> - \$70 (1-4 hours), \$130 over 4 hours <b>Non-Resident</b> - \$140 (1-4 hours), \$260 over 4 hours	2018 2018
Splash Pad	<b>Resident</b> - \$75 for 60 minute rental outside of operational hours <b>Non-Resident</b> - \$150 for 60 minute rental outside of operational hours	2017 2017
Tokay Park Complex	<b>Resident</b> - \$575 per day plus \$250 deposit <b>Non-Resident</b> - \$1,150 per day plus \$250 deposit	2018 2018
Boating	\$2 per hour, \$5 per half day, \$10 per day	1998
Camping Fees (organized groups)	<b>Resident</b> - \$1 per person per night, \$25 minimum <b>Non-Resident</b> - \$2 per person per night, \$50 minimum	1995 or prior 2015

## Fee Schedule

Description	Current Fee	Established or Last Changed
Family Campsite	<b>Resident</b> - \$10 per night	1995 or prior
	<b>Non-Resident</b> - \$20 per night	2015
Mobile Stage - Large (nonprofit organizations)	<b>Resident</b> - \$500 per calendar day, plus \$500 deposit	2008
	<b>Non-Resident</b> - \$1,000 per calendar day, plus \$500 deposit	2015
Mobile Stage - Small (nonprofit organizations)	<b>Resident</b> - \$400 per calendar day, plus \$500 deposit	2008
	<b>Non-Resident</b> - \$800 per calendar day, plus \$500 deposit	2015
Mobile Bleachers (nonprofit organizations)	<b>Resident</b> - \$400 per calendar day, plus \$500 deposit	2007
	<b>Non-Resident</b> - \$800 per calendar day, plus \$500 deposit	2015
Mobile Stage - Large (for profit organizations)	<b>Resident</b> - \$1,000 per calendar day, plus \$500 deposit	2008
	<b>Non-Resident</b> - \$2,000 per calendar day, plus \$500 deposit	2015
Mobile Stage - Small (for profit organizations)	<b>Resident</b> - \$800 per calendar day, plus \$500 deposit	2008
	<b>Non-Resident</b> - \$1,600 per calendar day, plus \$500 deposit	2015
Mobile Bleachers (for profit organizations)	<b>Resident</b> - \$800 per calendar day, plus \$500 deposit	2007
	<b>Non-Resident</b> - \$1,600 per calendar day, plus \$500 deposit	2015
<b>Mini-Bus Rental for Partnering Agencies</b>	100% recovery of direct costs	
<b>Athletic Programs</b>		
Adult Open Play Athletics	\$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)	<b>Resident</b> - \$25	2018
	<b>Non-Resident</b> - \$50	2018
Youth Cheerleading	<b>Resident</b> - \$25	2018
	<b>Non-Resident</b> - \$50	2018
Youth Football	<b>Resident</b> - \$30	2018
	<b>Non-Resident</b> - \$60	2018
Late Registration for Youth Sports Programs	\$5.00	2001
<b>Swimming Pool Fees</b>		
Swimming Lessons	\$48.00	2017
Pool Entry Fee	\$2.00 per adult, \$1.00 per child	1995 or prior
Pool Rental	<b>Resident</b> - \$200 deposit, \$175 rental fee for first 2 hours, \$50 for each additional hour; plus current rate of pay for lifeguards	2011
	<b>Non-Resident</b> - \$200 deposit, \$350 rental fee for first 2 hours, \$100 for each additional hour; plus current rate of pay for lifeguards	2015

# Fee Schedule

Description	Current Fee	Established or Last Changed
<b><i>Tennis Fees</i></b>		
Tennis Lessons	Variable	1995 or prior
Courts	<b>Resident</b> - \$150 deposit; rental fee of \$35 (up to four hours); \$50 (over four hours); \$175 additional charge for use of lights <b>Non-Resident</b> - \$150 deposit; rental fee of \$70 (up to four hours); \$100 (over four hours); \$350 additional charge for use of lights	2010 2015
<b><i>Senior and Therapeutic Leisure Activities</i></b>		
Recreation Leisure Activities	Variable, non-differential for residents or non-residents	1995 or prior
<b><i>After-School Program</i></b>		
Program Fee	<b>Resident</b> - \$115 per month/\$35 per week <b>Non-Resident</b> - \$230 per month/ \$70 per week	2018 2018
Early/Late Fee	\$5 per 5 minute period	2008
<b><i>Summer Camp/Playground</i></b>		
Intercession School Workday Camp	<b>Resident</b> - \$11 per day <b>Non-Resident</b> - \$22 per day	2019 2019
Summer Day Camp	<b>Resident</b> - \$65 per week <b>Non-Resident</b> - \$130 per week	2018 2018
Summer Playground	<b>Resident</b> - \$30 per week <b>Non-Resident</b> - \$60 per week	2018 2018
Late Pickup Fee	\$5 per 5 minute period	2009
Summer Day Camp (Pro-rated daily)	<b>Resident</b> - \$13 per day <b>Non-Resident</b> - \$26 per day	2019 2019
<b><i>Athletic Protest Fee</i></b>	\$25.00	2002
<b><i>Community Garden</i></b>	\$25.00 refundable deposit	2009
<b><i>Concessions</i></b>	Variable	2002 or prior
<b><i>Cemetery:</i></b>		
<b><i>Burial Plots</i></b>		
Pre-Need Cemetery Fee	\$575.00	2018
At-Need Cemetery Fee (adult)	\$675.00	2018
At-Need Cemetery Fee (infant)	\$500.00	2018
At-Need Cemetery Fee (pauper)	\$350.00	2018
<b><i>Monument Administration/Interment Fees</i></b>		
Monument Administration/Interment Fees	\$50.00	2018
After Hours Cemetery Fee	\$100.00	2018
<b>Police</b>		
<b><i>Code Violations</i></b>		
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
<b><i>False Alarm Fee</i></b>		
1st false alarm per fiscal year	No charge	2010
2nd false alarm per fiscal year	No charge	2010
3rd false alarm per fiscal year	\$35.00	2022
4th false alarm per fiscal year	\$60.00	2022
5th false alarm per fiscal year	\$60.00	2022

# Fee Schedule

Description	Current Fee	Established or Last Changed
6th false alarm per fiscal year	\$110.00	2022
7th false alarm per fiscal year	\$110.00	2022
In excess of 7th false alarm per fiscal year	\$210.00	2022
Continuous alarm	\$10.00 for each 60-minute interval beginning 60 minutes after notification, not to exceed \$100.00 in a 24-hour period	2010
<b>IDB Photo Reports</b>	\$0.35 for 4"x 6", \$5.00 for 8"x 10", \$5.00 for contact sheet	2008
<b>Photographic CD</b>	\$35.00 per CD	2008
<b>Wrecker Fees</b>		
Annual Wrecker Inspection Fee	\$100.00 per truck	2008
Wrecker Rotation Fee	\$15.00 per tow	2008
<b>Officer Fees</b>	Variable	2002
<b>Services for Other Law Enforcement Agencies</b>		
Range Fee	\$400.00 per day	2019
Fee to Unlock Cell Phone	\$100.00 per device	2021
Cell Phone Data Extraction Fee (Requesting agency to supply memory device)	\$75.00 per device	2021
<b>Public Services</b>		
<b><u>Engineering &amp; Infrastructure Fees and Penalties</u></b>		
<b>Map Sales</b>		
Aerial Photographs		
Prints (8 1/2" x 11")	\$10.00	2010
Prints (8 1/2" x 14")	\$12.00	2010
Prints (11" x 17")	\$15.00	2010
Prints (18" x 24")	\$20.00	2010
Prints (24" x 36")	\$30.00	2010
Prints (36" x 48")	\$50.00	2010
District Map	\$15.00	2010
Large City Map with Street Index Booklet	\$35.00	2008
Medium City Map	\$25.00	2010
Precinct Map	\$15.00	2010
Topographic Map	\$15.00	2008
<b>Copy Sales</b>		
Prints (11" x 17")	\$2.00	2010
Prints (8 1/2" x 11")	\$1.00	2010
Prints (8 1/2" x 14")	\$2.00	2010
Prints (18" x 24")	\$5.00	2010
Prints (24" x 36")	\$6.00	2010
Prints (36" x 48")	\$7.00	2010
<b>Development Plan Reviews/Infrastructure Permits</b>		
Commercial Developments (one acre or less)	\$300.00	2015
Commercial Developments (between one and ten acres)	\$525.00	2015
Commercial Developments (in excess of ten acres)	\$975.00	2015
Residential Subdivisions (50 lots or less)	\$525.00	2015
Residential Subdivisions (51 to 100 lots)	\$750.00	2015
Residential Subdivisions (in excess of 100 lots)	\$975.00	2015
Resubmittal Fee (commercial or residential, per submittal)	\$225.00	2015

# Fee Schedule

Description	Current Fee	Established or Last Changed
<b>Infrastructure Inspection Fees</b>		
Roadway Inspection Fee	\$0.75 per linear ft.	2019
Storm Drainage Pipe Inspection	\$0.50 per linear ft.	2019
<b>Driveway Permits</b>		
Driveway Permit (commercial) ≤ 75,000 sq. ft.	\$200.00 plus \$50.00 per hour for traffic impact analysis and traffic signal modifications as applicable	2010
Driveway Permit (commercial) > 75,000 sq. ft.	\$400.00 plus \$50.00 per hour for traffic impact analysis and traffic signal modifications as applicable	2010
Driveway Permit (residential)	\$50.00	2004
<b>Resurfacing Permit</b>	\$30.00	
<b>Sidewalk Permit</b>	\$30.00	
<b>Payment in Lieu of Sidewalk Construction</b>	\$39.83 per linear foot for 4' wide sidewalk*	2022
*Price per foot to be adjusted each July 1st based on Construction Cost Index changes as of the prior December	\$46.21 per linear foot for 5' wide sidewalk*	2022
	\$52.55 per linear foot for 6' wide sidewalk*	2022
<b>Right of Way Excavations</b>		
Drainage Excavation Permit	\$125.00	2015
Excavation Permit	\$125.00	2015
Reinspection Fee for Excavation	\$100.00	2015
Roadway Degradation Fee	\$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
<b>Right of Way Encroachment</b>		
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
<b>Sidewalk Assessment (Petitioned)</b>	\$10.00 per front foot	
<b>Street Paving Assessments</b>		
To improve a soil street to a strip paved street	\$15.00 per front foot	2015
To install concrete curb and gutter on a strip paved street	\$20.00 per front foot	2015
To pave and install concrete curb and gutter on a soil street	\$35.00 per front foot	2015
<b>Traffic Control Photographic System Citations</b>		
Civil penalty for violation	\$100.00	2015
Penalty for failure to pay or appeal a citation within 30 days after notification	\$100.00	2015
<b>Traffic Control Services and Device Rental Fees</b>		
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

## Fee Schedule

Description	Current Fee	Established or Last Changed
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
<b>House Moving Fee</b>	\$1,500.00 Bond, \$25.00 administrative fee, \$25.00 per hour police escort fee and \$37.00 per hour signal technician fee	1987
<b>Right of Way Registration Fee</b>	\$200.00	2002 or prior
<b>Street Closing Fee</b>	\$1,500.00	2011
<b>Street Right of Way Withdrawal</b>	\$500.00	2011
<b>Temporary Right of Way Encroachment Fee</b>		
30 day permit for items (construction dumpsters, etc.) placed on sidewalks	\$50.00 per 30 days	2008
<b>Temporary Truck Route Permit</b>	\$100.00	2019
<b><u>Solid Waste Fees and Penalties</u></b>		
<b>Residential Solid Waste Fee</b>		
Single-family homes and residential units in multi-family properties of 7 units or less	\$225.00 per year	2020
<b>Backdoor Pickup Fee</b>		
Handicap Backdoor Pickup	No Charge	2002 or prior
<b>Bulky Item Pickup</b>		
5 items or less	No Charge, biweekly collections	2022
6 items - up to 20 cubic yards	\$100.00 per load, scheduled	2022
Approximately 20 cubic yards or more	\$357.00 per load, scheduled	2022
<b>Large Limb Pickup</b>		
Under 20 Cubic Yards	No Charge, biweekly collections	2022
Approximately 20 cubic yards or more	\$357.00 per load, scheduled	2022
<b>Household Construction Debris Pickup</b>		
Generated by contractor	Not offered	2011
Under 10 cubic yards	\$50.00 per load, scheduled	2022
10 - 20 cubic yards	\$100.00 per load, scheduled	2022
More than 20 cubic yards	\$357.00 per load, scheduled	2022
<b>Loose Leaf Pickup</b>		
Collection during scheduled neighborhood loose leaf	No charge	
Collection outside of scheduled neighborhood loose		2012
Collection of 25 cubic yards or less	\$75.00	2012
Collection of more than 25 cubic yards	\$250.00	
<b>Set-Out Pickup</b>		
For curbside pickup of mixed refuse or furniture, usually resulting from vacating a residence	\$100.00 for less than 20 cubic yards per load \$357.00 for more than 20 cubic yards per load	2019 2022



# Fee Schedule

Description	Current Fee	Established or Last Changed
<b>Rollout Carts</b>		
Cart Purchase	Variable based upon actual City purchase price	2007
Delivery Fee	\$25.00 per delivery	2017
Festival Park Events	10 garbage and 10 recycling carts no charge - extra carts	2017
Events Outside of Festival Park	\$100.00 for 5 garbage and 5 recycling carts	
<b>Solid Waste Fines</b>		
Failure to remove container from curb	1st violation & 2nd written warning; 3rd and subsequent violations \$50.00 each	2022
All Solid Waste Abatement (Flat Fee)	\$500.00 per load	2022
Illegal Dumping Violation Section 22-16-D (Illegal dumping, construction, set outs not called in, etc.)	\$500.00 plus City's cost of removal	2022
<b>Stormwater Fees and Penalties</b>		
<b>Stormwater Fee (Quality &amp; Improvements)</b>		
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
<b>Stormwater Control Measure Inspection Fee</b>	\$300.00	2019
<b>Stormwater Control Ordinance Variance Filing Fee</b>	\$500.00	2011
<b>Stormwater Control Ordinance Civil Penalties</b>		
<b>First Offense within 2 years:</b>		
Off-site impacts documented	\$3,000.00 per day	2011
No off-site impacts documented	\$1,000.00 per day	2011
<b>Second Offense within 2 years:</b>		
Off-site impacts documented	\$5,000.00 per day	2011
No off-site impacts documented	\$3,000.00 per day	2011
<b>Third or Subsequent Offense within 2 years:</b>		
Each violation	\$5,000.00 per day	2011
<b>Illicit Connection and Improper Disposal Civil Penalties</b>		
Category I Violation	\$1,000.00 per day, plus investigation, restoration and administrative costs	2009
Category II Violation	\$500.00 per day, plus investigation, restoration and administrative costs	2009
Category III Violation	\$100.00 per day, plus investigation, restoration and administrative costs	2009
<b>Stormwater Ordinance Appeal Fee</b>	\$500.00	2019
<b>Other Violations of Stormwater Control Ordinance</b>	Up to \$5,000/day	2011
<b>Transit</b>		
<b>Motor Vehicle License Tax for Transit</b>	\$5.00 per year	2008
<b>Bus Fares and Passes</b>		
Adult Bus Fare	\$1.25	2013
Discount Bus Fare (elderly and disabled)	\$0.50	2013
Adult 1-Ride Pass	\$1.25	2013
Discount 1-Ride Pass (elderly and disabled)	\$0.50	2013
One Day Pass	\$3.00	2013
Discount One Day Pass (elderly and disabled)	\$1.50	2016
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	2013

# Fee Schedule

Description	Current Fee	Established or Last Changed
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	2019
Student Semester Pass ( <i>Fayetteville State University</i> ,	\$55 per fall or spring semester, or \$40 per summer term,	2016
Summer Fun Pass (18 & under for June, July & August)	\$15.00	2013
ADA Demand Response Fare	\$2.00	2013
ADA 20 Ride Pass	\$35.00	2013
ADA 10 Ride pass	\$17.50	2018
Child Fare	Children under 6 years of age - Free when accompanied by fare paying adult. Children over 42 inches may obtain	2019
<b>City Employees</b>	Free with Presentation of City Employee Identification Card	
<b>Promotions - Reduced Fare Days</b>	Up to three (3) reduced fare days per year subject to approval of City Manager. \$.025 per ride or free in exchange for donation	2019
<b>Bulk Pass Sale Discounts</b>		
100 to 249 Passes	10% discount	2013
250 to 499 Passes	15% discount	2013
500 to 999 Passes	20% discount	2013
1,000 or Greater Passes	25% discount	2013
<b>Third-Party Fare Agreements</b>		
50 to 99 Passes (\$900 monthly revenue guarantee)	25% discount	2013
100 to 249 Passes (\$1,400 monthly revenue guarantee)	30% discount	2013
250 to 499 Passes (\$2,600 monthly revenue guarantee)	35% discount	2013
500 or Greater Passes (\$3,600 monthly revenue guarantee)	40% discount	2013
Cumberland County Court Programs and Fayetteville Police Department Homeless Prevention	\$0.40 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	\$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
<b>Identification Cards</b>		2014
1st Card	Free	
2nd Card	\$2.00	2014
3rd Card	\$3.00	2014
Each Additional Card after 3rd	\$5.00	2014

# Fee Schedule

Description	Current Fee	Established or Last Changed
<b><i>No Show/Late Cancellation Penalty for Demand Response Service</i></b>		
2nd Violation	Final warning letter	2015
3rd Violation	7 days suspension or \$10.00 penalty	2015
4th Violation	14 days suspension or \$15.00 penalty	2015
5th Violation	21 days suspension or \$20.00 penalty	2015
6th & All Subsequent Violations	30 days suspension or \$25.00 penalty	2015
<b><i>FAST Transit Center Community Room Rental</i></b>		
Nonprofit Organizations	\$200 deposit & \$130 for 1 to 4 hours, plus \$25 each additional hour up to 8 hour maximum	2018
For Profit Organizations	\$200 deposit & \$260 for 1 to 4 hours, plus \$50 each	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, 2021" 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 2021-22 and 2022-23 are considered along with the available fund balance at June 30, 2021, to project fund balance at June 30, 2023. 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, 2023.

**Balanced Budget:** Projected resources from revenues and other financing sources are equal to the total appropriation for expenditures and other financing uses.

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

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

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

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

# Glossary

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

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

**Capital Assets:** Items (such as vehicles, equipment and furniture) purchased by the City that have an expected life of more than one year with a value of \$5,000 or greater.

**Capital Funding Plan:** A fund used to account for the payment of debt principal and interest for major capital improvements and to cash fund major improvements as appropriate.

**Capital Improvement Project:** A project generally expected to have a useful life greater than 10 years and an estimated total cost of \$50,000 or more. Capital projects include the construction, purchase, or major renovation of buildings, utility systems, streets, or other structures; purchase of land; and major landscaping projects.

**Capital Projects Fund:** A fund used to account for the acquisition or construction of major governmental capital facilities, infrastructure and equipment, which are not accounted for in other funds.

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

**Contingency:** An account in which funds are set aside for unforeseen expenditures which may become necessary during the year and which have not been provided for in the context of the annual operating budget.

**Deficit:** An excess of expenditures over revenues or expenses over income.

**Department:** A major administrative division of the City that indicates overall management responsibility for an operation or a group of related operations within a functional area.

**Division:** A unit, within a department, which participates in specific activities. For example, the Training Division in the Fire and Emergency Management Department.

**Encumbrances:** A financial commitment for services, contracts or goods that have not, as yet, been delivered or performed.

**Enterprise Fund:** A fund used to account for activities that are operated in a manner similar to business enterprises. Fees are charged to the consumers (general public) of the service to completely or partially recover the expenses of the operation.

**Expenditures:** The total costs of a program or capital project.

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

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

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

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

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

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

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

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

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

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

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

**LEOSSA:** Law Enforcement Officers Special Separation Allowance.

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

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

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

# Glossary

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

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

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

**Original Budget:** The budget as adopted by the City Council in the initial budget ordinance for the fiscal year.

**Pension Trust Fund:** A fund established to account for a public employment retirement system.

**Portfolio:** A grouping of related departments led by an executive in the City Manager's Office. For the General Fund, the expenditure budget is approved by portfolio.

**Powell Bill Funds:** Funding from state-shared gasoline tax which is restricted for street and sidewalk maintenance and improvements.

**Property Tax (Ad Valorem Tax):** A tax levied by the City Council on property located within the City.

**Proprietary Fund:** A fund used to account for governmental activities that are operated in a manner similar to those found in private enterprises. Internal Service and Enterprise funds are included in this category.

**Recommended Budget:** The budget proposal of the City Manager presented to the City Council for consideration.

**Reserve:** An account designated for a portion of the fund balance which is required to be used for a specific purpose.

**Revenue:** Income received from a variety of sources used to finance government or enterprise operations.

**Revenue Bonds:** Principal and interest associated with revenue bonds are paid exclusively from the earnings of the project or system.

**Shared Revenues:** Revenues levied and collected by one government but are shared with another government based on a predetermined method. For example, the City of Fayetteville receives a portion of the gasoline tax collected by the State based on population and miles of city streets.

**Special Assessment:** A levy on certain properties to defray part or all of the costs associated with improvements or services that will benefit those properties. For instance, a special assessment would be levied against property owners who have petitioned for the construction of water and sewer improvements.

**Special Revenue Fund:** A fund used to account for resources that are subject to certain legal spending restrictions. They are created when a resolution, statute or ordinance requires that specific taxes or special revenue sources be used to finance a particular activity (i.e., Emergency Telephone System Fund).

**Tax Levy:** The total amount of revenue to be raised by property taxes for the purposes specified in the budget ordinance.

**Tax Rate:** The amount of taxes levied based on each one hundred dollars (\$100) of assessed property valuation.

**Technology Improvement Project:** New technology purchase with a combined implementation cost of \$25,000 or greater, or expansion, renovation or replacement of an existing system with an implementation cost of \$10,000 or greater; including hardware, software, and communication devices.

**Two-Thirds Bonds:** General obligation bonds that can be issued by a local government without voter authorization under a formula set by the state of two-thirds of the previous year's net debt reduction.

**Unassigned Fund Balance:** The amount of unrestricted fund balance that is not restricted for encumbrances, or assigned for a subsequent year's expenditure, or for any other purpose. Unassigned fund balance is available for future appropriations.

**User Charges:** The payment of a fee or direct receipt of a public service by the party benefiting from the service.





# FAYETTEVILLE<sup>NC</sup>

