

 **FAYETTEVILLE** N C

AMERICA'S CAN DO CITY



24

Fiscal Year

**ANNUAL
BUDGET**

Adopted

FayettevilleNC.gov





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Johnny Dawkins, Mayor Pro Tem, District 5

Kathy Jensen, District 1

Shakeyla Ingram, District 2

Mario Benavente, District 3

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Deno Hondros, District 9

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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-15

Policies and Goals

Strategic Plan and Performance Results.....	B-1
Financial Policies	B-13

Budget Overview

Summary of Revenues and Expenditure Appropriations	C-1
Summary of Revenues by Fund	C-3
Summary of Expenditures by Fund.....	C-5
Intrabudget Transfers	C-8
Authorized Staffing by Fund	C-9
Authorized Staffing by Department.....	C-10
Authorized Staffing Changes.....	C-11

Fund Summaries

Fund Accounting	D-1
Department/Fund Relationships	D-4
Fund Summaries	D-6
Fund Balance Projections	D-18

Portfolio and Department Summaries

Community Investment

Development Services	E-2
Economic & Community Development	E-9
Human Relations.....	E-17

Operations

Airport.....	F-2
Fire	F-9
Parks, Recreation & Maintenance	F-19
Police.....	F-27
Public Services.....	F-36
Transit	F-49

Table of Contents

Support Services and Administration

Budget & Evaluation	G-2
City Attorney's Office.....	G-7
City Manager's Office.....	G-14
Finance	G-24
Human Resource Development.....	G-32
Information Technology.....	G-41
Marketing & Communications.....	G-49
Mayor, Council & City Clerk	G-55

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-16
Operations Portfolio	J-19
Support Services and Administration Portfolio	J-31
Other Appropriations.....	J-41
Capital Outlay by Fund.....	J-42
Capital Outlay by Portfolio by Department	J-46
Capital Funding Plan	J-50
Five-Year Capital and Technology Improvement Plans	J-53

Appendices

Authorized Staffing FTEs by Department	K-1
Positions and Salary Grade Assignments.....	K-13
Fee Schedule	K-22
Glossary.....	K-53

Budget Message

May 25, 2023

Dear Mayor Colvin and Members of the City Council:

On behalf of the City's Leadership Team, I am honored to present the adopted fiscal year 2023-2024 (FY24) budget totaling \$311.1 million for all funds or a 9.95% increase over the FY 23 budget. This budget addresses the challenges we face and focuses on building a resilient future for Fayetteville. Our approach aligns with the City Council's visionary goals and ensures compliance with the State of North Carolina statutes and the City of Fayetteville's charter.



Undoubtedly, developing a budget for a growing city with a population of 208,000 individuals comes with its own challenges. The ongoing effects of the COVID-19 pandemic have significantly impacted our economy. We continue to navigate the lingering economic consequences, such as the rising cost of doing business, including increased material costs, labor costs and energy costs.

One of the challenges we face is the difficulty in finding qualified contractors and bidders to complete city work. This scarcity hampers our ability to accomplish the goals and tasks that our citizens rely on from their city. Additionally, recruiting and retaining qualified employees has become increasingly difficult, further hindering our progress. Nevertheless, our dedicated and talented employees are our greatest asset, and we remain committed to addressing this issue, as discussed later in this transmittal.

Furthermore, the recent changes in the sales tax distribution method by Cumberland County pose a significant obstacle to Fayetteville's growth and accomplishments enjoyed in recent years. Over time, this alteration will result in substantial revenue losses for the city. We must carefully navigate this financial hurdle while also addressing the rising business costs.

Despite the challenges we face, we remain optimistic about positive developments we can highlight. The overwhelming approval of the \$97 million general obligation bond referendum by the voters will provide much-needed funding for crucial areas such as public safety, infrastructure and housing projects. Moreover, we can leverage \$40 million from the American Rescue Plan Act of 2021 (ARPA) and additional funds from the Opioid Settlement to further bolster our efforts.

The proposed budget focuses on key areas that require attention and investment. First and foremost, we recognize the importance of employee recruitment and retention to our ability to serve Fayetteville's residents. Our more than 1,800 employees are the backbone of our City, and their exceptional service is the very product we deliver daily. The budget includes measures to ensure their well-being and incentivize their continued dedication to serving.

Budget Message

We remain committed to addressing all of the City Council's strategic priorities, and the budget reflects this commitment. Specifically, we have allocated resources to address homelessness by opening and operating the Day Resource Center for Homelessness and funding the homeless impact reduction program. Additionally, the budget takes up the growing awareness of the significant impact of mental health on our residents. We will establish an Office of Community Safety to help identify ways the City can proactively meet the needs of our community in a variety of areas directly related to safety of residents. Housed in the City Manager's Office, the department will support efforts to address livability issues previously managed solely by the Fayetteville Police Department. This office, the Violence Interrupter program and other public safety initiatives aim to create a safety net for those experiencing mental illness, homelessness, youth and gun violence, and related challenges.

The adopted FY24 annual operating budget of \$311.1 million across all funds is \$28.1 million more than the original adopted budget for FY23, an increase of 9.95%.

For the General Fund the adopted budget is \$210.2 million, \$21.0 million more than FY 23, an increase of 11.1%. The General Fund growth is tied to the sales tax being returned to the County, the increased tax rate for the voter-approved general obligation debt, and the recommended increased tax rate for operations.

Revenue Conditions

Turning our attention to revenue, the budget acknowledges the delicate balance of powering city operations through a mix of ad valorem taxes, intergovernmental revenues, and fees for services, among other sources. Considering the increasing costs and the requirements set by the \$97 million general obligation bond, adjustments in revenue sources are necessary to provide essential city services, support our valuable employees, and position the city for continued growth. The adopted ad valorem property tax rate is \$0.5395 per \$100 of assessed valuation, representing a slight increase of \$0.04 to service the general obligation bonds approved last year.

This adjustment will enable us to continue the Police, Fire, and 911 Communications employee pay step plans, with an adjustment to the step to maintain competitive increases. Additionally, all other employees will receive a 4% increase from their midpoint, and an additional 1% increase to their 401(k) contribution, bringing the city's contribution to 2%. Sworn police officers will continue to receive a mandatory 5% city contribution to a 401(k) deferred compensation plan.

While the budget strikes a careful balance between continuing all city operations and providing modest wage and benefit increases for employees, it is essential to acknowledge the existing compensation issues within the organization. We are losing ground regarding compensation and benefits, leading to a significant turnover. Addressing this matter requires further funding, and we will closely evaluate this issue to find viable solutions.

Furthermore, the budget currently lacks a comprehensive financial plan to counteract the significant revenue losses resulting from the recent sales tax distribution agreement with Cumberland County. This agreement will cause revenue losses exceeding \$10 million in the coming years. To tackle this

challenge, our staff will conduct a top-down review of all city operations over the next 12 months. This review aims to identify operational efficiencies and align our resources effectively.

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 23. 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



- Funds the relocation and opening of Fire Station 4
- Funds the new “Office of Community Safety” Director position
- Funds the homelessness Impact Reduction Program
- Initiation of voter-approved public infrastructure bond projects
- Funds the study for Impacts of gun violence

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



- Continues the Corridor Revitalization program
- Funds incentives to add flight destinations or services at the Fayetteville Regional Airport
- Supports Fayetteville Cumberland Economic Development Corporation
- Supports management of the downtown Arts and Entertainment District services and programs
- Continues the Local Small Business Enterprise (LSBE) program and recommendations from the disparity study
- Continues NextGen Workforce Initiatives

Goal 3: City Investment in Today and Tomorrow



- Provides \$4.85 million in annual pavement preservation funding
- Continues stormwater watershed studies
- Implementation and design of identified projects including Dam safety, preservation and repairs
- Sustains housing opportunity programs including Housing Trust Fund, repairs and renovation and homeownership support through grant and bond funding

Budget Message

Goal 4: Desirable Place to Live, Work and Recreate



- Initiate and implement Regional Energy Collaborative and update to the City's sustainability plan
- Funds transit services and routes to better serve residents' transportation needs
- Expands Parks and Recreation services and amenities through bond projects
- Provides funding for New Year's Eve, Juneteenth, 4th of July and other community celebrations
- Continues the community entry signage program
- Funds programs to address homelessness and mental health

Goal 5: Financially Sound City Providing Exemplary City Services



- Funds employee recruitment and retention efforts with a 4% pay adjustment for staff, 1% 401k increases and adjustments to public safety step plans
- Continues compensation study recommendations
- Continues investments in essential City technology
- Continues and completes identified capital and infrastructure projects

Goal 6: Collaborative Citizen and Business Engagement



- Continues and amplifies military affairs and intergovernmental relations
- Support for Cape Fear Regional Theatre
- Continues support for community partners including Arts Council of Fayetteville/Cumberland County for community programs
- Continues community clean-up partnership efforts including Fayetteville Beautiful
- Leverage technology and emerging resources to increase resident engagement

Revenue Highlights

- General property tax rate adopted at 53.95 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, 4.00 cents for the 2022 bond debt service, and 43.46 cents for general city operations.
- Property tax rate for the Central Business Tax District adopted to remain at 10.0 cents per \$100 of assessed valuation
- Storm water fee adopted to remain at \$6.00 per month
- Residential solid waste fee is adopted to increase to \$265 per year, additional minor fee adjustments are proposed with minimal expected revenue impacts
- Bus fares are adopted 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 24 sales taxes are expected to grow by 13.2%, with all of the growth above FY 22, being returned to the County as part of the sales tax agreement. The value of this growth in FY 24 is \$8.3 million.
- 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 \$10.2 million in FY 24, 17.43% less than FY 22 budgeted payment of \$12.4 million. This is due to the estimated withholding of \$2 million to repay an advance on the PWC's payments made during the COVID-19 pandemic.

Sustaining Services For Our Future

The adopted budget is built on several assumptions that guide our decision-making process:

- Employees are our greatest asset, and measures will be taken to support their well-being and job satisfaction.
- The solid waste fee will be adjusted to \$265 to ensure self-sufficiency.
- Small adjustments for fees and taxes will be made until the countywide revaluation in FY 2025.
- Given the recruitment challenges and historical budget data, the General Fund adopted budget includes a 15% efficiency rate (\$19.8 million). This rate incorporates vacancy savings and other mid-year budget reductions that can be implemented over the next 12 months.

In conclusion, the adopted FY 2023-2024 budget reflects our dedication to addressing challenges, investing in the future and sustaining essential city services. It provides the necessary resources to support our employees, address homelessness and mental health concerns and navigate revenue fluctuations. We believe this budget aligns with the City Council's priorities and will position Fayetteville for continued growth and success.

Thank you for your attention to this matter. We look forward to discussing the adopted budget further and working together to shape a prosperous future for our city.

Respectfully submitted,



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, 2022

Christopher P. Morill

Executive Director

Adjustments to Recommended Budget

On June 1, 2023, The FY 2023-24 City Manager's Recommended Budget was released to City Council, the public presentation was conducted, and the budget document was made available for public inspection at the office of the City Clerk and on the City's website. The Council deliberated the budget at nine public budget work sessions and meetings. 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 12, 2023, as required by the Local Government Budget and Fiscal Control Act.

The budget ordinance reflects the consensus changes made to the City Manager's Recommended FY 2024 Operating and Capital Budget during the June 14, 2023, City Council special meeting and the prior meetings.

Adjustments

- The original recommended tax rate is .5395 per \$100 assessed value. Following deliberation and extensive dialogue, the tax rate included in the budget ordinance is .5420 per \$100 of assessed value. The tax rate breaks down as follows: .4346 for general government operations, .0142 for referendum-approved Parks and Recreation bond debt service, .0507 for dedicated capital funding, and .0400 for the new 2022 referendum-approved bond debt service.
 - As part of the 2022 referendum-approved bond debt program, the authorization of \$12 million of housing bonds will be held until the City Council appropriates those funds. The City has until the fall of 2029 to issue the debt.
- Increase the Motor Vehicle License Tax (MVLТ) rate from \$10 to \$30. The revenue is dedicated to maintaining, repairing, constructing, reconstructing, widening, and improving public streets. The revenue generated from the MVLТ will support the \$25 million referendum-approved infrastructure bond debt service.
- Increase the estimated general fund interest earnings by \$1 million based on the projected investment market and the City's portfolio performance.
- Redirection of \$850,000 of American Rescue Plan Act funding from infrastructure improvements to the following:
 - \$600,000 to provide operating funds to the City's Day Resource Center for two years, \$300,000 in FY 2024 and \$300,000 in FY 2025.
 - \$150,000 to provide funds to the Phoenix Center for two years, \$75,000 in FY 2024 and \$75,000 in FY 2025. The funding will add to existing service agreements with the Phoenix Center and Rape Crisis of Cumberland County. The requested funding was for a victim services position and additional room vouchers.
 - \$100,000 for the development of an environmental sustainability plan.
- Increase recommended \$250,000 for capital contribution to the Cape Fear Regional Theater to \$500,000. The original request from CFRT is for \$2.5 million to fund capital improvements and

Adjustments to Recommended Budget

renovations at their existing facility. The City Council will be asked to approve a resolution with a \$2.5 million commitment, \$500,000 annually for five years.

- Include \$350,000 for the Glennville Lake Walking Trail design. The City will request funding for this project from the Fayetteville Area Metropolitan Planning Organization.
- Reduction of \$237,000 to the transfer from the general fund to the transit fund, representing a reduction from \$8.46 million to \$8.22 million. The reduced transfer remains an increase of \$3.66 million from the FY 2023 budgeted funding.
- Reduction of \$285,390 to the recommended general fund for ongoing market rate adjustments to compensation. The adjustment leaves \$342,360 for adjustment during FY 2024.
- Change the Mental Health Navigator title to Director of the Office of Community Safety; this change has no fiscal impact but indicates the City Council's desire to establish an Office of Community Safety. The funding included in the recommended budget for this purpose is \$250,000.

** The numbers included in the original recommended budget proposal are created prior to the ongoing budget development process. As such changes may occur between the release of the recommended budget and the release of the adopted budget.*

2023-24 BUDGET ORDINANCE (2024-1)

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

Section 1: The following estimated revenues and other financings will be available during the fiscal year beginning July 1, 2023 and ending June 30, 2024, to meet the appropriations listed in Section 2.

Schedule A: General Fund

Ad Valorem Taxes	\$	84,720,847.00
Other Taxes	\$	1,578,660.00
Intergovernmental Revenues	\$	102,487,840.00
Functional Revenues	\$	6,410,738.00
Other Revenues	\$	3,609,538.00
Investment Earnings	\$	1,161,300.00
Other Funding Sources	\$	4,297,449.00
Fund Balance Appropriation	\$	5,928,266.00
Estimated General Fund Revenues and other funding Sources	\$	210,194,638.00

Schedule B: Central Business Tax District Fund

Ad Valorem Taxes	\$	155,815.00
Investment Earnings	\$	325.00
Other Funding Sources	\$	139,274.00
Fund Balance Appropriation	\$	54,552.00
Estimated Central Business Tax District Fund Revenues and other funding Sources	\$	349,966.00

Schedule C: E-911 Fund

Intergovernmental Revenues	\$	959,725.00
Investment Earnings	\$	628.00
Estimated E-911 Fund Revenues and other funding Sources	\$	960,353.00

Schedule D: Law Enforcement Officer's Special Separation Allowance Fund

Investment Income	\$	16,000.00
Interfund Charges	\$	3,342,228.00
Estimated Law Enforcement Officer's Special Separation Allowance Fund Revenues and Other Funding Sources	\$	3,358,228.00

Schedule E: Parking Fund

Functional Revenues	\$	750,746.00
Other Financing Sources	\$	512,611.00
Estimated Parking Fund Revenues and other funding Sources	\$	1,263,357.00

Schedule F: PWC Assessment Fund

Other Revenues	\$	690,000.00
Investment Income	\$	200,000.00
Estimated PWC Assessment Fund Revenues and other funding Sources	\$	890,000.00

Schedule G: Airport Fund

Intergovernmental Revenues	\$	130,772.00
Functional Revenues	\$	4,648,079.00
Other Revenues	\$	11,600.00
Investment Income	\$	18,400.00
Fund Balance Appropriation	\$	1,671,597.00
Estimated Airport Fund Revenues and other funding Sources	\$	6,480,448.00

2023-24 BUDGET ORDINANCE (2024-1)

Schedule H: Solid Waste Operating Fund

Intergovernmental Revenues	\$	481,315.00
Functional Revenues	\$	17,001,916.00
Other Revenues	\$	33,560.00
Investment Income	\$	16,000.00
Fund Balance Appropriation	-	
Estimated Solid Waste Operating Fund Revenues and other funding Sources	\$	17,532,791.00

Schedule I: Stormwater Management Operating Fund

Functional Revenues	\$	11,716,604.00
Investment Income	\$	2,500.00
Fund Balance Appropriation	\$	8,341,661.00
Estimated Stormwater Revenues and other funding Sources	\$	20,060,765.00

Schedule J: Transit Operating Fund (FAST)

Other Taxes	\$	653,550.00
Intergovernmental Revenues	\$	3,270,000.00
Functional Revenues	\$	1,162,700.00
Other Revenues	\$	160,560.00
Other Financing Sources	\$	8,223,160.00
Estimated Transit Fund (FAST) Revenues and other funding Sources	\$	13,469,970.00

Schedule K: Safety and Workers' Comp Fund

Other Revenues	\$-	
Investment Income	\$	10,500.00
Interfund Charges	\$	2,590,000.00
Estimated Safety and Workers' Comp Fund Revenues and other funding Sources	\$	2,600,500.00

Schedule L: Property and Liability Fund

Other Revenues	\$	223,800.00
Investment Income	\$	1,400.00
Interfund Charges	\$	2,421,914.00
Property and Liability Fund Revenues and other funding Sources	\$	2,647,114.00

Schedule M: Risk Management Fund

Employee Benefit Contributions	\$	4,541,000.00
Other Revenues	\$	20,000.00
Investment Income	\$	132,000.00
Other Financing Sources	-	
Fund Balance Appropriation	\$	1,083,000.00
Interfund Charges	\$	18,168,000.00
Estimated Risk Management Fund Revenues and other funding Sources	\$	23,944,000.00

Schedule N: Fleet Management Internal Service Fund

Interfund Charges	\$	7,306,812.00
Fleet Management Internal Service Fund Revenues and other funding Sources	\$	7,306,812.00

Total All Funds Revenues and Other Financing Sources	\$	311,058,942.00
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2023-24 BUDGET ORDINANCE (2024-1)

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

Section 2: The following estimated revenues and other financings will be available during the fiscal year beginning July 1, 2023 and ending June 30, 2024, to meet the appropriations listed in Section 2.

Schedule A: General Fund

Community Investment	\$	7,865,787.00
Operations	\$	146,729,200.00
Other Appropriations	\$	32,714,532.00
Support Services & Administration	\$	22,885,119.00
Total General Fund Appropriations	\$	210,194,638.00

Schedule B: Central Business Tax District Fund Total Appropriation \$ 349,966.00

Schedule C: E-911 Fund Total Appropriation \$ 960,353.00

Schedule D: Law Enforcement Officer's Special Separation Allowance Fund
Total Appropriation \$ 3,358,228.00

Schedule E: Parking Fund Total Appropriation \$ 1,263,357.00

Schedule F: PWC Assessment Fund Total Appropriation \$ 890,000.00

Schedule G: Airport Fund Total Appropriation \$ 6,480,448.00

Schedule H: Solid Waste Operating Fund Total Appropriation \$ 17,532,791.00

Schedule I: Stormwater Management Operating Fund Total Appropriation \$ 20,060,765.00

Schedule J: Transit Operating Fund (FAST) Total Appropriation \$ 13,469,970.00

Schedule K: Safety and Workers' Comp Fund Total Appropriation \$ 2,600,500.00

Schedule L: Property and Liability Fund Total Appropriation \$ 2,647,114.00

Schedule M: Risk Management Fund Total Appropriation \$ 23,944,000.00

Schedule N: Fleet Management Internal Service Fund Total Appropriation \$ 7,306,812.00

Total All Funds Revenues and Other Financing Sources	\$	311,058,942.00
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2023-24 BUDGET ORDINANCE (2024-1)

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

Section 3: The following estimated revenues and other financings will be available during the fiscal year beginning July 1, 2023 and ending June 30, 2024, to meet the appropriations listed in Section 2.

General Tax Rate	0.5395
Central Business Tax District	0.1

Section 4: The Equivalent Service Unit is hereby levied at \$6.00 (six dollars per ESU) in accordance with Fayetteville City Code Stormwater Management Ordinance, Chapter 23.

Section 5: The solid waste fees are levied as follows and as indicated in the City Manager's Recommended FY 2024 Operating and Capital Budget, \$265 per year per Single-Family Household or Residential Unit in a Multi-Family Property of Seven or Less Units.

Section 6: The fee schedule as included in the City Manager's Recommended FY 2024 Operating and Capital Budget effective July 1, 2023.

Section 7: Funds encumbered, funds reserved for donations, and funds assigned for a specific purpose in the City's financial audit report as of June 30, 2023, are hereby reappropriated, subject to the availability of departmental funds.

Section 8: Funds included for specific purposes in centralized accounts are authorized to be distributed among the benefiting departments and functions.

Section 9: The City Manager is hereby authorized to transfer or reduce appropriations throughout the year as needed.

Section 10: Compensation for each council member and the mayor is increased by 4.00%.

Section 11: Compensation is authorized at \$767.98 per month for the chairperson of the Public Works Commission and \$639.98 per month for other Public Works Commission members.

Section 12: The Public Works Commission is hereby authorized to expend an amount not to exceed \$150,000 for sponsorship activities. All sponsorships must adhere to the Council's policy and acknowledge the contribution by the City of Fayetteville.

Section 13: 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 the City Council.

Section 14: Capital Project Ordinance listed as Attachment "A" is hereby approved.

Section 15: The motor municipal vehicle tax rate is hereby levied at the rate of \$30 per vehicle, with the following allocations: \$5 of the tax appropriated to Transit, \$5 to the operating budget, and \$20 to street maintenance.

ATTEST:


Pamela J. McGill, City Clerk

CITY OF FAYETTEVILLE


Mitch Collins, Mayor



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

This Reader's Guide has been provided to inform the reader where particular information may be found. The City of Fayetteville's 2023 - 2024 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 2023 - 2024 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 2023 - 2024 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**

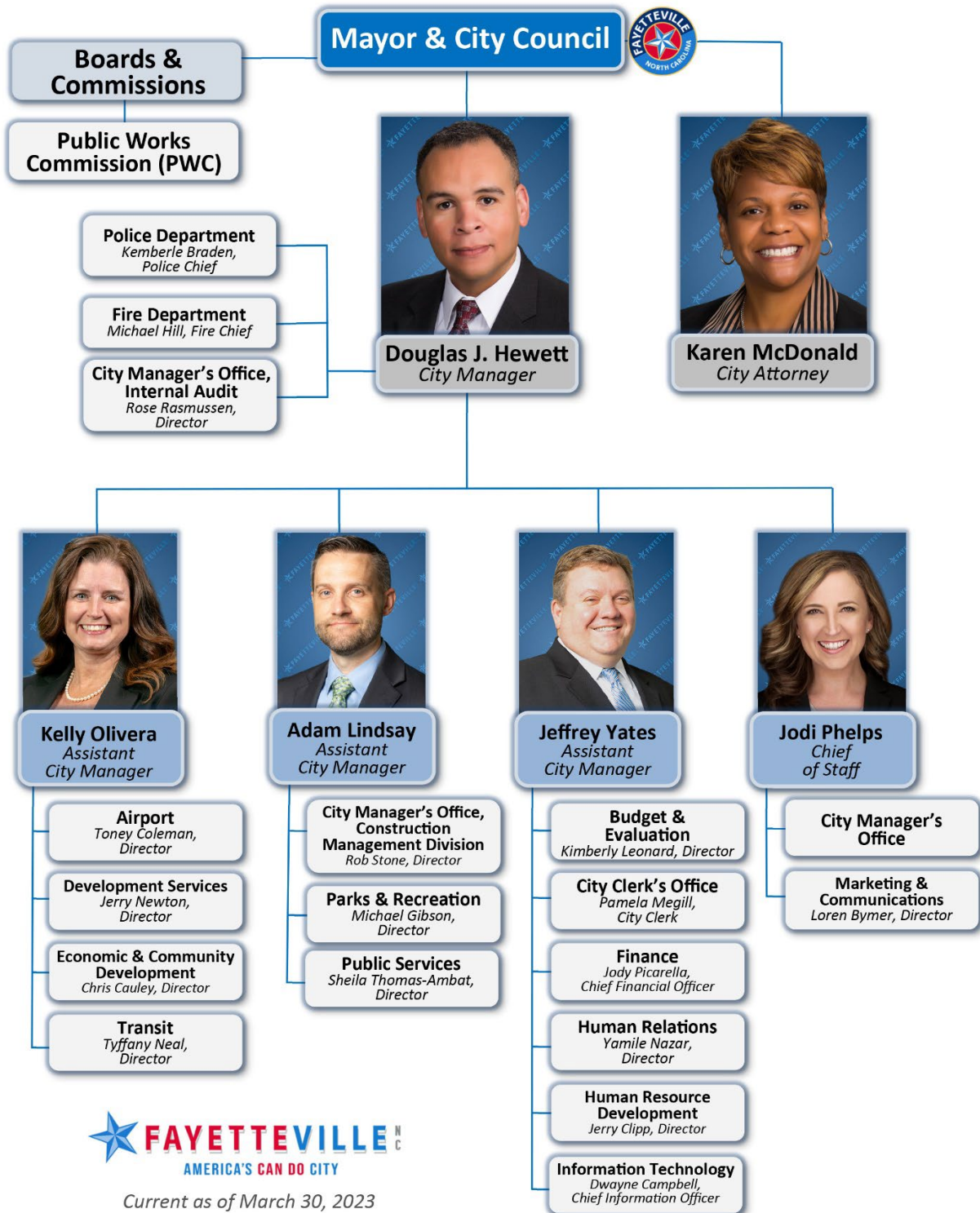
The Fiscal Information section takes the reader through the budget process and details the budget policies established by the City Council and the Local Government Budget and Fiscal Control Act. Information in this section also includes a discussion of major revenue assumptions, and details of department 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



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. Generally, no votes are taken. At these meetings, Council receives information and asks questions.

Governmental Structure and Organization

Citizen Participation

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

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

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

Profiles of the Mayor and Council

Fayetteville City Council's 10-member body includes Mayor Mitch Colvin and Council Members Johnny Dawkins (Mayor Pro Tem), Kathy Keefe Jensen, Shakeyla Ingram, Mario Benavente, D.J. Haire, Derrick Thompson, Brenda McNair, Courtney Banks-McLaughlin, and Deno Hondros.



Mayor Mitch Colvin is a native of Fayetteville with a passion for helping to improve the City. He was elected mayor in

November 2017, 2019 and 2022. 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. Additionally, Mayor Colvin places a priority on mental health awareness and initiatives for residents in need.

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:

- Commissioner Governors Racial Equity Task Force
- Commissioner of North Carolina Crime Commission
- Mayor Pro Tem from 2015 - 2017
- Chairman of the Baseball 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 a number of occasions from meetings at the White House to meetings with national presidential candidates to discuss the importance of Fayetteville, North Carolina to the region and the state.

Mayor Colvin displayed his poise and leadership during Hurricanes Matthew and Florence when he appeared on Fox News, BBC, CNN, Good Morning America and The Weather Channel. Additionally, he has been interviewed by Time Magazine, 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 and other underserved communities

Profiles of the Mayor and Council

- Reduce poverty and homelessness in the city
- Increase housing affordability
- Invest in our streets, sidewalks, and stormwater systems
- Increasing 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. Improved collaboration and City connections to our universities, medical system, and local government partners.

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
- Increased to our diversified economy by adding to the City's tax base

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Mayor Pro Tem Johnny Dawkins, is currently serving his third term on the City Council. He was re-elected as the District 5 representative in 2015, 2019 and 2022. 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 82nd Airborne Division at Fort Bragg, and he is a former Honorary Wing Commander of the 43rd Airlift Wing at Pope Field. He has served as the Chairman of the Pope Special Activities Committee, and as Chairman of the North Carolina Department of Insurance's Health Insurance Agents Advisory Board.

Dawkins is a member of the Duke Cancer Institute's Brain Tumor Board of Advisors. He has served on the Board of Directors of the Fayetteville Kiwanis Club, and he also served on the Deacon Board at Snyder Memorial Baptist Church. Dawkins is a former member of the Fayetteville City Council (2003-05), the Fayetteville Urban Ministry Board, the Fayetteville State University Foundation

Profiles of the Mayor and Council

Board, the Fayetteville Technical Community College Foundation Board, and the Care Clinic Foundation Board. Mr. Dawkins was recognized as the national Distinguished Citizen of the year for 2008, by the United States Air Force's Air Mobility Command, based at Scott AFB, Illinois.

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 Kathy Keefe

Jensen was elected to serve District 1 on the Fayetteville City Council in November 2013 and re-elected in 2015,

2017 and 2022. She was born and raised in Fayetteville. A 1983 graduate of Pine Forest High School, Kathy went on to East Carolina University and Methodist College to study business. After college, Kathy joined the family business and worked in the retail, property management and financial part of the businesses. In 1993, Kathy married LTC Jerry Jensen and supported him in his military career through Fort Bragg, Germany, Newport, R.I. and back to Fayetteville, her hometown. When they were deciding on where to live, Kathy and Jerry wanted to raise their children where she was born and raised. In 2005, Kathy opened An Affair to Remember Bridal and Formal Wear on Ramsey Street.

The past four years on Council, Kathy has served on many boards and commissions. Kathy was appointed by the Governor to be on the board of the North Carolina Youth Council. She is also very active

in the Fayetteville-Cumberland Youth Council that was reactivated in 2014. Her involvement in other boards and commissions include FCEDC – Fayetteville-Cumberland Economic Development Commission, CVA – Core Value Awards, Gateways and Corridor, 911 Task Force Committee, Cumberland County Crown Coliseum, Fayetteville Police Foundation City liaison, Boards and Commissions nominating committee and chair of the Parks and Recreation Bond committee.

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

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 2019 and 2022. Born and

raised in District 2, she adds a special perspective and work ethic to her community. 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

Profiles of the Mayor and Council

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. When she could not vote because she was not of voting age, she questioned how she might best impact the community and persuaded her friends to get involved in local and presidential campaigns, as well as with nonprofit organizations. Several years later after returning home from college, she began working with some council members for community advocacy events and violence-against-youth initiatives. This began her journey into politics.

Soon after, she left home and 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, as well as volunteering with numerous nonprofit organizations for life-changing causes that benefited the community.

Close to five years later, at age 28, she's back home in Fayetteville and has devoted a lot of time to her community. She is ready to bring our community back together, stronger than ever. She is ready to be a strong and engaging voice for our community, and she is ready to work for and empower the community.

As an animal lover, she rescued and adopted her fur son, Marley. She serves as a big sister to her younger brother and a mentor to the youth in the community. She has one niece and is a bonus aunt to many of her friends' children. Most importantly, Shakeyla is proud to serve as your District 2 representative.

Shakeyla Ingram
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Council Member Mario Benavente was elected as the District 3 representative to the Fayetteville City Council in August 2022. Mario

Benavente's reputation for community leadership and activism, they may not know Mario "Be" and his family are a great example of the American-dream-come-true and are a reflection of our city's ethnic diversity. Not only is he a true Fayetteville native and the son of a U.S. Army Veteran, he is also a first-generation U.S. American.

Over the years, his Peruvian father provided multiple opportunities for other members of their family, including his Korean mother, to move to and create new lives and opportunities in the States. Mario largely gives his father credit for instilling in him the confidence and providing the strong foundation needed to pursue big dreams.

This proud E.E. Smith alumnus was the first person in his immediate family to have earned an undergraduate degree when he graduated from UNC Chapel Hill with a Bachelor of Arts in Peace, War & Defense, and Communications.

Mario is also pursuing his dream of becoming an elected official by running for Fayetteville's City Council District 3 this year— "hopefully paving the way for the next generation of community leaders to step up and take the reins of this city's future," as he shares. Thanks to a strong campaign platform and many dedicated supporters, he has raised more money than any other council candidate this election cycle.

Benavente's extensive track record of volunteerism and activism illustrates his belief in community investment so well. He has served on the E.E. Smith Alumni Association Scholarship Committee and was Vice-Chair of the association's Board of Directors. He currently serves as the vice chair of Latinos United for Progress, is on the board of directors for Sweet Tea Shakespeare, and on the board of directors for the NC Coalition Against Domestic Violence.

He was also a founding member and the first chairman of the Fayetteville Millennial Advisory Commission.

"I am always conscious of the fact I owe my hometown my talents and am simply contributing my time, talents, and more to the greater good of the community I call 'home,'" he believes.

His campaign issues are a direct reflection of his love for Fayetteville, and his first objective is to address public safety by prioritizing community healing, restorative justice practices, and independent police oversight.

Mario explains his stance on this issue when he states, "Fayetteville cannot expect one single department to solve every public safety issue. We have to be proactive in our approach and help heal those communities that are suffering the most from the increase in violent crime. Restorative justice practices are the way forward."

Secondly, Mario plans to focus on economic investment and support for our college graduates, entrepreneurs, and young families—thus recruiting and retaining next-generation talent. As he elaborates, "I see many people my age not wanting or knowing how to take the first step of action to bring about true, lasting change in their community." he prides himself on being the type of person who takes the first step and

inspires others to champion causes and take action in tangible, impactful ways.

The third campaign issue Benavente will be addressing is socioeconomic equality in Fayetteville. His goals are to eliminate food deserts, prevent gentrification, ensure the availability of affordable housing, oversee responsible development of the Murchison Road Corridor, and improve economic mobility in Fayetteville. He strongly believes economic development ought to benefit the established community and not destroy it.

When asked what his overall goal is as a city council member, Mario expresses his desire to build on the important work already done by previous generations and to secure the future for our residents' children and grandchildren.

Mario Benavente
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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 2017, 2019 and 2022. His service included serving as Mayor Pro Tem from 2012 to 2013.

He is a native of Fayetteville and product of the Cumberland County school system.

He is a second generation family-owned real estate business owner of 40 years and a supporter of the local business community.

Councilmember Haire has been active in the community and served on several local, state

Profiles of the Mayor and Council

and federal boards, including: As 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; Chairman of Seabrook Hills/Broadell Community Watch; Member of the North Carolina Notaries Association; Life Member of the NAACP; voted the Best Of Fayetteville's "Most Respected Politician;" recipient of the North Carolina "Old North State Award;" recipient of North Carolina Order 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.

He helped lead the following past initiatives: Pedestrian electronic push button cross walk @ Murchison Road & Fayetteville State University and Cliffdale & Reilly Roads; City of Fayetteville federal lobbyist; Hire Fayetteville First and the signal light at Bragg Boulevard & Ames Street.

Councilmember Haire graduated from North Carolina A & T State University, Bethel Bible College, Destiny Bible College and received his North Carolina Notary Certification from Fayetteville Technical Community College.

Councilmember Haire was recently named North Carolina A&T State University's "Aggies At The Goal Line" Commencement Feature Graduate for 2019.

D.J. 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.

Councilmember Haire truly loves serving Fayetteville residents: "We have built a trust together that has helped our city grow. Every

day, I'm so thankful to the citizens for allowing me to serve them. I'm always only a phone call, text or email away."

D. J. Haire
Council Member District 4
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Council Member Derrick Thompson was elected on July 26, 2022 the Fayetteville City Council as District 6. He was born and raised in Philadelphia, Pennsylvania. A 1979 graduate of West Philadelphia High School, following which he attended Michigan State University. Having completed my academics in the private sector, my next endeavor was joining the Army in 1983. After serving 21 years of honorable and faithful service in the Quartermaster Field, I retired in 2004, from Fort Sill Oklahoma.

The next chapter in my life started in late 2003 with the relocation of my family to Fayetteville, North Carolina. Once settled into Fayetteville, I continued my public service to our community for an additional 15 years of employment serving parts of the communities in District 6 as a mail carrier for the United States Postal Service (USPS). For an extracurricular activity from 2004 thru 2012, I enjoyed officiating football in Fayetteville and surrounding areas at the high school and Central Intercollegiate Athletic Association (CIAA) level. I am now twice retired and decided to continue my public service by running for city council! Service to my country, community, and neighborhood is all I know!

My first public service experience in Fighting for the Rights of the People began when I was

approximately eight years of age in Philadelphia. My elementary school was directly across the street from my home. Each school day we had to walk across a very busy street. With the absence of a traffic light, a Crossing Guard or other control measures for speeding and reckless drivers, children were often the victims of Close Calls and Hit and Runs. Enraged, one of our neighbors decided to take matters into their own hands and challenge the city by protesting their failure to install a traffic light. Many others I included, joined our neighbor on the sit-down protests until the city finally saw it necessary to install the traffic light in front of the school.

That initial eye-awakening experience as a child has carried on throughout my life. I am a firm believer in fighting for what is right. I want to continue my legacy now more than ever by representing you as your councilman for District 6.

Currently, I am in my second 3-Year Term as the Homeowner's Association (HOA) President to one of the largest residential communities in the City of Fayetteville. Additionally, I serve as a board member for Gateway Landing a non-profit organization (NPO), located in Leland, NC. Gateway Landing provides a 12-month faith based, Christ centered, residential program designed to reach out to men who desire to recover from life controlling issues such as drug and alcohol abuse and addiction.

Furthermore, I am the City of Fayetteville's Ambassador to the National Psoriasis Foundation which supports communities by providing education about the disease, funding new research and advocating for access to care for those who suffer with this autoimmune disease.

On top of that, I serve as President of the Jimmy Juniors Bowling Program (NPO) that helps our youth get off the streets and into

programs that teach them Respect, Accountability, and Sportsmanship. Suffice it to say, as a youth this very program helped me and many others alike. To this day, I am paying it forward to those in need of direction and purpose in their life. Participants in the program included the likes of entrepreneurs, doctors, lawyers, engineers, pilots, and now a city councilman!

Lastly, there is my family. My beautiful wife Francine and I have been married for 37 years. We have two children: Vanessa and Derrick Jr. We also have two grandchildren: Eloise and Emerie our newborn.

We are current members of Simon Temple AME Zion Church where I serve on the Steward Board, Class Leader, Greeter Staff, and Culinary Staff for events and outreach.

In closing, I have highlighted my humble beginnings, provided you with insight on my academia, my military career, my government service career with USPS and the organizations that I am directly involved with to this very day. I am a Humble public servant at heart, and I thank you for providing me the opportunity to serve all our residents as your City Councilman.

A New Voice" representing you!

Derrick Thompson
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Profiles of the Mayor and Council



Council Member Brenda McNair is in her first term representing District 7. She has been a long-time resident of Fayetteville and a local

small business owner for over 35 years. Although registered as a Democrat, McNair firmly states she is not tied to any political party or particular interest. She believes the Fayetteville City Council is nonpartisan for good reasons. She also believes Fayetteville deserves unbiased leadership and elected officials who will represent all the residents.

She said: "I have faith in the citizens of Fayetteville. I believe we are smart enough to correct our past mistakes. The time is past for divisive politics, pitting Democrats vs. Republicans, young against the old, and whites against Blacks. Citizens want their representatives to unite around common-sense policies to tackle our community problems. Fayetteville is at a crossroads, a point of decision, and the good of our community are at stake."

Like many of you, McNair is a mother, grandmother, and great-grandmother and has growing concerns about the increased violence in our community. She believes a united community can lead Fayetteville in a new direction. She's not opposed to consultants and other experts helping us along the way but emphasizes the need to take common sense to high places. McNair believes crime and poverty are connected. She favors assisting the homeless but, more importantly, helping them avoid homelessness.

McNair knows the struggle of making ends meet and started working a minimum wage job at the House of Raeford poultry plant. She was there five years before she found a way to advance herself to the next level. She said: "When I tell you that I believe you can fulfill your dreams with hard work, faith, and education, I'm not offering you a bunch of old

clichés. Fayetteville is a great place to live, and public policymakers should create more opportunities for citizens to get better-paying jobs or start businesses if they choose to do so."

She ran for office to give the citizens of Fayetteville a government official who would always be accessible, act openly, and afford the citizens' knowledge of her decisions and actions.

**Brenda McNair
District 7**

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Council Member Courtney Banks-McLaughlin was

elected in November 2019 and 2022 by the residents of District 8 to serve her first

term on the Fayetteville City Council.

Courtney 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. Courtney earned her Master of Arts in Human Resource Management from Webster University in 2008.

Courtney 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, Courtney 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 Courtney's 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. Mrs. 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, Military RULAC, and the Fayetteville-Cumberland Liaison Committee.

Courtney 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 Courtney that she treasures dearly. She's a strong backbone for her family, motivating them to excel and creating an amiable home environment. Courtney 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.

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

Courtney Banks-McLaughlin

District 8

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Council Member Deno

Hondros was elected to the Fayetteville City Council in 2022, representing District 9.

With a strong personal mission to serve the City his

family calls home, Hondros has a desire to help make Fayetteville first in economic growth, family friendliness, health and wellbeing. As a Fayetteville native, he has long known that both collective and individual service to community can make Fayetteville the best it can be.

Hondros is the child of Greek immigrant parents who instilled in him at an early age the value of a strong work ethic, dedication to service and a family-first perspective—qualities that continue to guide his personal and professional life today. Throughout the span of his career in the food service and real estate industries, he has held a variety of roles, including small business owner and entrepreneur. For more than two decades, Hondros has been a Realtor, and has owned successful small businesses for more than 30 years. He is currently a Senior Broker at Franklin Johnson Commercial Real Estate.

In 2018, Hondros was appointed to serve on the City's Storm Water Advisory Board

Profiles of the Mayor and Council

(SWAB), earning the chairman seat within 6 months of his appointment. He has also held positions on the City's Unified Development Ordinance (UDO) Task Force, the City Council Stormwater Committee, the City SPIRIT Committee, the Murchison Choice Planning Committee and the Salvation Army Board of Directors. His tenure on the Longleaf Pines Board of Realtors has seen him serve on a number of leadership committees of the board including the Legislative, Diversity, Equity & Inclusion (DEI), and Political Action Committees. Active in the Sts. Constantine & Helen Greek Orthodox Church, Hondros has volunteered for stints on the Parish Council and the Long Range Planning, Bylaws and Greek Festival committees over the last several decades. Hondros has also mentored youth playing basketball in both a head coach and assistant coach role.

Hondros is a graduate of Terry Sanford High School and Fayetteville Technical Community College. He is married to Liza Hondros, who served a term on the Fayetteville Regional Airport Commission. Together they have one son, James.

Deno Hondros
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Boards, Committees and Commissions

The Fayetteville City Council has established 28 boards and commissions, 23 of them are open to applications from Fayetteville citizens. 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 is vested with authority for the establishment, construction, enlargement, improvement, maintenance, equipment, operation, and regulation of the 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 has been established as an advisory committee whose primary purpose is to assist the City Council in fulfilling its oversight responsibilities for the overall stewardship of the City's financial affairs.
- **Board of Advisors for the Woodpeckers Capital Reserve Account**
The board shall consult with the City regarding the operation and management of the Premises. Except as expressly set for herein, the Board is purely advisory and is intended to provide areas of expertise for the parties, input from various constituents with an interest in the Premises, and a forum for presenting and considering matters concerning the Premises, its operation and management.
- **Board of Appeals**
The board of appeals shall hear all appeals allowed under Chapter 14 and under Chapter 26 of the City Code.
- **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**
A council-appointed commission whose purpose is to investigate complaints, render advisory opinions, hear complaints, and publish findings and recommendations regarding alleged violations of the city's ethics policy by city employees, board and commission members, and City Council members.
- **Fair Housing Board**
The board is a body of citizens duly appointed by the City Council to hear, make determinations, and issue findings in all cases of discriminatory practices in

Boards, Committees and Commissions

housing resulting from conciliation failure.

- **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 carry on a long-range, continuing, and comprehensive planning program for the orderly growth and development of the City 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.

- **Fayetteville-Cumberland Economic Development Corporation (FCEDC) Board**

The purpose of this organization is to enable 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 NEXT Commission**

The Fayetteville NEXT Commission is established to advise the City Council on issues relevant to the attraction, retention and engagement of Fayetteville residents between the ages of nineteen and thirty-nine. It is dedicated to improving the quality of life for young adults by providing recommendations to programs and actions consistent with Council's Strategic Goal IV of making Fayetteville a "desirable place to live, work and recreate" for this generation.

- **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.

Boards, Committees and Commissions

- **Historic Resources Commission**
The commission is responsible for reviewing and approving all exterior changes to the designated historic districts and landmark properties, as well as conducting public awareness and education programs concerning historic properties and districts.

- **Joint City and County Appearance Commission**
The Appearance Commission reviews proposed public building and site plans within the city and county on public properties and initiates programs to improve visual quality.

- **Joint City and County Senior Citizens Advisory Commission**
The commission recommends policies and programs to aid the City and County in meeting the needs and aspirations of senior citizens.

- **Linear Park, Inc.**
The corporation assists the City of Fayetteville in the financing, acquisition and improvement of Linear Park.

- **Metropolitan Housing Authority (FMHA)**
The FMHA board establishes administrative policies affecting the organization and conduct of the Authority and substantiates policies to be used as guidelines in carrying out the local housing program.

- **North Carolina Firefighter'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 under the

jurisdiction of the City Manager regarding their dismissal.

- **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 pertaining to Chapter 24 of the City Code.

For additional information, please contact the Executive Assistant to the City Council by phone at 433-1992 or by email at boards@FayettevilleNC.gov

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

Boards, Committees and Commissions

Public Works Commission (PWC)

The Fayetteville Public Works Commission (PWC) was organized under provisions of the City Charter of 1905 to manage the electric, water, and sanitary sewer utility systems serving the residents of the City and surrounding areas. On June 29, 2016 the North Carolina Legislature repealed the portion of the City Charter that specifically and exclusively dealt with PWC and replaced it with an updated version that defined the roles and responsibilities of the PWC and the City.

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

Under the June 29, 2016 update to the City Charter, the PWC is a legal entity that operates as a public authority in its operation, control, and management of its systems and is subject to the Local Government Budget and Fiscal Control Act as a public authority. The commission has full authority over its budget, and it is not subject to appropriation and authorization by the City. Except with regard to vehicles and utility equipment, the assets that are managed and controlled by the PWC are titled in the name of the City. For financial reporting purposes, the PWC is reported as a discretely presented component unit of the City.

The PWC's electric system provides for the transmission and distribution of electrical energy purchased from Duke Energy Progress, Inc. (DEP). Under a 30-year agreement effective July 1, 2012, DEP provides PWC's full power supply requirements with certain permitted exceptions to include PWC's ability to continue

utilizing its Southeastern Power Association (SEPA) allocation. Charges for generating capacity and delivered energy are based on DEP's system average costs and monthly system coincident peak demand. Under the terms of the original contract, PWC had an option to end the agreement effective June 30, 2024. PWC and DEP amended this Power Supply and Coordination Agreement in November of 2019, extending the first date of termination to July 1, 2032.

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

The Butler-Warner Generation Plant consists of eight gas turbine generators, six of which were converted in 1988 to a combined cycle steam mode. The plant's generating capacity is approximately 260 megawatts (MW).

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

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.

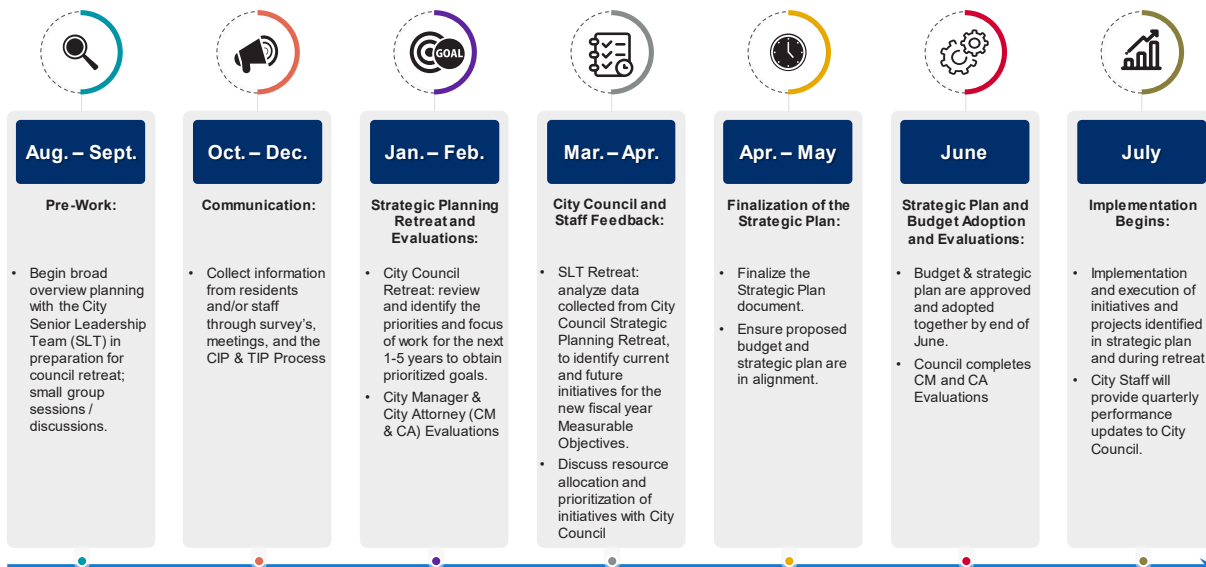
The utility serves approximately 90,000 water customers plus approximately 7,209 irrigation accounts, through 1,400 miles of water mains. The PWC also operates two wastewater treatment plants with a combined treatment capacity of 46 million gallons per day. For fiscal year 2021, the average combined 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.

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Strategic Planning Process and Framework

As the City of Fayetteville continues to grow and thrive, the City Council wants to establish a clear trajectory by means of a strategic plan that clarifies a forward-looking vision for our community's future, founded on principles of vitality and sustainability. A comprehensive strategic planning process serves as the guiding framework, with the City Council convening annually to refine and reinforce the various components that constitute the City's strategic plan, and ensuring that it remains responsive to the evolving requirements of our ever-growing community.

The strategic planning process consists of seven meticulously crafted phases that foster a comprehensive and cohesive approach to the City's growth and prosperity. It commences with the crucial pre-work phase, during which the senior leadership team conducts a comprehensive assessment of the City's current undertakings and future focus, preparing for the City Council Retreat. The subsequent phases involve staff actively seeking input from engaged residents and staff members, followed by a City Council retreat that facilitates strategic alignment and constructive dialogue. The fourth phase entails an SLT retreat to analyze data collected from the City Council Strategic Planning Retreat, identifying current and future initiatives for measurable objectives in the upcoming fiscal year. Resource allocation and prioritization discussions occur with the City Council during this phase. The insights and inputs gathered during these initial phases form a solid foundation for subsequent activities, including the development and finalization of the strategic plan, as well as the adoption of the final budget and strategic plan. The final phase focuses on implementing the strategic plan while diligently monitoring progress and ensuring accurate reporting, resulting in tangible outcomes that drive the City's sustained growth and prosperity.



City's Strategic Plan and Performance Results

The City's strategic plan is like a roadmap to help it serve and support the community. It has several important parts, including: A big picture **Vision** for the community, A **Mission** to guide the City's purpose, **Core Values** that represent what the City stands for, **Five-Year Goals** to help the City grow and succeed, **Performance Measures** to track progress and hold the City accountable, an **Action Agenda** with top priorities and steps to achieve them. All of these pieces are really important to make sure the City's goals become real things that help residents in all areas of their lives.



Resident 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 and will be rescheduled accordingly. 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 resident 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:

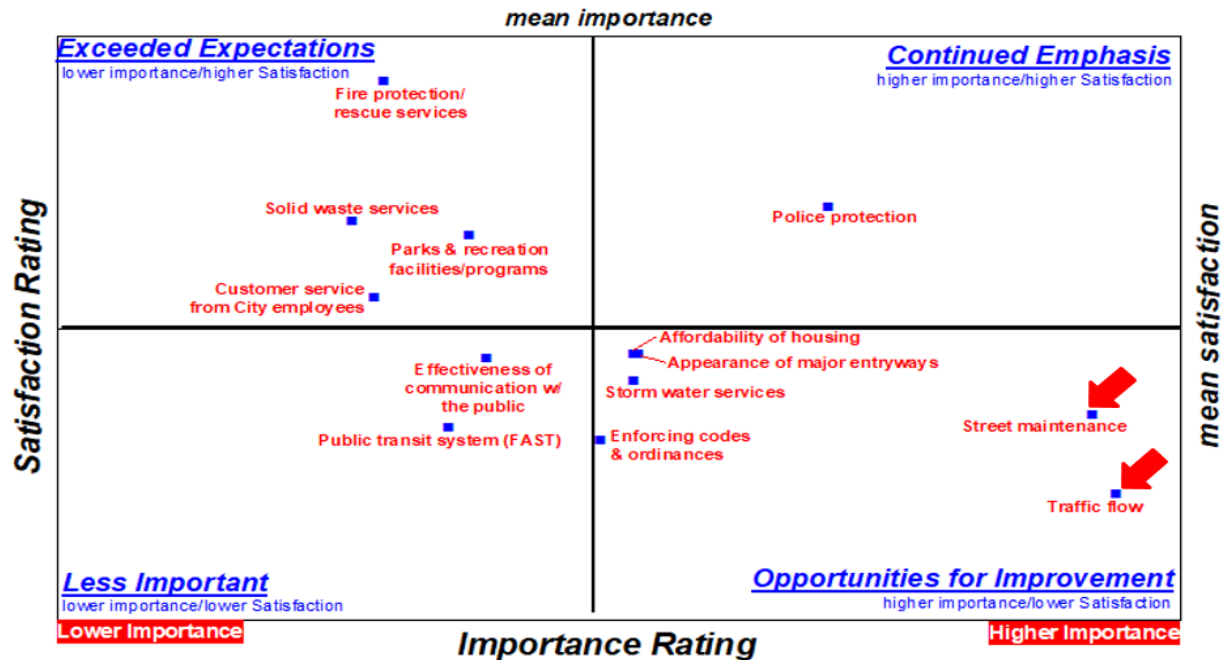
- Desirable Place to Live, Work & Recreate
- Safe and Secure Community
- Diverse and Viable Economy

City's Strategic Plan and Performance Results

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)



Source: ETC Institute (2019)

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

Other Major Findings:

- Mean response scores decreased from 2016 scores on a majority of the statements.
- Customer service, City goals, and City core values are high priorities for employees.
- Employees are skeptical that survey results will be utilized to improve workplace conditions.
- Professional development and job training scores exhibited a downward trend from 2016.
- Overall employee satisfaction shows a significant decline in the 5-9 years of service demographic.

City's Strategic Plan and Performance Results

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

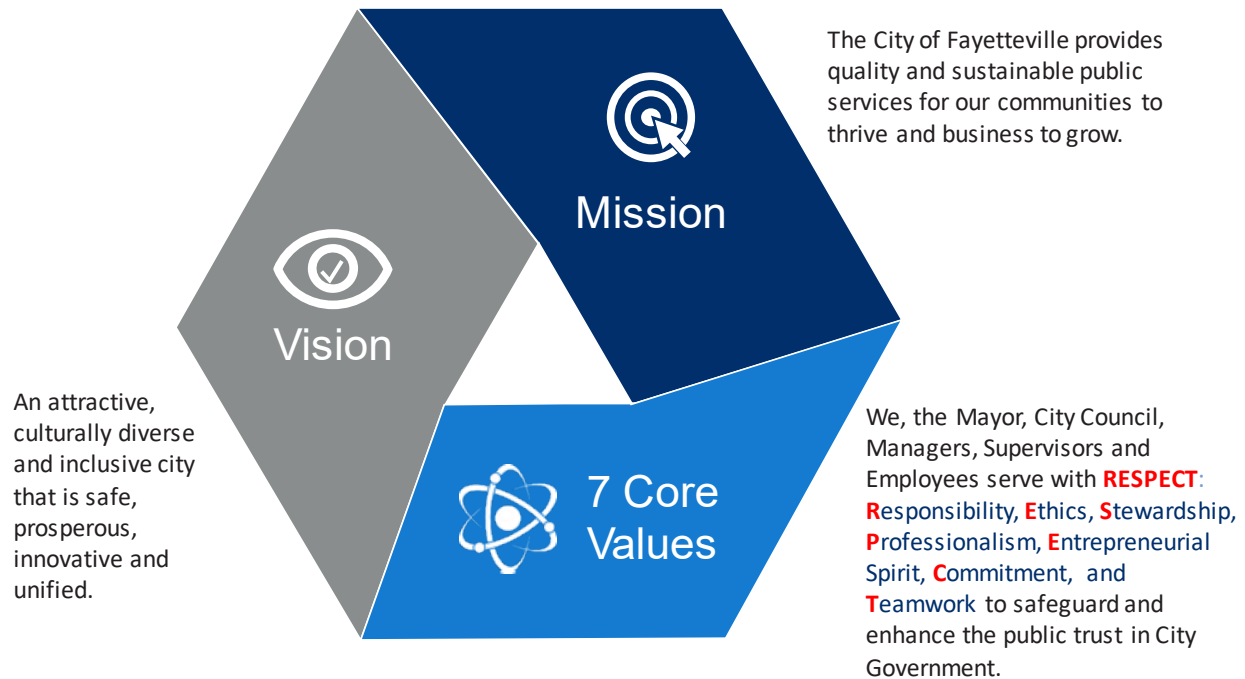
The City of Fayetteville is committed to being a high performing organization and seeks to leverage lean methodologies to implement improvements that produce positive results.

Strategic Plan Development and Framework



In November 2022, the City Council convened a thoughtfully orchestrated two-day planning retreat, characterized by open and honest conversations, collaborative thinking, and constructive deliberation. Among the many productive outcomes of this retreat, one stood out as particularly noteworthy: the identification of strategic focus areas for each of the City's six overarching goals. Guided by a solid commitment to prioritizing community outcomes, the Council worked tirelessly to refine these focus areas, resulting in the identification of 12 individualized focus areas that would enable staff to strategically prioritize tasks and initiatives, ensuring a seamless alignment with the City's overarching goals and objectives.

In a commitment to accountability and transparency, the City employs a comprehensive performance management program, calibrated to monitor and evaluate its initiatives and programs. Designed with the purpose of enhancing service delivery to the community, this program is a testament to the City's steadfast dedication to meeting and exceeding the needs and expectations of its residents. To this end, the City Council and Staff has tried to align its initiatives with the focus areas identified during its strategic planning retreat, as it strives to make significant headway in each, inching ever closer towards the realization of its overarching strategic objectives and goals. In doing so, the City remains dedicated in its commitment to ensuring the general well-being and prosperity of its residents, fostering a culture of excellence and a sense of purpose that fills every facet of its operations.



City's Strategic Plan and Performance Results








The City of Fayetteville FY 2029 Goals, Objectives, Focus Areas and Key Performance Indicators (KPI)





Goal 1: Safe and Secure Community 		
Goal Objectives	Focus Areas	Goal KPI / Community Outcomes
Objective 1.1: Improve public safety through reduced gun violence, violence prevention programs, and community engagement.	<ul style="list-style-type: none"> Reduce gun violence Safest city in NC Ensure safe neighborhoods 	Performance Results: <ul style="list-style-type: none"> Fire Department's Average Actual Dollar Loss/Save Ratio Percentage 90th percentile for Fire Department first unit emergency response travel time (in seconds) # of total Fire Department calls for service % satisfaction with overall quality of fire protection and rescue services # of traffic collisions within the city Total # of Part I Crimes Average Police Department response time for priority 1 calls (in seconds) % satisfaction with how quickly police respond to emergencies # of active residential community watch groups % satisfaction with overall police relationship with your community % satisfaction with police efforts to prevent crime.
Objective 1.2: Increase coordinated public safety efforts through comprehensive public safety strategic planning.		
Objective 1.3: Improve and sustain neighborhood safety through initiatives such as, proper street lighting, identification and education of areas prone to flooding, quality bridge preservation, and watershed.		

City's Strategic Plan and Performance Results



Goal 2: Responsive City Government Supporting a Diverse and Viable Economy 		
Goal Objectives	Focus Areas	Goal KPI / Community Outcomes
<p>Objective 2.1: Increase direct airline flights from Fayetteville Regional Airport through marketing and advocacy efforts.</p>	<ul style="list-style-type: none"> • Increase direct airline flights from Fayetteville Regional Airport • Increase number of businesses and investments • Ensure workforce readiness 	<p>Performance Results:</p> <ul style="list-style-type: none"> • % increase in tax base (Residential, commercial, industrial) • % satisfaction with overall strength of Fayetteville's economy • % satisfaction with overall downtown Fayetteville experience • % satisfaction with overall quality of life in the City • # of jobs created by ECD programs • % satisfaction with overall availability of employment opportunities in Fayetteville • % vacancy rate in city (Office, Industrial, Retail) • % satisfaction with overall quality of businesses, services, and retail in Fayetteville • % satisfaction with overall appearance of major corridors.
<p>Objective 2.2: Increase the number of businesses and investments through incentives, provision of resources and an efficient permitting process.</p>		
<p>Objective 2.3: Provide workforce readiness opportunities through partnerships, internships and trainings.</p>		

Goal 3: City Investment in Today and Tomorrow 		
Goal Objectives	Focus Areas	Goal KPI / Community Outcomes
<p>Objective 3.1: Increase City homeownership through programs for down-payment assistance, working with developers to increase affordable housing options, efficient processes for home-building and home-buying, and through incentives which encourage homeownership.</p>	<ul style="list-style-type: none"> • Increase homeowners vs. renters • Ensure future growth of city/county edges 	<p>Performance Results:</p> <ul style="list-style-type: none"> • \$ value of completed stormwater projects • Miles of Streets Resurfaced • % of streets rated with an excellent or good pavement condition rating • % of traffic signal intersection equipment meeting NCDOT standards of inspection biannually • \$ value of residential permits issued (Residential / Commercial) • % satisfaction with overall preparedness to manage development and growth • # of building trades inspections (Residential / Commercial) • % of building trades inspections completed within the established deadline • % of construction plan reviews completed within the established deadline • # of code enforcement violation cases opened by type • % of code enforcement cases opened proactively • % satisfaction with overall enforcement of codes and ordinances • % uptime of network connected devices and applications • % of departments with IT strategic plans with smart city focus • % of city properties with Wi-Fi Access • % of residents indicating they have internet access.
<p>Objective 3.2: Develop actionable plans for smart growth and expansion of city/county edges through responsible, efficient and effective development, and with appropriate and supportive Infrastructure.</p>		

Goal 4: Desirable Place to Live, Work, & Recreate		
Goal Objectives	Focus Areas	Goal KPI / Community Outcomes
<p>Objective 4.1: Improve neighborhoods through resource allocations for beautification and cleanup efforts and infrastructure improvements.</p>	<ul style="list-style-type: none">• Improve neighborhoods• Forge public partnerships	<p>Performance Results:</p> <ul style="list-style-type: none">• Average load factor percentage for airport• # of enplaned/deplaned passengers for airport• % satisfaction with the condition and usability of the airport• # of fixed route transit passengers• # of FASTTRAC! Passengers• % of bus stops with shelter and/or benches• % satisfaction with the availability of public transportation (Transit)• # of recreation participants• # of athletic program participants• Acres of publically accessible open space• % satisfaction overall quality of Parks and Recreation programs and services• % satisfaction with overall satisfaction with diversity of city recreation opportunities• # of linear feet of sidewalk installed• % satisfaction with overall condition of sidewalks• % increase in green space• # of curb lane miles swept• Diversion rate for recycling as a percentage• % of successful collections for solid waste• # of residential waste collection points serviced• # of tons' yard waste collected• % satisfaction with yard waste collection• % satisfaction with recycling services• % satisfaction with overall quality of solid waste services• # of illegal dump sites identified and mitigated• Litter index• # of affordable housing units provided via ECD funding• % of affordable housing to total city housing inventory• # of Human Relations community events• % satisfaction with overall affordability of housing in Fayetteville• % satisfaction with overall quality of life in your neighborhood• Point-in-Time (PIT) homeless count• # of beds available for the homeless• % of residents living in poverty.
<p>Objective 4.2: Continue improving community recreational amenities, activities and programs, and support for neighborhood associations and community groups.</p>	<div></div> <div></div>	
<p>Objective 4.3: Improve and maintain proactive and consistent code enforcement throughout the City.</p>		
<p>Objective 4.4: Forge effective public partnerships with local businesses, state and federal agencies, and community groups in efforts of improving process outputs and services for citizens and businesses.</p>		

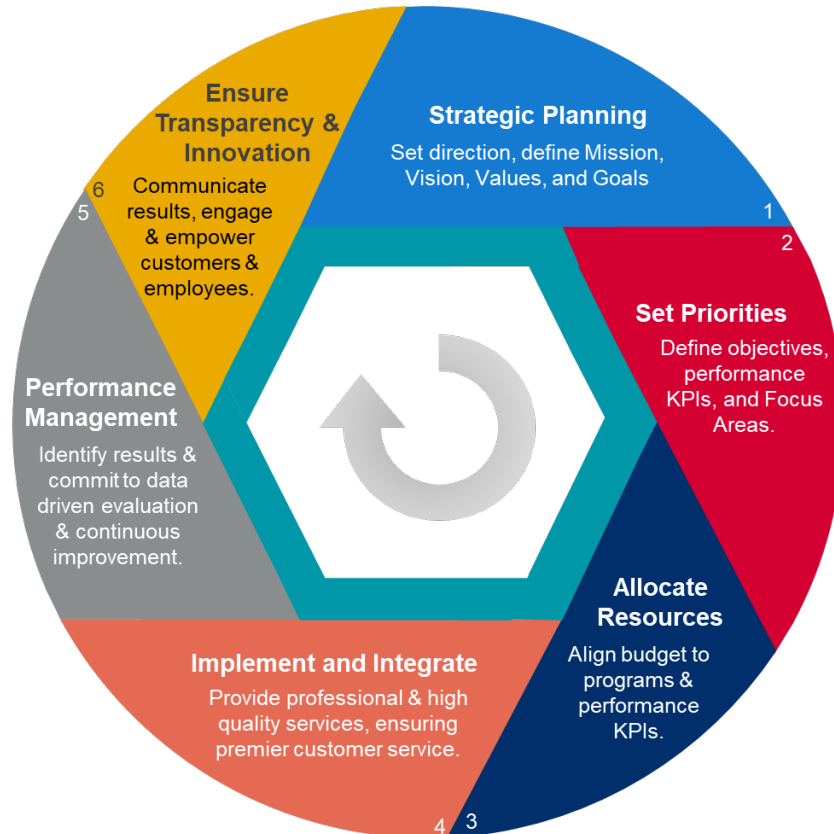
Goal 5: Financially Sound City Providing Exemplary City Services 		
Goal Objectives	Focus Areas	Goal KPI / Community Outcomes
<p>Objective 5.1: Improve and maintain industry standard staff retention rates through competitive salaries and benefits along with comprehensive and efficient hiring practices.</p>	<ul style="list-style-type: none"> Ensure staff retention and morale  	<p>Performance Results:</p> <ul style="list-style-type: none"> # of financial compliance findings reported in prior year annual audit % of fleet orders that require re-work PO Timeliness % of projects on time % unassigned fund balance General obligation bond rating % satisfaction with overall quality of services provided by the City Retention Rate Mean response of employees satisfied with their job Days Away, Restricted, or Transferred (DART) score. 
<p>Objective 5.2: Improve and maintain proper training and the provision of opportunities for professional development and advancement of staff.</p>		
<p>Objective 5.3: Encourage the continued development of continual process improvement across the organization.</p>		
<p>Objective 5.4: Boost and sustain staff morale by developing programs and initiatives which promote and inspire a positive, safe and supportive work environment, personnel career development plans, internal recognitions, the encouragement of staff feedback, effective communication and competitive wages and salaries.</p>		

City's Strategic Plan and Performance Results

Goal 6: Collaborative Citizen and Business Engagement 		
Goal Objectives	Focus Areas	Goal KPI / Community Outcomes
<p>Objective 6.1: Build trust and confidence in City government with citizens and businesses through transparency and efficient and effective communication.</p> <p>Objective 6.2: Provide a premier customer experience in the delivery of municipal services as evidenced in surveys, engagement, technology applications and feedback.</p> <p>Objective 6.3: Promote resident engagement in local government operations by increasing opportunities for interaction among City staff and leadership and residents.</p>	<ul style="list-style-type: none"> Build trust and confidence of government with citizens and businesses 	<p>Performance Results:</p> <ul style="list-style-type: none"> % satisfaction level of public involvement in local decisions % of city contracts award to Local Small Disadvantaged Business Enterprises (LSDBE) # and type of FayFixIT Tickets # and type of call center interactions # of public records requests Average wait time per call for the 1FAY call center % of residents who felt the city is moving in the right direction % satisfaction with overall customer service # of followers on Facebook # of unique website visits % satisfaction with the availability of Information about city programs and services % satisfaction with overall effectiveness of communication with the public # of Boards and Commission Members.

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.



The City Council, together with the staff, is determined to implement the City's Strategic Plan and keeping both the Council and the public apprised of the progress made throughout the fiscal year. The City's performance program is founded on the identification of **Key Performance Indicators** (KPI) that cover both strategic and operational aspects, and are seamlessly aligned with the City Council's strategic plan. A few elements that characterize the City's performance program are highlighted 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 KPIs at all levels (Strategic & Operational)
 - ✓ Continuous improvement
- On a quarterly basis, a performance report is presented to both the City Council and the public. Employing a Work Breakdown Structure and leveraging project management methodologies, the City's staff upholds themselves accountable to adhere to targeted completion dates for essential actions throughout the fiscal year. This report serves as a valuable tool to enable Council, staff, and residents to track progress towards the City's overarching goals & objectives.

City's Strategic Plan and Performance Results

- Each year, the City takes pride in presenting its Strategic Performance Scorecard to the City Council and the public at large. This comprehensive document serves as a testament to the City's commitment to excellence and accountability, as it outlines a set of Key Performance Indicators (KPIs) that flow from the City Goals and Objectives, with a steadfast focus on the desired community outcomes. By presenting this Scorecard, the City provides a transparent and comprehensive view of its performance, reaffirming its dedication to progress and growth.
- The City embraces a culture of continuous improvement by providing its staff with training in Lean Six Sigma Methodology. This training equips staff with the tools and techniques to streamline processes and eliminate waste, ultimately resulting in more efficient service delivery. As part of this effort, the City deploys "QuEST Projects" to focus on Quality, Education, and Sustainability Together, highlighting the City's commitment to these critical values.

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.

Operating Budget

- By June 30, the City will annually adopt a balanced budget in which projected resources from revenues and other financing sources are equal to the total appropriation for expenditures and other financing uses (N.C.G.S. § 159-8 and § 159-13). The budget provides an operational plan for the upcoming fiscal year; all annual appropriations lapse at the end of the fiscal year.
- Current operating revenues will be sufficient to support current operating expenditures. Fund balance may be appropriated to fund capital purchases or non-recurring expenditures.
- The City will maintain a system of budgetary controls to ensure adherence to the budget.
- The City may maintain an appropriated contingency account. The contingency account will not exceed 5 percent of all other appropriations within the same fund. The City Manager must report any usage of contingency at the next Council Meeting.
- Debt or bond financing will not be used to finance current expenditures.
- The City's internal service funds are intra-governmental service funds, which operate under financial plans that are adopted by the City Council concurrent with annual budget adoption consistent with N.C.G.S. § 159-13.1.
- The City's schedule of fees is reviewed annually and adopted by City Council at the time of the adoption of the operating budget.

Accounting

- The City will establish and maintain an accounting system in accordance with the North Carolina Local Government 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

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

Fund Balance

- The City's fund balance policy provides guidelines for the preparation and execution of the annual budget to ensure that sufficient reserves are maintained in the General Fund for unanticipated expenditures or revenue shortfalls.
- Unassigned fund balance represents the resources available for future spending that have not been restricted or earmarked for any specific purpose.
- Under N.C.G.S. § 159-8, units of local government are prohibited from budgeting or spending a portion of their fund balance, known as fund balance Restricted by State Statute (RSS). The statute requires that appropriated fund balance in any fund shall not exceed the sum of cash and investments minus the sum of liabilities, encumbrances, and deferred revenues arising from cash receipts, as those figures stand at the close of the fiscal year next preceding the budget.
- The City of Fayetteville also uses a revenue spending hierarchy that provides guidance for programs with multiple revenue sources. The City will use resources in the following hierarchy: bond proceeds, federal funds, State funds, local non-city funds, city funds.

- For purposes of fund balance classification, expenditures are to be spent from restricted fund balance first, followed in-order by committed fund balance, assigned fund balance and lastly unassigned fund balance.
- The fund balance policy adopted by City Council establishes a minimum General Fund unassigned fund balance of at least 10 percent of the succeeding year's General Fund expenditure budget, excluding the budget for the County recreation program. The City's target for unassigned fund balance, however, is at least 12 percent.
- In the event that the fund balance drops below the established minimum level, the City Council will develop a plan to replenish the fund balance to the established minimum level within two years.

Investments

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

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

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

Procurement

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

Capital Improvement Funding & Debt

- Capital projects will be financed for a period not to exceed the expected useful life of the project.
- The City will maintain its financial condition in order to maintain minimum bond ratings of AA+ and Aa1 from two nationally recognized municipal debt rating services. The City will maintain communication with bond rating agencies to keep them abreast of its financial condition by providing them the City's Comprehensive Annual Financial Report, Annual Budget, and Capital Improvement Program. The City will seek to obtain the highest credit ratings on its debt issues.
- The City maintains a Capital Funding Plan (CFP) to manage funding for the repayment of principal and interest on general obligation debt, installment financing agreements and notes payable instruments for major capital improvements, and to cash fund major capital improvements when appropriate. The fiscal year 2023 budget dedicates an equivalent of 4.09 cents of the City's 53.95 cent ad valorem tax rate (7.58 percent) to the CFP. The recommended fiscal year 2024 budget continues the same funding model for the CFP.
- Additionally, an equivalent of 1.42 cents of the 53.95 cent ad valorem tax rate (2.63 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.
- 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

Financial Policies

funded from long-term debt; and, percentage of variable rate debt to the City's total debt portfolio.

- The City reviews direct and overlapping debt in analyzing the financial condition of the City in regard to debt issuance. The analysis is included in the City's Comprehensive Annual Financial Report (Statistical Section) each year.
- The North Carolina Local Government Bond Act (North Carolina General Statute Chapter 159, Article 4) mandates that the City's net bonded debt outstanding may not exceed 8% of the appraised value of property subject to taxation.
- There are no specific debt limits established for the City's enterprise funds as it is intended and expected that rates for service will be set and revenues will be generated as needed to fully cover total costs for operations and debt service. To the extent a revenue from an enterprise fund is pledged to support debt, the underlying revenue bond document will include a rate/revenue covenant requiring a minimum debt service coverage level that is appropriate for the market. The City may then want to target a higher coverage level. For the City's Stormwater Revenue Bonds, the minimum debt service coverage ratio is 1.20x with a City target of 1.5x. This ratio is calculated by dividing net available revenues by principal and interest requirements for the year. This measure shows the extent to which revenues are available to cover annual debt service requirements after operating costs have been paid.
- The debt ratios outlined above are computed annually and reported in the Comprehensive Annual Financial Report, along with a computation of net tax-supported debt per capita.
- The City will comply with Rule 15c2-12 of the Securities Exchange Act of 1934 to meet all standards for accurate and timely

dissemination of disclosure documents to municipal securities investors.

Risk Management

- The City manages its risk portfolio through a combination of self-insured retention, performance bonds, commercial coverage, excess coverage and stop loss policies.
- The City is self-insured (self-funded) with respect to insurance claims as follows: health insurance (up to \$175,000 per individual), general liability (up to \$500,000 per occurrence), workers' compensation (up to \$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.

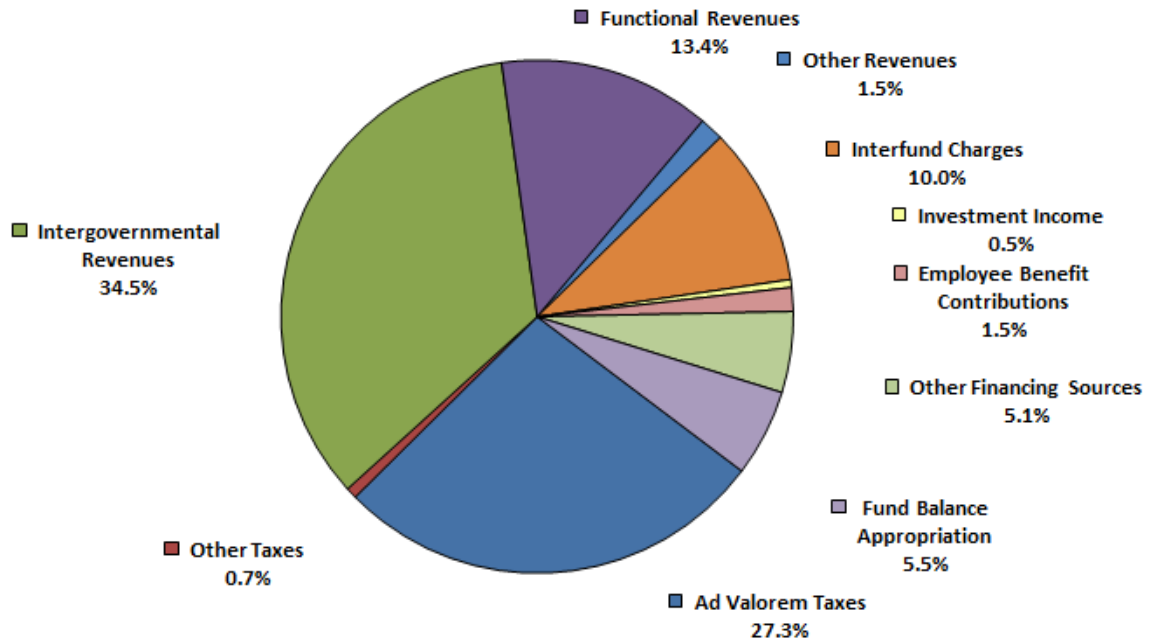
Summary of Revenues and Expenditure Appropriations

Description		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Sources</i>					
<i>Ad Valorem Taxes</i>		72,856,397	72,327,343	82,667,416	82,289,622
<i>Other Taxes</i>		2,245,341	2,404,297	4,819,250	4,819,250
<i>Intergovernmental Revenues</i>		107,443,115	106,179,872	107,329,652	107,329,652
<i>Functional Revenues</i>		37,987,899	39,174,851	41,690,783	41,690,783
<i>Employee Benefit Contributions</i>		3,911,916	4,434,000	4,541,000	4,541,000
<i>Other Revenues</i>		6,808,972	5,887,629	4,749,058	4,749,058
<i>Investment Income</i>		689,032	724,466	1,559,053	1,559,053
<i>Other Financing Sources</i>		25,700,487	8,040,961	13,172,494	13,172,494
<i>Fund Balance Appropriation</i>		0	12,048,255	16,729,076	17,079,076
<i>Interfund Charges</i>		28,331,488	31,698,938	33,828,954	33,828,954
Total	Sources	285,974,647	282,920,612	311,086,736	311,058,942
<i>Uses</i>					
<i>Personnel Services</i>		125,173,020	137,477,106	159,015,324	158,637,530
<i>Operating Expenditures</i>		60,035,666	62,900,938	66,681,420	66,681,420
<i>Contract Services</i>		13,347,468	13,276,871	13,813,250	13,813,250
<i>Capital Outlay</i>		19,728,378	10,545,360	8,902,934	8,902,934
<i>Transfers to Other Funds, Intrafunds & CIP</i>		37,787,571	36,841,238	55,483,567	55,833,567
<i>Debt Service</i>		5,794,837	2,175,095	2,166,155	2,166,155
<i>Other Charges</i>		25,562,628	19,704,004	5,024,086	5,024,086
Total	Uses	287,429,568	282,920,612	311,086,736	311,058,942

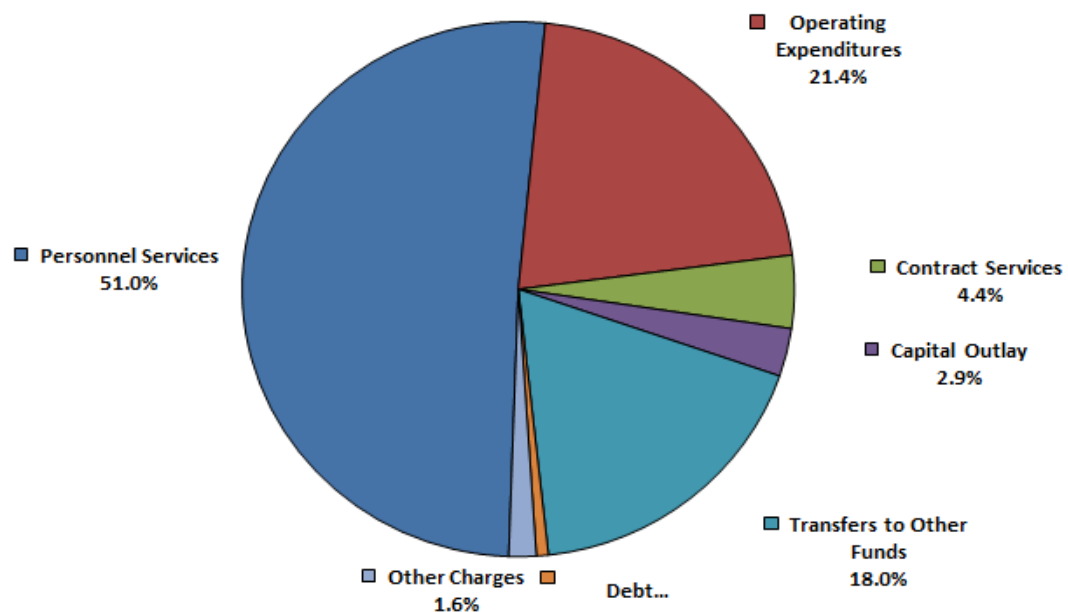
Summary of Revenues and Expenditure Appropriations

Funds Reported in Annual Budget Ordinance

2023-24 Adopted Budget Revenues and Other Financing Sources



2023-24 Adopted Budget Expenditures and Other Financing Uses



Summary of Revenues by Fund

Description	Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
General Fund	Fund Number			011
<i>Sources</i>				
Ad Valorem Taxes	72,677,480	72,183,863	82,511,601	82,133,807
Other Taxes	1,605,851	1,754,547	4,165,700	4,165,700
Intergovernmental Revenues	96,290,643	97,729,555	102,487,840	102,487,840
Functional Revenues	7,226,183	7,284,609	6,410,738	6,410,738
Other Revenues	3,759,175	3,294,697	3,609,538	3,609,538
Investment Income	157,868	120,195	1,161,300	1,161,300
Other Financing Sources	21,210,671	2,656,016	4,297,449	4,297,449
Fund Balance Appropriation	0	4,160,404	5,578,266	5,928,266
Total Sources	202,927,871	189,183,886	210,222,432	210,194,638
Parking Fund	Fund Number			016
<i>Sources</i>				
Functional Revenues	824,870	630,230	750,746	750,746
Other Revenues	797	0	0	0
Investment Income	343	0	0	0
Other Financing Sources	462,004	561,600	512,611	512,611
Total Sources	1,288,014	1,191,830	1,263,357	1,263,357
Central Business Tax District Fund	Fund Number			020
<i>Sources</i>				
Ad Valorem Taxes	178,917	143,480	155,815	155,815
Investment Income	352	1,000	325	325
Other Financing Sources	139,274	139,274	139,274	139,274
Fund Balance Appropriation	0	51,918	54,552	54,552
Total Sources	318,543	335,672	349,966	349,966
E-911 Fund	Fund Number			022
<i>Sources</i>				
Intergovernmental Revenues	978,406	959,725	959,725	959,725
Investment Income	2,050	441	628	628
Total Sources	980,456	960,166	960,353	960,353
Storm Water Operating Fund	Fund Number			023
<i>Sources</i>				
Intergovernmental Revenues	1,051	0	0	0
Functional Revenues	11,477,217	11,562,131	11,716,604	11,716,604
Other Revenues	2,000	0	0	0
Investment Income	8,022	3,320	2,500	2,500
Fund Balance Appropriation	0	4,816,559	8,341,661	8,341,661
Total Sources	11,488,290	16,382,010	20,060,765	20,060,765
PWC Assessment Fund	Fund Number			025
<i>Sources</i>				
Other Revenues	1,954,139	2,160,000	690,000	690,000
Investment Income	325,744	360,000	200,000	200,000
Total Sources	2,279,883	2,520,000	890,000	890,000
Safety & Worker's Compensation Fund	Fund Number			027
<i>Sources</i>				
Intergovernmental Revenues	-104	0	0	0
Other Revenues	3,831	12,893	0	0
Investment Income	10,958	25,000	10,500	10,500
Interfund Charges	2,391,417	2,346,000	2,590,000	2,590,000
Total Sources	2,406,102	2,383,893	2,600,500	2,600,500
Property & Liability Fund	Fund Number			028
<i>Sources</i>				
Other Revenues	298,500	165,000	223,800	223,800
Investment Income	1,398	5,400	1,400	1,400
Interfund Charges	1,787,998	2,298,940	2,421,914	2,421,914

Summary of Revenues by Fund

Description		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
Property & Liability Fund					
Fund Number					028
Total	Sources	2,087,896	2,469,340	2,647,114	2,647,114
Risk Management Fund					
Fund Number					029
<i>Sources</i>					
Employee Benefit Contributions		3,911,916	4,434,000	4,541,000	4,541,000
Other Revenues		275,066	20,000	20,000	20,000
Investment Income		132,470	190,000	132,000	132,000
Other Financing Sources		351,820	118,649	0	0
Fund Balance Appropriation		0	215,852	1,083,000	1,083,000
Interfund Charges		14,874,672	16,775,000	18,168,000	18,168,000
Total	Sources	19,545,944	21,753,501	23,944,000	23,944,000
Transit Fund (FAST)					
Fund Number					061
<i>Sources</i>					
Other Taxes		639,490	649,750	653,550	653,550
Intergovernmental Revenues		6,525,445	6,832,549	3,270,000	3,270,000
Functional Revenues		-58,745	1,119,372	1,162,700	1,162,700
Other Revenues		309,438	157,949	160,560	160,560
Other Financing Sources		2,940,592	4,565,422	8,223,160	8,223,160
Total	Sources	10,356,220	13,325,042	13,469,970	13,469,970
Airport Fund					
Fund Number					065
<i>Sources</i>					
Intergovernmental Revenues		3,174,418	187,651	130,772	130,772
Functional Revenues		4,269,099	4,339,302	4,648,079	4,648,079
Other Revenues		149,277	16,390	11,600	11,600
Investment Income		16,950	5,920	18,400	18,400
Other Financing Sources		430,005	0	0	0
Fund Balance Appropriation		0	1,216,664	1,671,597	1,671,597
Total	Sources	8,039,749	5,765,927	6,480,448	6,480,448
Solid Waste Operating Fund					
Fund Number					067
<i>Sources</i>					
Intergovernmental Revenues		473,256	470,392	481,315	481,315
Functional Revenues		14,249,275	14,239,207	17,001,916	17,001,916
Other Revenues		54,456	60,700	33,560	33,560
Investment Income		16,488	3,490	16,000	16,000
Fund Balance Appropriation		0	1,586,858	0	0
Total	Sources	14,793,475	16,360,647	17,532,791	17,532,791
Law Enforcement Officers Special Separation Allowance Fund					
Fund Number					071
<i>Sources</i>					
Investment Income		16,358	9,700	16,000	16,000
Interfund Charges		2,583,516	3,139,100	3,342,228	3,342,228
Total	Sources	2,599,874	3,148,800	3,358,228	3,358,228
Fleet Maintenance					
Fund Number					081
<i>Sources</i>					
Interfund Charges		6,693,885	7,139,898	7,306,812	7,306,812
Other Revenues		2,293	0	0	0
Investment Income		-23	0	0	0
Other Financing Sources		166,121	0	0	0
Total	Sources	6,862,276	7,139,898	7,306,812	7,306,812
Linear Park Fund					
Fund Number					099
<i>Sources</i>					
Investment Income		54	0	0	0
Total	Sources	54	0	0	0

Summary of Expenditures by Fund

Description	Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
General Fund	Fund Number			011
<i>Uses</i>				
Personnel Services	105,100,554	112,222,115	132,412,750	132,034,956
Operating Expenditures	23,505,036	24,644,519	25,531,144	25,531,144
Contract Services	8,385,901	7,857,236	7,690,696	7,690,696
Capital Outlay	17,776,362	7,632,971	6,292,698	6,292,698
Transfers to Other Funds	31,004,979	24,912,251	39,798,435	40,148,435
Debt Service	4,250,986	26,000	28,500	28,500
Other Charges	10,395,058	11,888,794	-1,531,791	-1,531,791
Total Uses	200,418,876	189,183,886	210,222,432	210,194,638
Parking Fund	Fund Number			016
<i>Uses</i>				
Operating Expenditures	126,599	176,355	207,381	207,381
Contract Services	696,933	729,307	769,732	769,732
Capital Outlay	6,416	0	0	0
Transfers to Other Funds	158,726	158,726	158,726	158,726
Debt Service	127,490	127,442	127,518	127,518
Total Uses	1,116,164	1,191,830	1,263,357	1,263,357
Central Business Tax District Fund	Fund Number			020
<i>Uses</i>				
Operating Expenditures	25,000	25,000	25,000	25,000
Contract Services	220,762	271,125	271,980	271,980
Capital Outlay	8	0	0	0
Transfers to Other Funds	56,944	39,547	52,986	52,986
Total Uses	302,714	335,672	349,966	349,966
E-911 Fund	Fund Number			022
<i>Uses</i>				
Personnel Services	107,206	110,451	125,802	125,802
Operating Expenditures	336,443	309,056	296,802	296,802
Contract Services	4,752	78,544	11,127	11,127
Capital Outlay	9,872	0	0	0
Other Charges	0	462,115	526,622	526,622
Total Uses	458,273	960,166	960,353	960,353
Storm Water Operating Fund	Fund Number			023
<i>Uses</i>				
Personnel Services	3,036,222	3,852,788	4,361,137	4,361,137
Operating Expenditures	720,412	874,204	1,000,222	1,000,222
Contract Services	480,385	799,461	715,870	715,870
Capital Outlay	2,600	2,494	1,300	1,300
Transfers to Other Funds	4,591,922	9,481,000	12,495,770	12,495,770
Debt Service	125,890	936,363	931,111	931,111
Other Charges	1,932,161	435,700	555,355	555,355
Total Uses	10,889,592	16,382,010	20,060,765	20,060,765
PWC Assessment Fund	Fund Number			025
<i>Uses</i>				
Other Charges	2,279,882	2,520,000	890,000	890,000
Total Uses	2,279,882	2,520,000	890,000	890,000
Safety & Worker's Compensation Fund	Fund Number			027
<i>Uses</i>				
Personnel Services	238,942	333,856	318,334	318,334
Operating Expenditures	1,420,272	1,754,528	2,000,483	2,000,483
Contract Services	63,207	81,642	88,091	88,091
Other Charges	0	213,867	193,592	193,592
Total Uses	1,722,421	2,383,893	2,600,500	2,600,500

Summary of Expenditures by Fund

Description		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
Property & Liability Fund		Fund Number			028
Personnel Services		47,826	77,075	77,243	77,243
Operating Expenditures		1,166,772	2,318,532	2,501,714	2,501,714
Contract Services		68,480	73,700	67,000	67,000
Other Charges		0	33	1,157	1,157
Total	Uses	1,283,078	2,469,340	2,647,114	2,647,114
Risk Management Fund		Fund Number			029
<i>Uses</i>					
Personnel Services		145,539	158,775	161,017	161,017
Operating Expenditures		17,750,394	20,165,901	22,345,716	22,345,716
Contract Services		185,655	198,825	213,676	213,676
Transfers to Other Funds		1,515,000	1,222,000	1,083,000	1,083,000
Other Charges		6,947	8,000	140,591	140,591
Total	Uses	19,603,535	21,753,501	23,944,000	23,944,000
Transit Fund (FAST)		Fund Number			061
<i>Uses</i>					
Personnel Services		6,884,821	9,019,453	9,029,550	9,029,550
Operating Expenditures		2,279,841	2,550,300	2,662,705	2,662,705
Contract Services		634,068	609,716	413,565	413,565
Capital Outlay		-2,501	16,048	16,000	16,000
Transfers to Other Funds		0	440,425	794,650	794,650
Debt Service		1,952	0	0	0
Other Charges		2,095,967	689,100	553,500	553,500
Total	Uses	11,894,148	13,325,042	13,469,970	13,469,970
Airport Fund		Fund Number			065
<i>Uses</i>					
Personnel Services		1,892,858	2,140,830	2,182,998	2,182,998
Operating Expenditures		1,186,171	1,878,636	1,711,683	1,711,683
Contract Services		135,132	206,861	377,661	377,661
Capital Outlay		2,460	327,000	354,206	354,206
Transfers to Other Funds		460,000	450,000	1,100,000	1,100,000
Debt Service		3,245	0	0	0
Other Charges		6,132,633	762,600	753,900	753,900
Total	Uses	9,812,499	5,765,927	6,480,448	6,480,448
Solid Waste Operating Fund		Fund Number			067
<i>Uses</i>					
Personnel Services		4,915,161	5,716,101	6,134,322	6,134,322
Operating Expenditures		7,135,513	3,830,721	4,314,144	4,314,144
Contract Services		2,350,699	2,329,254	2,979,222	2,979,222
Capital Outlay		1,926,621	2,441,847	2,205,620	2,205,620
Transfers to Other Funds		0	137,289	0	0
Debt Service		1,200,905	1,085,290	1,079,026	1,079,026
Other Charges		1,889,640	820,145	820,457	820,457
Total	Uses	19,418,539	16,360,647	17,532,791	17,532,791
Law Enforcement Officers Special Separation Allowance Fund		Fund Number			071
<i>Uses</i>					
Personnel Services		1,319,714	1,291,400	1,578,200	1,578,200
Other Charges		0	1,857,400	1,780,028	1,780,028
Total	Uses	1,319,714	3,148,800	3,358,228	3,358,228
Fleet Maintenance		Fund Number			081
<i>Uses</i>					
Personnel Services		1,484,177	2,554,262	2,633,971	2,633,971
Operating Expenditures		4,383,213	4,373,186	4,084,426	4,084,426
Contract Services		121,494	41,200	214,630	214,630
Capital Outlay		0	125,000	33,110	33,110
Debt Service					
	C - 6	84,369	0	0	0

Summary of Expenditures by Fund

Description		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
Fleet Maintenance					
Fund Number					081
Other Charges		830,340	46,250	340,675	340,675
Total	Uses	6,903,593	7,139,898	7,306,812	7,306,812
Linear Park Fund					
Fund Number					099
Uses					
Capital Outlav		6,540	0	0	0
Total	Uses	6,540	0	0	0

Intrabudget Transfers

	2022-23 Budget	2022-23 Projected	2023-24 Recommended Budget	2023-24 Adopted Budget
General Fund				
From Central Business Tax District Fund	\$ 39,547	\$ 55,373	\$ 52,986	\$ 52,986
From Parking Fund	158,726	158,726	158,726	158,726
From Risk Management Fund	1,222,000	1,360,000	1,083,000	1,083,000
Total General Fund	\$ 1,420,273	\$ 1,574,099	\$ 1,294,712	\$ 1,294,712
Central Business Tax District Fund				
From General Fund	\$ 139,274	\$ 139,274	\$ 139,274	\$ 139,274
Total Central Business Tax District Fund	\$ 139,274	\$ 139,274	\$ 139,274	\$ 139,274
LEOSSA Fund				
Interfund Charges	\$ 3,139,100	\$ 3,152,802	\$ 3,342,228	\$ 3,342,228
Total LEOSSA Fund	\$ 3,139,100	\$ 3,152,802	\$ 3,342,228	\$ 3,342,228
Parking Fund				
From General Fund	\$ 561,600	\$ 504,857	\$ 512,611	\$ 512,611
Total Parking Fund	\$ 561,600	\$ 504,857	\$ 512,611	\$ 512,611
Transit Fund				
From General Fund	\$ 4,565,422	\$ 7,631,824	\$ 8,460,660	\$ 8,223,160
Total Transit Fund	\$ 4,565,422	\$ 7,631,824	\$ 8,460,660	\$ 8,223,160
Fleet Maintenance Fund				
Interfund Charges	\$ 7,139,898	\$ 7,851,000	\$ 7,306,812	\$ 7,306,812
Total Fleet Maintenance Fund	\$ 7,139,898	\$ 7,851,000	\$ 7,306,812	\$ 7,306,812
Risk Management Fund				
Interfund Charges	\$ 21,419,940	\$ 20,861,019	\$ 23,179,914	\$ 23,179,914
From General Fund	118,649	118,649	0	0
Total Risk Management Fund	\$ 21,538,589	\$ 20,979,668	\$ 23,179,914	\$ 23,179,914
Transfers from General Fund	\$ 5,384,945	\$ 8,394,604	\$ 9,112,545	\$ 8,875,045
Transfers from Other Funds	\$ 1,420,273	\$ 1,574,099	\$ 1,294,712	\$ 1,294,712
Interfund Charges	\$ 31,698,938	\$ 31,864,821	\$ 33,828,954	\$ 33,828,954
Total Intrabudget Transfers	\$ 38,504,156	\$ 41,833,524	\$ 44,236,211	\$ 43,998,711

Authorized Staffing by Fund

Authorized Regular Positions - Full-Time Equivalents	2022-23 Budget	2023-24 Recommended Budget	2023-24 Adopted Budget
Funds Reported in Annual Budget Ordinance			
General Fund			
Community Investment	64.8	64.5	64.5
Operations	1,165.3	1,172.8	1,172.8
Support Services & Administration	118.8	120.9	120.9
Other Appropriations	0.2	0.2	0.2
Total General Fund	1,349.1	1,358.6	1,358.6
Airport Fund			
Operations	24.5	24.5	24.5
	24.5	24.5	24.5
Emergency Telephone System Fund			
Operations	1.3	1.3	1.3
	1.3	1.3	1.3
Solid Waste Fund			
Operations	81.4	81.4	81.4
	81.4	81.4	81.4
Stormwater Fund			
Operations	52.8	54.3	54.3
	52.8	54.3	54.3
Transit Fund			
Operations	126.0	126.0	126.0
	126.0	126.0	126.0
Total Annual Budget Ordinance	1,635.1	1,646.1	1,646.1
Funds Reported in Internal Service Fund Financial Plans			
Fleet Maintenance Fund			
Support Services & Administration	33.0	33.0	33.0
	33.0	33.0	33.0
Risk Management Fund			
Support Services & Administration	5.7	5.8	5.8
	5.7	5.8	5.8
Total Internal Service Fund Financial Plans	38.7	38.8	38.8
Multi-Year Special Revenue Funds *			
Federal and State Financial Assistance Fund			
Community Investment	9.2	9.6	9.6
Operations	19.0	19.0	19.0
Support Services & Administration	2.0	2.0	2.0
Total Multi-Year Special Revenue Funds	30.2	30.6	30.6
Multi-Year Capital Project Funds *			
Support Services & Administration Total	5.0	5.0	5.0
Multi-Year Capital Project Funds	5.0	5.0	5.0
Total All Funds *	1,709.0	1,720.5	1,720.5

* 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	2022-23 Budget	2023-24 Recommended Budget	2023-24 Adopted Budget
Community Investment			
Economic & Community Development	16.0	16.0	16.0
Development Services	55.0	55.0	55.0
Human Relations	3.0	3.0	3.0
	74.0	74.0	74.0
Operations			
Airport	24.5	24.5	24.5
Fire	345.0	345.0	345.0
Parks, Recreation & Maintenance	164.0	165.0	165.0
Police	607.5	612.5	612.5
Public Services	203.3	206.8	206.8
Transit	126.0	126.0	126.0
	1,470.3	1,479.8	1,479.8
Support Services & Administration			
Budget and Evaluation	5.1	5.2	5.2
City Attorney's Office	11.5	12.5	12.5
City Manager's Office	25.9	25.8	25.8
Finance	63.0	64.0	64.0
Human Resource Development	19.0	19.0	19.0
Information Technology	29.0	29.0	29.0
Marketing & Communications	8.0	8.0	8.0
Mayor, Council and City Clerk	3.0	3.0	3.0
	164.5	166.5	166.5
Other Appropriations	0.2	0.2	0.2
Total All Departments	1,709.0	1,720.5	1,720.5

** 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.*

Authorized Staffing Changes

Total City authorized staffing increased to 1,720.5 in fiscal year 2024 from 1,709 in fiscal year 2023. An additional 10 full-time positions were included in the General Fund budget, with an additional 1.5 full-time positions included in the Stormwater Operating Fund. The General Fund increase includes 1 position in the City Attorney's Office, 1 position in Finance, 1 position in Parks, Recreation & Maintenance, 1.5 positions in Public Services, and 5 positions in Police. The 1.5 additional positions in the Stormwater Operating Fund are in Public Services.

Authorized staffing increases are outlined in the following changes:

- Funding of 1 additional Police Attorney position, which was previously unfunded in fiscal year 2023 (General Fund, City Attorney's Office)
- Addition of 1 MWBE Compliance Officer position (General Fund, Finance)
- Addition of 5 Telecommunicator II positions (General Fund, Police)
- Reclassification of 1 Engineering Inspector position (.5 General Fund & .5 Stormwater Fund, Public Services) to a Capital Projects Program Manager position (General Fund, Public Services)
- Addition of 1 Stormwater Inspector and 1 Engineering Project Manager position (Stormwater Fund, Public Services)
- Addition of 1 Street & RoW Infrastructure Maintenance Manager position (General Fund, Public Services)
- Addition of 1 Recreation Center Supervisor position (General Fund, Parks, Recreation & Maintenance)

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Fund Accounting

The accounts of the City of Fayetteville are organized on the basis of funds, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts comprised of assets, liabilities, fund balance, revenues and expenditures. Government resources are allocated to and accounted for in individual funds based on the purposes for which they are to be spent.

The various funds are grouped into two broad fund categories and several sub-fund types. All funds of the City are accounted for during the year on the modified accrual basis of accounting in accordance with North Carolina General Statutes. Please see page J-5 for a presentation of the basis of accounting for Governmental and Proprietary funds. The fund categories are summarized below.

Governmental Funds

Governmental funds are those used to account for the City's expendable financial resources and related liabilities, except those accounted for in proprietary and similar trust funds. The measurement focus is upon determination of changes in financial position, rather than upon net income. The following are the City's annually budgeted governmental funds:

- **General Fund** - The General Fund is the principal fund of the City of Fayetteville. This fund accounts for all financial transactions except those more appropriately recorded in another fund. This fund includes the majority of city services including police, fire, emergency communications, inspections, streets, parks, recreation, and administrative functions. Revenues come from intergovernmental revenues, property taxes, user fees, permits and licenses, internal transfers, and other sources of revenue.
- **Central Business Tax District Fund** - The Central Business Tax District Fund is used to account for 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.

Fund Accounting

Governmental Funds, continued.

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

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

- **Capital Project Funds** - Capital Project Funds are multi-year funds that provide budgetary accountability for financial resources used for the acquisition or construction of major capital facilities, improvements, and equipment other than those financed and accounted for in proprietary funds. Principal resources for these activities include financing proceeds, transfers from other funds, and grants. The City has capital project funds for the following activities: general government; economic and physical development; public safety; recreation and culture; transportation; and bond improvements.
- **Federal and State Financial Assistance Fund** - The Federal and State Financial Assistance Fund is a multi-year special revenue fund used to account for proceeds from various sources that are legally restricted to expenditures associated with specific projects such as community development and public safety. Revenues in the fund include federal and state grants, forfeiture funds, and donations.

Proprietary Funds

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

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

Enterprise Funds, continued.

- **Airport Fund** - The Airport Fund is used to account for all revenues and expenses associated with operating the Fayetteville Regional Airport.
- **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	Parking Fund	PWC Assessment Fund
Community Investment:							
Development Services	\$						
Economic & Community Development	\$	\$					
Human Relations	\$						
Operations:							
Airport							
Fire	\$						
Parks, Recreation & Maintenance	\$						
Police	\$			\$			
Public Services	\$					\$	
Transit							
Supporting Services & Administration:							
Budget and Evaluation	\$						
City Attorney's Office	\$						
City Manager's Office	\$						
Finance	\$						
Human Resources Development	\$						
Information Technology	\$						
Marketing & Communications	\$						
Mayor, Council & City Clerk	\$						
Other Appropriations:							
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 Mgmt Fund
Community Investment:						
Development Services						
Economic & Community Development						
Human Relations						
Operations:						
Airport	\$					
Fire						
Parks, Recreation & Maintenance						
Police						
Public Services		\$	\$			
Transit				\$		
Support Services & Administration:						
Budget and Evaluation						
City Attorney's Office						
City Manager's Office						
Finance					\$	\$
Human Resources Development						\$
Information Technology						
Marketing & Communications						
Mayor, Council & City Clerk						
Other Appropriations:						
Other Appropriations						

General Fund

Description	Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Sources</i>				
<i>Ad Valorem Taxes</i>	72,677,480	72,183,863	82,511,601	82,133,807
<i>Other Taxes</i>	1,605,851	1,754,547	4,165,700	4,165,700
<i>Intergovernmental Revenues</i>	96,290,643	97,729,555	102,487,840	102,487,840
<i>Functional Revenues</i>	7,226,183	7,284,609	6,410,738	6,410,738
<i>Other Revenues</i>	3,759,175	3,294,697	3,609,538	3,609,538
<i>Investment Income</i>	157,868	120,195	1,161,300	1,161,300
<i>Other Financing Sources</i>	21,210,671	2,656,016	4,297,449	4,297,449
<i>Fund Balance Appropriation</i>	0	4,160,404	5,578,266	5,928,266
Total Sources	202,927,871	189,183,886	210,222,432	210,194,638
<i>Uses</i>				
<i>Personnel Services</i>	105,100,554	112,222,115	132,412,750	132,034,956
<i>Operating Expenditures</i>	23,505,036	24,644,519	25,531,144	25,531,144
<i>Contract Services</i>	8,385,901	7,857,236	7,690,696	7,690,696
<i>Capital Outlay</i>	17,776,362	7,632,971	6,292,698	6,292,698
<i>Transfers to Other Funds</i>	31,004,979	24,912,251	39,798,435	40,148,435
<i>Debt Service</i>	4,250,986	26,000	28,500	28,500
<i>Other Charges</i>	10,395,058	11,888,794	-1,531,791	-1,531,791
Total Uses	200,418,876	189,183,886	210,222,432	210,194,638
<i>Departments</i>				
	Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
Mavor, Council & City Clerk	991,154	1,072,753	1,354,290	1,354,290
City Manager's Office	2,583,059	2,835,962	2,944,914	2,944,914
Marketing & Communications	1,397,946	940,733	978,697	978,697
Budget & Evaluation	564,254	547,499	618,370	618,370
Other Appropriations	32,327,542	27,825,220	32,742,326	32,714,532
City Attorney	1,737,322	1,851,464	2,090,069	2,090,069
Finance	3,309,099	3,177,787	3,947,389	3,947,389
Human Resources Development	1,631,052	1,610,275	1,721,554	1,721,554
Human Relations	269,673	350,543	341,830	341,830
Information Technology	14,768,142	7,621,534	9,229,836	9,229,836
Police	59,457,215	58,060,994	65,427,860	65,427,860
Fire	32,412,753	35,222,004	35,831,905	35,831,905
Development Services	5,057,219	5,255,752	5,710,311	5,710,311
Public Services	17,959,669	14,809,807	16,467,690	16,467,690
Parks, Recreation, & Maintenance	23,814,525	26,495,405	29,001,745	29,001,745
Economic & Community Development	2,138,252	1,506,154	1,813,646	1,813,646
Total General Fund	200,418,876	189,183,886	210,222,432	210,194,638

Central Business Tax District Fund

Description		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Sources</i>					
<i>Ad Valorem Taxes</i>		178,917	143,480	155,815	155,815
<i>Investment Income</i>		352	1,000	325	325
<i>Other Financing Sources</i>		139,274	139,274	139,274	139,274
<i>Fund Balance Appropriation</i>		0	51,918	54,552	54,552
Total	Sources	318,543	335,672	349,966	349,966
<i>Uses</i>					
<i>Operating Expenditures</i>		25,000	25,000	25,000	25,000
<i>Contract Services</i>		220,762	271,125	271,980	271,980
<i>Capital Outlay</i>		8	0	0	0
<i>Transfers to Other Funds</i>		56,944	39,547	52,986	52,986
Total	Uses	302,714	335,672	349,966	349,966
Department		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
Economic & Community Development		302,714	335,672	349,966	349,966
Total	Central Business Tax District Fund	302,714	335,672	349,966	349,966

E-911 Fund

Description		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Sources</i>					
<i>Intergovernmental Revenues</i>		978,406	959,725	959,725	959,725
<i>Investment Income</i>		2,050	441	628	628
Total	Sources	980,456	960,166	960,353	960,353
<i>Uses</i>					
<i>Personnel Services</i>		107,206	110,451	125,802	125,802
<i>Operating Expenditures</i>		336,443	309,056	296,802	296,802
<i>Contract Services</i>		4,752	78,544	11,127	11,127
<i>Capital Outlay</i>		9,872	0	0	0
<i>Other Charges</i>		0	462,115	526,622	526,622
Total	Uses	458,273	960,166	960,353	960,353
Department		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
Police		458,273	960,166	960,353	960,353
Total	E-911 Fund	458,273	960,166	960,353	960,353

Description		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Sources</i>					
<i>Investment Income</i>		16,358	9,700	16,000	16,000
<i>Interfund Charges</i>		2,583,516	3,139,100	3,342,228	3,342,228
Total	Sources	2,599,874	3,148,800	3,358,228	3,358,228
<i>Uses</i>					
<i>Personnel Services</i>		1,319,714	1,291,400	1,578,200	1,578,200
<i>Other Charges</i>		0	1,857,400	1,780,028	1,780,028
Total	Uses	1,319,714	3,148,800	3,358,228	3,358,228
Department		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
Other Appropriations		1,319,714	3,148,800	3,358,228	3,358,228
Total	Law Enforcement Officers Special Separation Allowance Fund	1,319,714	3,148,800	3,358,228	3,358,228

Parking Fund

Description		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Sources</i>					
<i>Functional Revenues</i>		824,870	630,230	750,746	750,746
<i>Other Revenues</i>		797	0	0	0
<i>Investment Income</i>		343	0	0	0
<i>Other Financing Sources</i>		462,004	561,600	512,611	512,611
Total	Sources	1,288,014	1,191,830	1,263,357	1,263,357
<i>Uses</i>					
<i>Operating Expenditures</i>		126,599	176,355	207,381	207,381
<i>Contract Services</i>		696,933	729,307	769,732	769,732
<i>Capital Outlay</i>		6,416	0	0	0
<i>Transfers to Other Funds</i>		158,726	158,726	158,726	158,726
<i>Debt Service</i>		127,490	127,442	127,518	127,518
Total	Uses	1,116,164	1,191,830	1,263,357	1,263,357
Department		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
Public Services		1,116,164	1,191,830	1,263,357	1,263,357
Total	Parking Fund	1,116,164	1,191,830	1,263,357	1,263,357

PWC Assessment Fund

Description		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Sources</i>					
<i>Other Revenues</i>		1,954,139	2,160,000	690,000	690,000
<i>Investment Income</i>		325,744	360,000	200,000	200,000
Total	Sources	2,279,883	2,520,000	890,000	890,000
<i>Uses</i>					
<i>Other Charges</i>		2,279,882	2,520,000	890,000	890,000
Total	Uses	2,279,882	2,520,000	890,000	890,000
Department		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
Other Appropriations		2,279,882	2,520,000	890,000	890,000
Total	PWC Assessment Fund	2,279,882	2,520,000	890,000	890,000

Airport Fund

Description		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Sources</i>					
<i>Intergovernmental Revenues</i>		3,174,418	187,651	130,772	130,772
<i>Functional Revenues</i>		4,269,099	4,339,302	4,648,079	4,648,079
<i>Other Revenues</i>		149,277	16,390	11,600	11,600
<i>Investment Income</i>		16,950	5,920	18,400	18,400
<i>Other Financing Sources</i>		430,005	0	0	0
<i>Fund Balance Appropriation</i>		0	1,216,664	1,671,597	1,671,597
Total	Sources	8,039,749	5,765,927	6,480,448	6,480,448
<i>Uses</i>					
<i>Personnel Services</i>		1,892,858	2,140,830	2,182,998	2,182,998
<i>Operating Expenditures</i>		1,186,171	1,878,636	1,711,683	1,711,683
<i>Contract Services</i>		135,132	206,861	377,661	377,661
<i>Capital Outlay</i>		2,460	327,000	354,206	354,206
<i>Transfers to Other Funds</i>		460,000	450,000	1,100,000	1,100,000
<i>Debt Service</i>		3,245	0	0	0
<i>Other Charges</i>		6,132,633	762,600	753,900	753,900
Total	Uses	9,812,499	5,765,927	6,480,448	6,480,448
Department		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
Airport		9,812,499	5,765,927	6,480,448	6,480,448
Total	Airport Fund	9,812,499	5,765,927	6,480,448	6,480,448

Solid Waste Operating Fund

Description		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Sources</i>					
<i>Intergovernmental Revenues</i>		473,256	470,392	481,315	481,315
<i>Functional Revenues</i>		14,249,275	14,239,207	17,001,916	17,001,916
<i>Other Revenues</i>		54,456	60,700	33,560	33,560
<i>Investment Income</i>		16,488	3,490	16,000	16,000
<i>Fund Balance Appropriation</i>		0	1,586,858	0	0
Total	Sources	14,793,475	16,360,647	17,532,791	17,532,791
<i>Uses</i>					
<i>Personnel Services</i>		4,915,161	5,716,101	6,134,322	6,134,322
<i>Operating Expenditures</i>		7,135,513	3,830,721	4,314,144	4,314,144
<i>Contract Services</i>		2,350,699	2,329,254	2,979,222	2,979,222
<i>Capital Outlay</i>		1,926,621	2,441,847	2,205,620	2,205,620
<i>Transfers to Other Funds</i>		0	137,289	0	0
<i>Debt Service</i>		1,200,905	1,085,290	1,079,026	1,079,026
<i>Other Charges</i>		1,889,640	820,145	820,457	820,457
Total	Uses	19,418,539	16,360,647	17,532,791	17,532,791
Department		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
Public Services		19,418,539	16,360,647	17,532,791	17,532,791
Total	Solid Waste Operating Fund	19,418,539	16,360,647	17,532,791	17,532,791

Solid Waste Operating Fund

Description		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Sources</i>					
<i>Intergovernmental Revenues</i>		1,051	0	0	0
<i>Functional Revenues</i>		11,477,217	11,562,131	11,716,604	11,716,604
<i>Other Revenues</i>		2,000	0	0	0
<i>Investment Income</i>		8,022	3,320	2,500	2,500
<i>Fund Balance Appropriation</i>		0	4,816,559	8,341,661	8,341,661
Total	Sources	11,488,290	16,382,010	20,060,765	20,060,765
<i>Uses</i>					
<i>Personnel Services</i>		3,036,222	3,852,788	4,361,137	4,361,137
<i>Operating Expenditures</i>		720,412	874,204	1,000,222	1,000,222
<i>Contract Services</i>		480,385	799,461	715,870	715,870
<i>Capital Outlay</i>		2,600	2,494	1,300	1,300
<i>Transfers to Other Funds</i>		4,591,922	9,481,000	12,495,770	12,495,770
<i>Debt Service</i>		125,890	936,363	931,111	931,111
<i>Other Charges</i>		1,932,161	435,700	555,355	555,355
Total	Uses	10,889,592	16,382,010	20,060,765	20,060,765
Department		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
Public Services		10,889,592	16,382,010	20,060,765	20,060,765
Total	Storm Water Operating Fund	10,889,592	16,382,010	20,060,765	20,060,765

Transit Fund (FAST)

Description		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Sources</i>					
<i>Other Taxes</i>		639,490	649,750	653,550	653,550
<i>Intergovernmental Revenues</i>		6,525,445	6,832,549	3,270,000	3,270,000
<i>Functional Revenues</i>		-58,745	1,119,372	1,162,700	1,162,700
<i>Other Revenues</i>		309,438	157,949	160,560	160,560
<i>Other Financing Sources</i>		2,940,592	4,565,422	8,223,160	8,223,160
Total	Sources	10,356,220	13,325,042	13,469,970	13,469,970
<i>Uses</i>					
<i>Personnel Services</i>		6,884,821	9,019,453	9,029,550	9,029,550
<i>Operating Expenditures</i>		2,279,841	2,550,300	2,662,705	2,662,705
<i>Contract Services</i>		634,068	609,716	413,565	413,565
<i>Capital Outlay</i>		-2,501	16,048	16,000	16,000
<i>Transfers to Other Funds</i>		0	440,425	794,650	794,650
<i>Debt Service</i>		1,952	0	0	0
<i>Other Charges</i>		2,095,967	689,100	553,500	553,500
Total	Uses	11,894,148	13,325,042	13,469,970	13,469,970
Department		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
Transit		11,894,148	13,325,042	13,469,970	13,469,970
Total	Transit Fund (FAST)	11,894,148	13,325,042	13,469,970	13,469,970

Fleet Maintenance

Description		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Sources</i>					
<i>Interfund Charges</i>		6,693,885	7,139,898	7,306,812	7,306,812
<i>Other Revenues</i>		2,293	0	0	0
<i>Investment Income</i>		-23	0	0	0
<i>Other Financing Sources</i>		166,121	0	0	0
Total	Sources	6,862,276	7,139,898	7,306,812	7,306,812
<i>Uses</i>					
<i>Personnel Services</i>		1,484,177	2,554,262	2,633,971	2,633,971
<i>Operating Expenditures</i>		4,383,213	4,373,186	4,084,426	4,084,426
<i>Contract Services</i>		121,494	41,200	214,630	214,630
<i>Capital Outlay</i>		0	125,000	33,110	33,110
<i>Debt Service</i>		84,369	0	0	0
<i>Other Charges</i>		830,340	46,250	340,675	340,675
Total	Uses	6,903,593	7,139,898	7,306,812	7,306,812
Department		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
Finance		6,903,593	7,139,898	7,306,812	7,306,812
Total	Fleet Maintenance	6,903,593	7,139,898	7,306,812	7,306,812

Risk Management Fund

Description		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Sources</i>					
<i>Employee Benefit Contributions</i>		3,911,916	4,434,000	4,541,000	4,541,000
<i>Other Revenues</i>		275,066	20,000	20,000	20,000
<i>Investment Income</i>		132,470	190,000	132,000	132,000
<i>Other Financing Sources</i>		351,820	118,649	0	0
<i>Fund Balance Appropriation</i>		0	215,852	1,083,000	1,083,000
<i>Interfund Charges</i>		14,874,672	16,775,000	18,168,000	18,168,000
Total	Sources	19,545,944	21,753,501	23,944,000	23,944,000
<i>Uses</i>					
<i>Personnel Services</i>		145,539	158,775	161,017	161,017
<i>Operating Expenditures</i>		17,750,394	20,165,901	22,345,716	22,345,716
<i>Contract Services</i>		185,655	198,825	213,676	213,676
<i>Transfers to Other Funds</i>		1,515,000	1,222,000	1,083,000	1,083,000
<i>Other Charges</i>		6,947	8,000	140,591	140,591
Total	Uses	19,603,535	21,753,501	23,944,000	23,944,000
Department		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
Human Resources Development		19,603,535	21,753,501	23,944,000	23,944,000
Total	Risk Management Fund	19,603,535	21,753,501	23,944,000	23,944,000

Fund Balance Projections

	General Fund	Central Business Tax District Fund	Emergency Telephone System Fund	Lake Valley Drive MSD Fund
Available Fund Balance at June 30, 2021	\$62,158,217	\$113,827	\$858,624	\$25
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
Projected Available Fund Balance at June 30, 2022	\$37,575,091	\$95,463	\$879,944	\$25
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
Projected Available Fund Balance at June 30, 2023	\$34,458,881	\$43,545	\$1,342,059	\$25

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

Fund Balance Projections

	LEOSSA Fund	Parking Fund	PWC Assessment Fund	Airport Fund
Available Fund Balance at June 30, 2021	\$7,250,084	\$223,182	\$0	\$2,601,084
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
Projected Available Fund Balance at June 30, 2022	\$8,665,814	(\$42,154)	\$0	\$4,237,621
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
Projected Available Fund Balance at June 30, 2023	\$10,523,214	(\$96,094)	\$0	\$3,020,957

** 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 **
Available Fund Balance at June 30, 2021	\$6,526,663	\$7,177,662	(\$120)	(\$343,631)
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
Projected Available Fund Balance at June 30, 2022	\$3,075,607	\$6,575,368	\$41,091	(\$343,631)
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
Projected Available Fund Balance at June 30, 2023	\$1,488,749	\$1,758,809	\$41,091	(\$343,631)

** 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.*

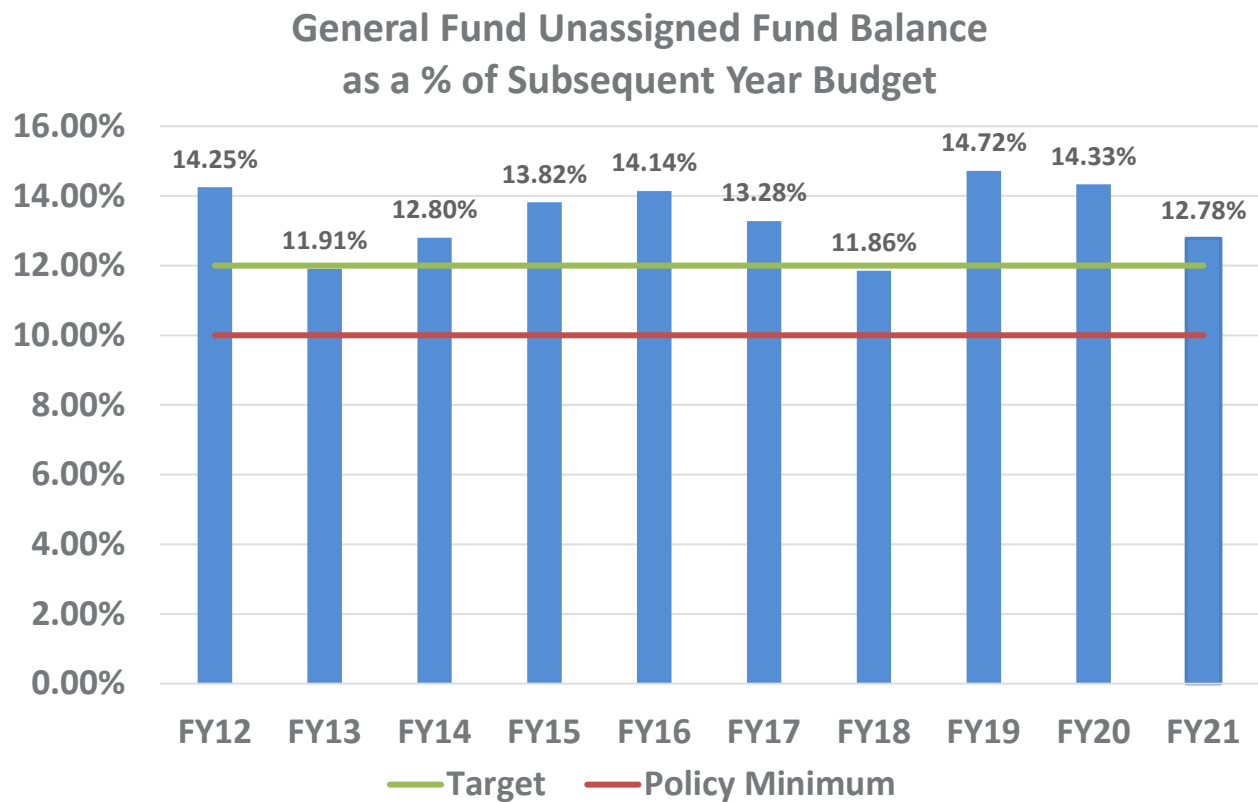
*** Negative available fund balance for the Fleet Maintenance Fund reflects the initial cash outlay for the purchase of inventory which had not yet been distributed through work orders for billing to departments.*

Fund Balance Projections

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

** 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

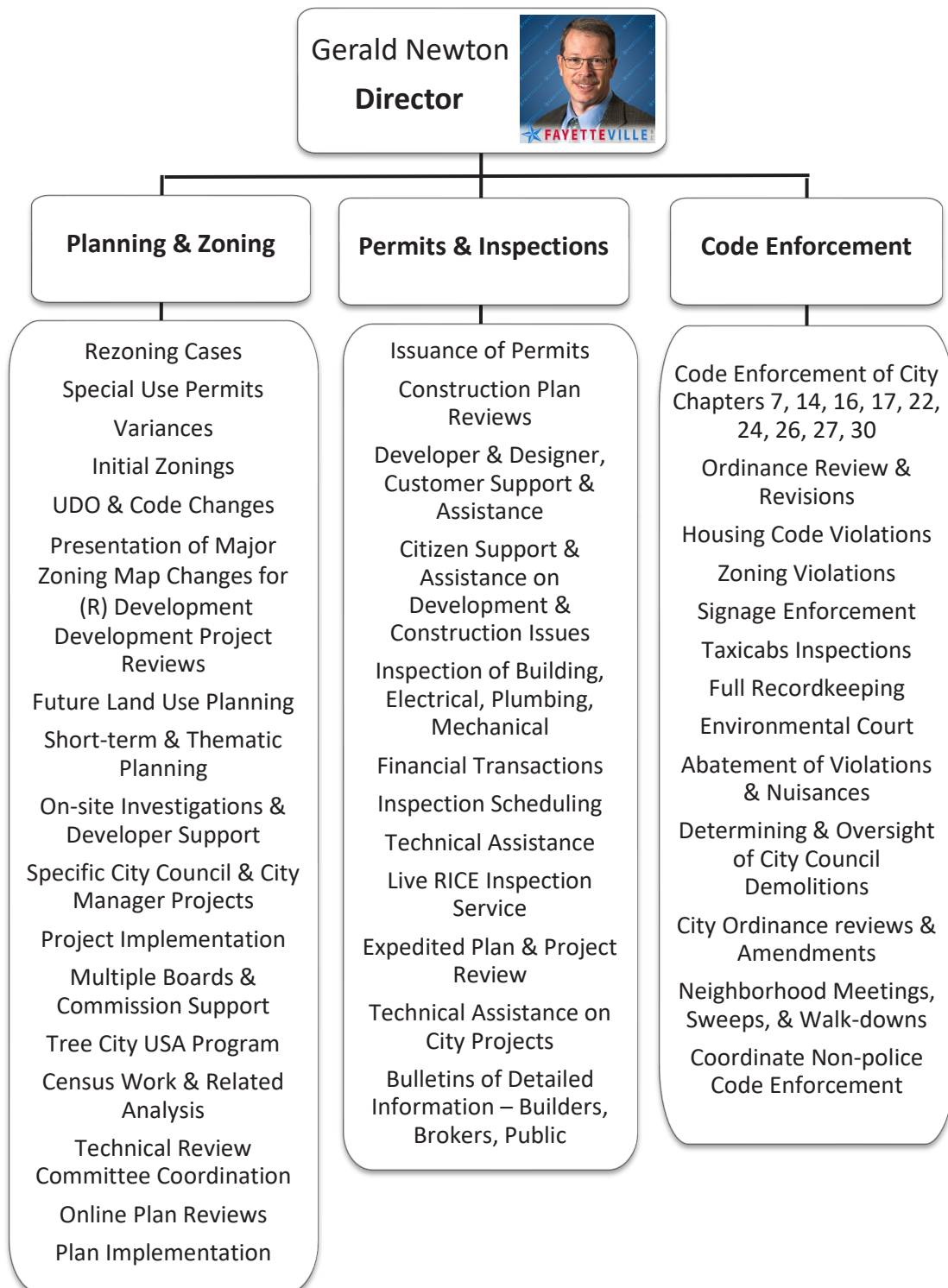


Development Services..... E-2

Economic & Community Development E-9

Human Relations E-17

Development Services



DEPARTMENT MISSION

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

Program: Code Enforcement

General Fund: \$1,669,148 / 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 135 dangerous and blighted cases. 56 out of the 135 cases have been closed as a result of owner-conducted demolitions or repairs.
- The Division managed 7,570 cases from July 2022 through January 2023.
- The Division has removed 3,440 prohibited signs to date this fiscal year.
- The Division researched and produced three CCAM's on Home Occupation Code changes, Residential Parking standards and Dangerous Building Demolition Processes.
- The Division managed cases resulting in the removal of the five dangerous Barges Lane buildings and the Arran Rentals buildings at Applecross/Raeford.
- The Division has conducted 13 targeted Code Enforcement sweeps.
- The Division coordinated the replacement of 7 of 12 vehicles.
- The Division filled all budgeted positions.
- The Division worked with other city staff and outside agencies on projects including: Semi-Truck parking, Hotel & Motel standards enforcement, Homeless camps, Post quarantine advertising sign enforcement, Political sign enforcement, enforcement of new sign ordinances, Police Department and ALE warrant inspections and representation at Community Watch meetings.

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.

Development Services

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of enforcement cases per FTE	Workload	1051	1181	1209.09
# of code enforcement violations cases	Workload	12662	13000	13300
% of dangerous buildings repaired or demolished by owner	Effectiveness	56.37%	50%	50%
% of proactive code enforcement cases	Workload	68.50%	68%	68%
# of prohibited signs removed	Workload	4646	5500	5000
# of code enforcement field staff per 10,000 population	Efficiency	0.58	0.58	0.58
# of code enforcement cases per 10,000 population	Workload	661.88	679.54	695.23

Program: Permitting & Inspections

General Fund: \$2,819,813 / 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:

- Opening of Development Center.
- Soft launch of one-data base; E development portal expansion.

City Goal:

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

Objective:

To perform required State building and trade plan reviews and inspections, within State mandated time requirements.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of permits issued	Workload	13599	10500	12000
# of plan reviews (all trades)	Demand	1830	1174	12000
% of all inspections completed within the established level of service (two days)	Efficiency	99.4%	99.4%	100%
% of construction plans reviewed within the established level of service (10 days)	Efficiency	99.5%	99.5%	100%
% of permits issued within the established level of service (two days)	Efficiency	99%	99%	100%
% of residential reviews within five business days (G.S. is 15 days)	Efficiency	99.8%	100%	100%
Average number of daily permits per Permit Technician per FY	Workload	19	16	16.7
Average daily inspections per inspector per FY	Workload	13	11	10

Program: Planning & Zoning

General Fund: \$1,221,350 / 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 54 preliminary plans and 88 pre-application plans.
- The City added more than approximately 211 acres of properties from 7 annexations.
- Began implimenting Downtown Urban Design plan by adding new downtown 1 & 2 zoning districts.
- Created new colleges and universities zoning district.

City Goal:

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

Development Services

Objective:

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

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of Planning/Zoning positions per 10,000 population	Efficiency	11	11	12
% of inspections conducted by supervisors within one year	Demand	100%	100%	100%
% of plans reviewed within 10 days	Efficiency	100%	100%	100%
% of staff recommendations accepted by City Council or court	Effectiveness	95%	100%	95%
% of reviews and approvals completed by TRC, within five days	Efficiency	100%	100%	98%
% of HRC Minor Certificate of Appropriateness (CoA) processed within five business days	Efficiency	45%	95%	95%

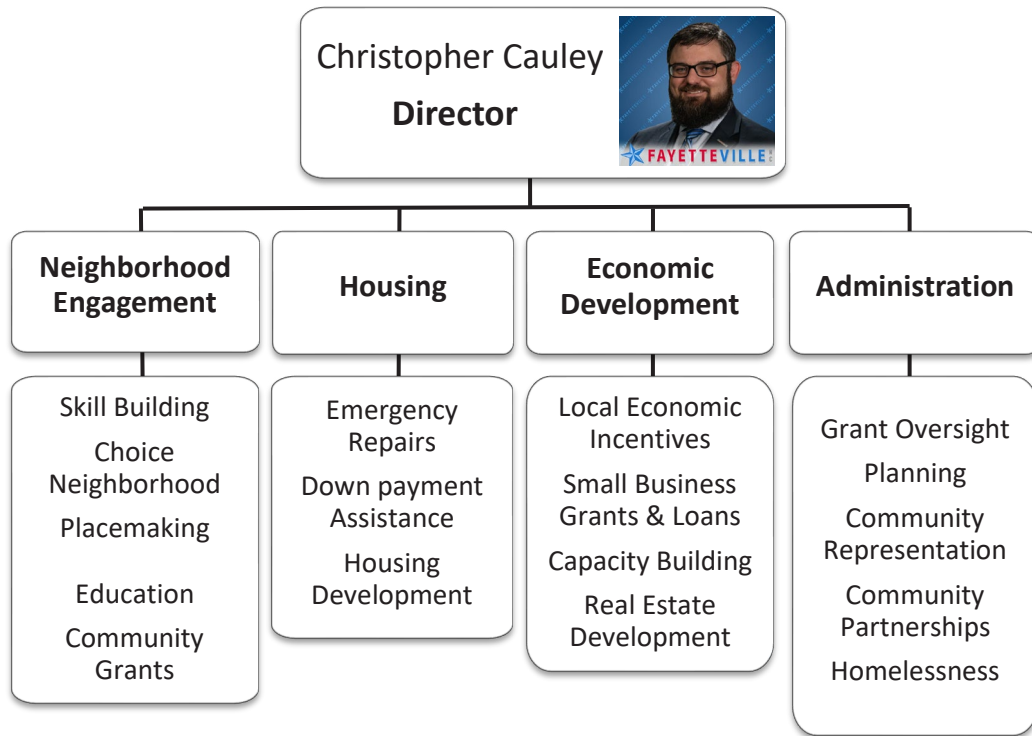
Development Services

Expenditure Description		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Uses</i>					
Personnel Services		3,979,927	4,427,199	4,929,527	4,929,527
Operating Expenditures		281,878	294,185	270,597	270,597
Contract Services		253,677	314,043	302,312	302,312
Capital Outlay		541,598	218,000	206,030	206,030
Other Charges		139	2,325	1,845	1,845
Total	Uses	5,057,219	5,255,752	5,710,311	5,710,311
Program Description		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
Code Enforcement		1,530,994	1,556,711	1,669,148	1,669,148
Permitting & Inspections		2,482,868	2,484,007	2,819,813	2,819,813
Planning & Zoning		1,043,357	1,215,034	1,221,350	1,221,350
Total	Development Services	5,057,219	5,255,752	5,710,311	5,710,311

Development Services

BUDGET HIGHLIGHTS

- Operating includes \$130,480 for vehicle maintenance and fuel; \$19,825 for official notices and other advertising; \$22,664 for employee training and development and local mileage reimbursements; \$16,357 for printing and postage expenditures; \$16,821 for global positioning system and other software maintenance and licensing; \$12,178 for membership, dues and subscriptions; \$10,063 for general supplies and food; \$7,250 for one-time purchases; \$7,343 for photo copier services; and \$10,634 for uniforms.
- Contract Services includes \$218,895 for lot cleanings and demolitions; \$60,445 for the City's share of the local funding match for the Fayetteville Area Metropolitan Planning Organization; \$3,356 for a variety of small contract services; \$12,720 for a peer city review; and \$6,595 for data searches and background checks.
- Capital includes \$206,030 for thirteen vehicle replacements.



Economic & Community Development

DEPARTMENT MISSION

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

Program: Administration

General Fund: \$489,428 / 2.65 FTEs

Grant Funds: 5.38 FTEs

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 manages Federal, State, and locally funded programs to include Community Development Block Grant (CDBG): \$1,607,129; HOME Investment Partnership Grant (HOME): \$1,081,233; City General Funds for Commercial Corridor Improvements: \$100,000; American Rescue Plan Act (ARPA): \$5M; and its first allocation of Housing Opportunities for Persons with AIDS/HIV (HOPWA): \$757,245.
- Continued to steer the remaining \$273,284 of the \$11.7 ERAP funds by assisting an additional 110 households.
- The Dream Center homeless shelter continues to offer lunch, laundry, and other services with 20 beds available for the homeless.
- Continued to partner with Salvation Army to fund meals for the homeless with 54 beds available for the homeless.
- Partnered with Better Health of Cumberland County to provide medical care for over 150 low- and moderate-income persons that are uninsured or underinsured.
- Partnered with Connections of Cumberland County to provide eviction prevention assistance to over 100 female- headed, low- and moderate-income households.
- The \$7.1 million Day Resource Center is slated to open July 2023 to be a one-stop support service for individuals and families experiencing homelessness.
- Continued the partnership with the Mid Carolina Council of Government and the Fayetteville-Cumberland Re-Entry Council to provide housing to individuals as they re-enter society after incarceration.
- Fund street outreach with Cumberland HealthNET to engage with services and house people experiencing homelessness while reducing encampments.
- Continue to support the Continuum of Care through an Interlocal agreement with the City paying half of the Homeless Information System (HMIS) and Data Evaluation Analyst that supports our community partners and the Coordinated Entry system.
- Partnered with Dogwood Health Care Network as the City's Project Sponsor for Housing Opportunities for People with AIDS (HOPWA) to increase affordable housing, while providing stable

Economic & Community Development

housing opportunities and support services that prevent homelessness, and increasing medical care by reducing social barriers to healthcare.

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.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
% of reduction in Point-in-Time Count, annually	Efficiency	475	451	428
# of beds available for homeless residents	Demand	74	74	74
# of meals served to the homeless	Workload	15,571	25,000	25,000

Program: Economic Development

General Fund: \$1,059,427 / 1.2 FTEs

Grant Funds: 1 FTE

Purpose Statement:

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

Highlights:

- Continued to provide business support services and technical assistance to local small businesses in collaboration with the team of local small business resource providers sharing the same mission to support local small businesses.
- \$3M ARPA funds were allocated to retain small businesses with unmet needs due to the pandemic along with commercial corridor improvements. A total of 76 small businesses were approved for assistance and job creation and retention information will be available when program has closed out.
- Sponsored low- and moderate-income Fayetteville Technical Community College (FTCC) students continuing their education.
- Continued to offer gap financing loans and matching exterior improvement grants to support the development, expansion, and retention of small businesses.

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.

Economic & Community Development

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of grants/loans offered to support the development and expansion of small businesses	Workload	34	79	10
# of jobs created as a result of a small business grant or loans through community development programs	Workload	25	2	5
# of jobs retained as a result of a small business grant or loans through community development programs	Effectiveness	111	6	20

Program: Housing

General Fund: \$176,361 / 1.25 FTEs

Grant Funds: 2.52 FTEs

Purpose Statement:

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

Highlights:

- \$1.2M federal funds were allocated for immediate repair needs in lieu of full rehabilitation of homes by partnering with Fayetteville Urban Ministry and Fayetteville Area Habitat for Humanity to offer larger emergency home repair grants for low- and moderate-income homeowners.
- Federal funds also assisted with the construction of The Landing at Beaver Creek that consists of 72 multi-family affordable rental units located on Clifffdale Rd.
- Partnered with Kingdom Community Development Corporation to offer monthly homebuyer education training and counseling services to low- and moderate-income first time homebuyers.
- New Purchase Assistance Program was developed to assist first time homebuyers with up to \$20,000 toward the purchase of their home within the city limits of Fayetteville.
- Expanded the Good Neighbor Program to assist all eligible City employees with up to \$30,000 forgivable loan to purchase their home within the six target revitalization areas.

City Goal:

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

Objective:

To improve the city's existing housing stock.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of full rehabs completed	Effectiveness	0	2	0
# of emergency repairs	Demand	73	75	75

Objective:

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

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of affordable single family homes	Effectiveness	14	0	3
# of funded affordable multi-family business plans	Workload	20	72	20

Program: Neighborhood Engagement

General Fund: \$88,430 / 1.75 FTEs

Grant Funds: 0.25 FTEs

Purpose Statement:

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

Highlights:

- Federal funds are used to eliminate slum and blighted properties throughout the community. Staff routinely conducts neighborhood canvasses in an effort to identify these properties. Although, they are easily recognizable, federal criteria may exclude them from being demolished. This fiscal year we have exceed our goal and expect to remove at least six blighted properties from our City.
- Work continued on the Murchison Choice Neighborhood Plan with a final plan completed and submitted to HUD by March 16, 2023. All early action projects will have been completed by the grant close-out on March 31, 2023, which includes, Little Free Libraries, Digital Equity Initiative for the Murchison Townhomes property, and the You, Me, and Us Community Garden. Phase I assessments and asbestos testing have been completed at each property slated for revitalization, with a Phase II assessment to follow for the Elliott Cir property. We plan to continue to leverage partnerships and apply for the implementation grant in 2024.
- Community Outreach has been increased exponentially. We have exceeded the Unit's goal of hosting and/or participating in events for the year. The Unit is now fully staffed with three Community Relations Specialists and as such, we expect to bring more capacity building programs and opportunities for community engagement to the citizens we serve.
- Beautification efforts continue to be promoted throughout the community. We are currently exploring additional programs, such as the Tool Lending and Residential Facade Improvement programs to expand our beautification efforts.

City Goal:

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

Economic & Community Development

Objective:

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

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of blighted structures demolished	Effectiveness	4	6	3

Objective:

Engage the community through workshops.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of community workshops, engagements, classes, etc.	Workload	24	13	12

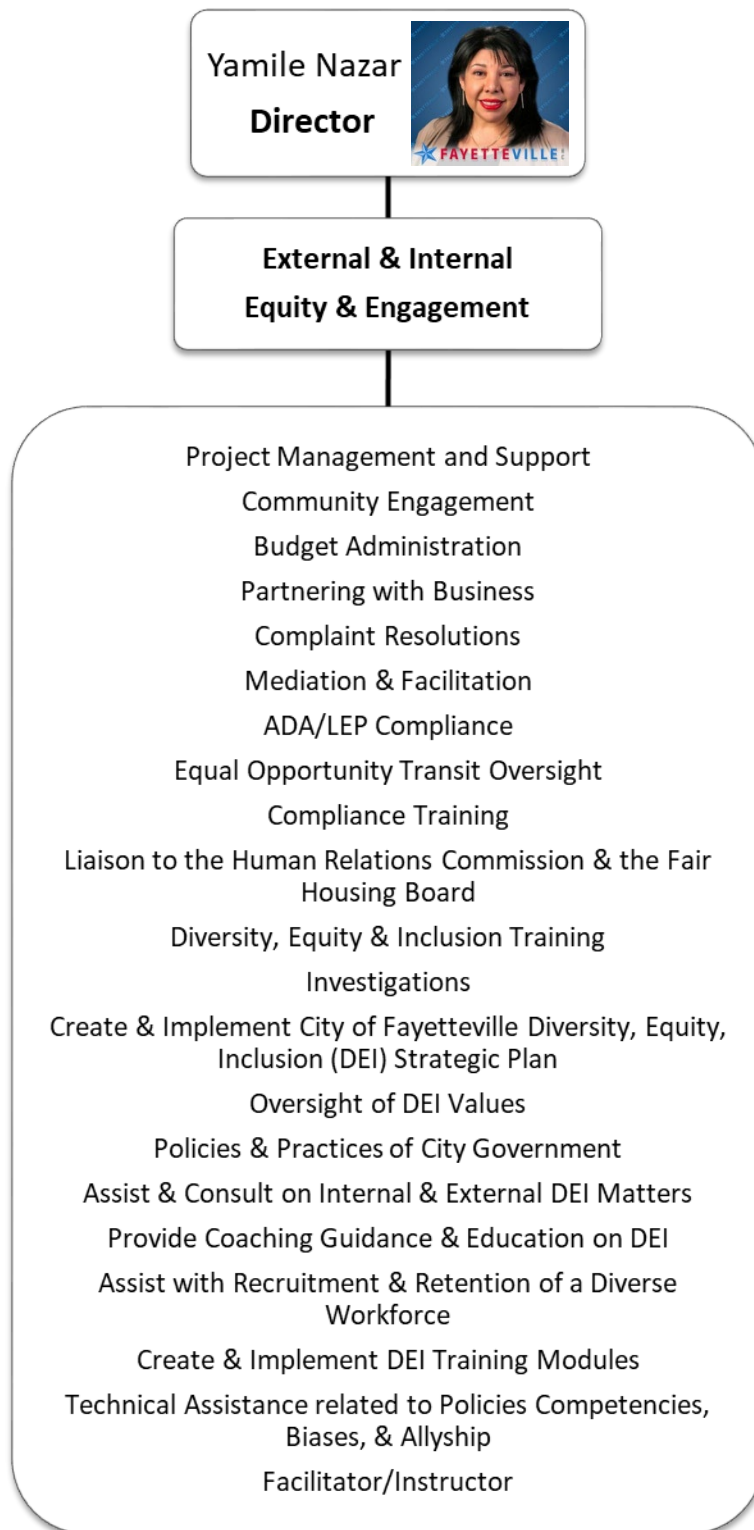
Economic & Community Development

Expenditure Description		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Uses</i>					
Personnel Services		370,979	557,762	671,038	671,038
Operating Expenditures		117,126	120,311	70,874	70,874
Contract Services		838,990	569,347	571,043	571,043
Capital Outlay		58,800	0	2,340	2,340
Transfers to Other Funds		799,718	178,821	723,032	723,032
Other Charges		255,353	415,585	125,285	125,285
Total	Uses	2,440,966	1,841,826	2,163,612	2,163,612
Program Description		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
Administration		249,373	415,372	489,428	489,428
Economic Development		1,877,834	803,366	1,059,427	1,059,427
Housing		308,008	430,422	526,327	526,327
Neighborhood Engagement		5,751	192,666	88,430	88,430
Total	Economic & Community Development	2,440,966	1,841,826	2,163,612	2,163,612

Economic & Community Development

BUDGET HIGHLIGHTS

- Operating costs includes \$9,600 for general supplies and food; \$5,554 for travel, training and local mileage reimbursements; \$5,870 for telephone, postage, printing, and photo copier services; \$3,290 for advertising; \$4,015 for memberships, dues and subscriptions; and \$41,700 for utilities, including \$25,000 for parking utilities funded by the Central Business Tax District (CBTD).
- Contract Services funded by the General Fund includes \$130,297 for Campbell Soup incentive; \$100,000 for County HMIS Analyst and service; and \$700 for Holmes Security Monitoring. Contract Services funded by the CBTD include \$553 for tax collection fees and \$220,000 for the CSDD contract.
- Other Charges includes \$115,000 for the Fayetteville Cumberland Economic Development Commission, and \$10,000 for Fayetteville Cumberland Reentry Council.
- Transfers to Other Funds includes a \$139,274 transfer from the CBTD Fund to support the General fund, \$52,986 transfer to the CBTD Fund from the General Fund.



Human Relations

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: \$341,830 / 3 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:

- Dining & Dialogue (D&D) continues to be a success in promoting positive human relations among community members. The two most recent D&Ds were themed, "Meet Your Muslim Neighbor," and in partnership with the Vision Resource Center provided attendees an opportunity to experience dining while either visually impaired or blind.
- Commissioners volunteered a total of 626.5 hours in FY 2022 at a savings to the City of \$14,403.24.
- The Department has reached over 450 residents through educational events (Diversity Equity & Inclusion, Allyship, Race & Racism, and Fair Housing).
- The Commission, Department and other City staff and consultants met at the Market House for a reconnaissance of what we need in order to make the Market House and Market Square accessible and increase pedestrian safety.

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.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
% of participants indicating they are very satisfied or satisfied with educational events per the Human Relations customer survey	Efficiency	100%	100%	100%
# of Human Relations educational events	Workload	13	12	12

Objective:

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

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of Human Relations community event participants	Effectiveness	1,675	750	750
# of Human Relations community events	Workload	10	12	12
# of outreach materials distributed through social media, information materials, or staff outreach at Human relations community events	Workload	16,819	12,000	12,000
# of volunteer hours spent on Human Relations community events and outreach opportunities	Workload	626.5	500	500

Objective:

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

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of cases: landlord/tenant, fair housing, fair employment	Workload	23	12	12
# of Human Relations staff hours spent handling resident requests for assistance and/or investigating complaints	Demand	18	12	12
# of landlord/tenant, fair housing, fair employment, and other assistance resident requests to Human Relations	Demand	66	50	50
% of Human Relations resident assistance requests responded to within two business days	Efficiency	100%	100%	100%

Human Relations

Objective:

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

Performance Measure:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
% increase in pre/post testing knowledge for Human Relations educational events	Effectiveness	85%	85%	85%

Human Relations

Expenditure Description		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Uses</i>					
Personnel Services		217,434	295,646	298,218	298,218
Operating Expenditures		30,098	34,437	26,531	26,531
Contract Services		2,509	2,177	2,326	2,326
Capital Outlay		9,040	0	0	0
Other Charges		10,592	18,283	14,755	14,755
Total	Uses	269,673	350,543	341,830	341,830

Program Description		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
External & Internal Equity & Engagement		269,673	350,543	341,830	341,830
Total	Human Relations	269,673	350,543	341,830	341,830

BUDGET HIGHLIGHTS

- Operating includes \$6,743 for expenses for the Annual Community Recognition Awards Reception; \$4,924 for travel, training and local mileage reimbursements; \$3,952 for supplies; \$3,450 for advertising expenditures; \$3,781 for memberships, dues and subscriptions; \$1,105 for food for various committee and commission meetings; and \$2,331 for telephone, printing, postage, and photo copier services.
- Contract Services includes \$2,000 for sign language and Limited English Proficiency interpreting; \$1,249 for expenses for the Annual Community Recognition Awards Reception; and \$77 for pre-employment screening.
- Other Charges includes \$5,900 for a projected scholarship, \$5,500 for the City's contribution for the United Way's 2-1-1 program.
- A total of \$14,932 is budgeted for the annual reception, projected to be funded by ticket sales and donations of \$5,900, and General Fund support of \$9,032.

Airport F-2

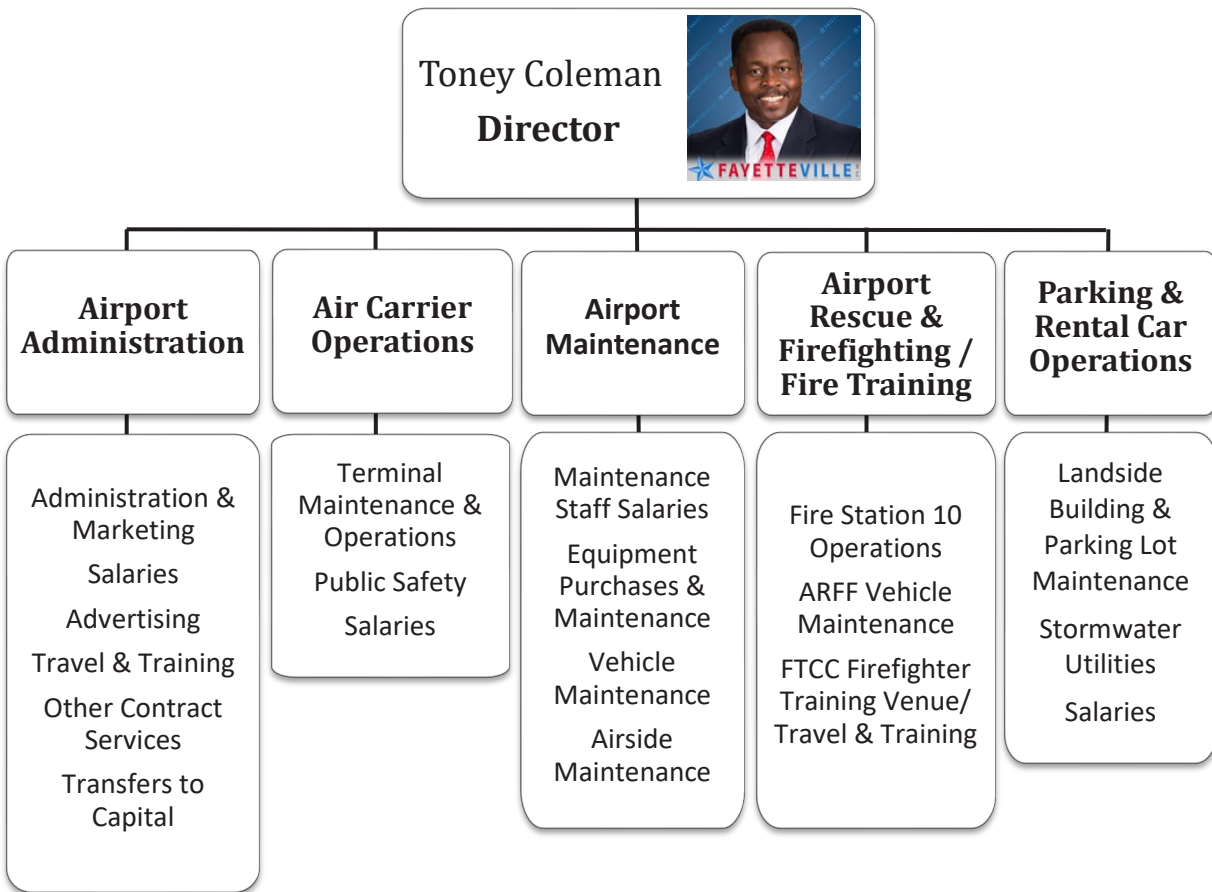
Fire..... F-9

Parks, Recreation & Maintenance F-19

Police F-27

Public Services F-36

Transit F-49



DEPARTMENT MISSION

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

Program: Air Carrier Operations

Airport Fund: \$1,734,979 / 9 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:

- Keep airline Cost Per Enplaned Passenger (CPE) below \$7.00.
- Use Passenger Facility Charge (PFC) and Customer Facility Charge (CFC) Programs to in lieu of rate increases to keep airline and rental car rates and charges low.
- Secure permanent or temporary arrangements for Customs and Border Patrol (CBP) personnel to support international flights.

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.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of enplaned and deplaned passengers	Effectiveness	328,937	332,226	335,549
Average # of daily flights	Workload	16	16	16
% change in airline load factor	Efficiency	86.40%	80.00%	80.00%

Program: Airport Administration

Airport Fund: \$2,594,924 / 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).

Airport

Highlights:

- Improved incentive program for new entrants and encumbant airlines with new destinations.
- Regular engagement with airline corporate offices via airline consultant.
- Attend conferences and provide detailed presentations on FAY opportunities.
- Increased marketing campaign including presence on billboards, radio, social media, print, and TV.
- Engage Lobbyist and Professional Organizations on Legislative Matters.
- Maintain Financial Solvency with no use of general fund.

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.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
\$ of Passenger facility charge	Effectiveness	754,855	729,236	736,530

Program: Airport Maintenance

Airport Fund: \$696,947 / 2 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:

- Increased training for admin, maintenance, and operations personnel on FAR Part 139 requirements.
- Worked with Parks & Recreation to mitigate possible tree obstruction surrounding airfield.
- Completed runway approach certification to keep pilots and passengers safe.
- Worked with state contractors to refurbish taxiway markings.
- Increased inventory of airfield lights and signs.

City Goal:

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

Objective:

To develop and maintain airside grounds with high quality infrastructure, for all aviation user operations.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of total aircraft operation (takeoffs and landings)	Effectiveness	33,328	36,661	40,327

Program: Aircraft Rescue and Fire Fighting/Fire Training

Airport Fund: \$723,535 / 6 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:

- Quarterly Response Drills.
- Annual live fire training.
- Training opportunities at COF-Owned FFTF.
- Cross training of mutual aid fire departments and EMS on airport operations.
- Secured funding and ordered a replacements fire truck.

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.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
% of Airport Fire Station 10's three (3) minute response tests met	Efficiency	100%	100%	100%

Program: Parking and Rental Car Operation

Airport Fund: \$280,477 / 1 FTE

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:

- Environmental Assessment and land clearing for consolidated rental car facility.
- Increased security camera coverage in long-term and short-term parking lots.
- Increase parking rates to offset contract increase due to inflation (personnel salaries).
- Initiated contract with TNCs to support cost center revenue stream.

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.

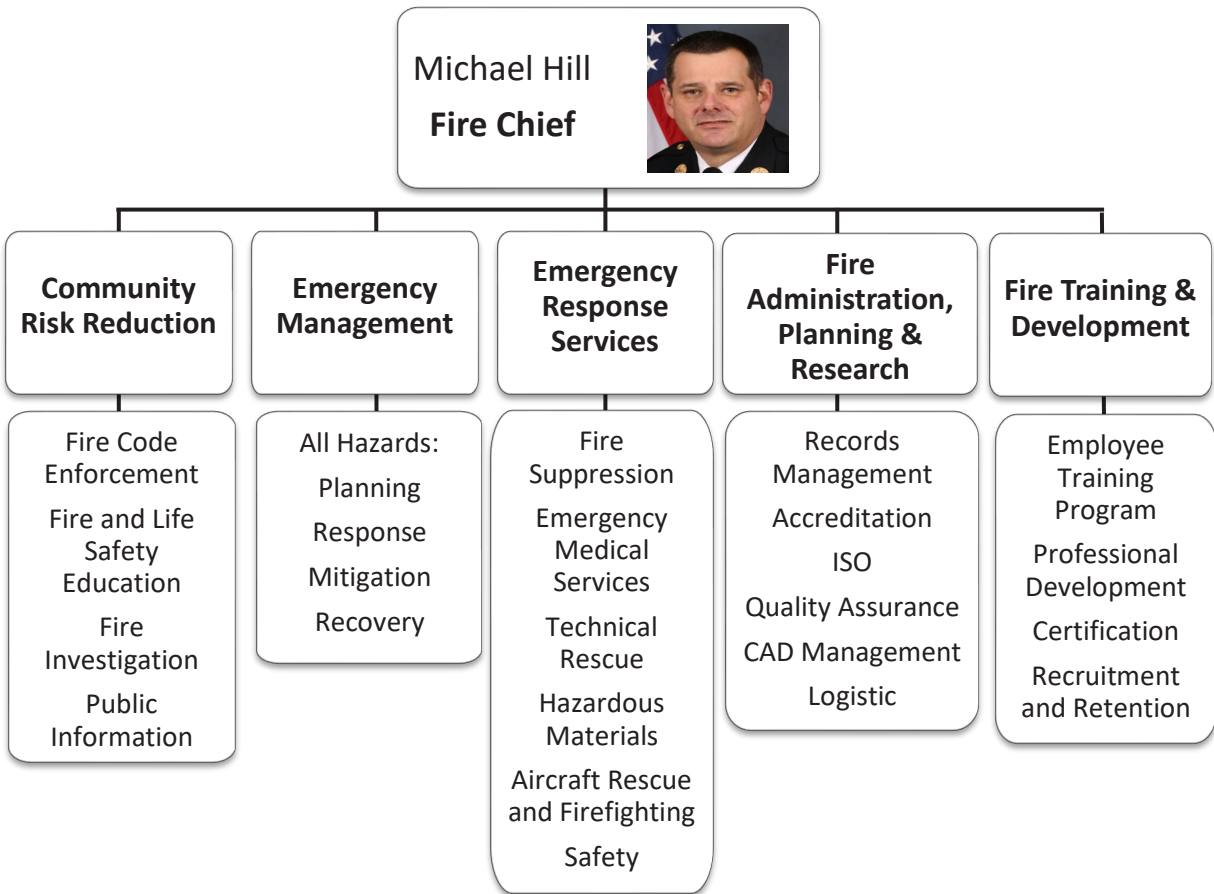
Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
% change in annual parking revenue	Effectiveness	1.50%	1.50%	1.50%
% change in annual rental car revenue	Effectiveness	-0.19%	0.50%	0.50%

Expenditure Description		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Uses</i>					
Personnel Services		1,892,858	2,140,830	2,182,998	2,182,998
Operating Expenditures		1,186,171	1,878,636	1,711,683	1,711,683
Contract Services		135,132	206,861	377,661	377,661
Capital Outlay		2,460	327,000	354,206	354,206
Transfers to Other Funds		460,000	450,000	1,100,000	1,100,000
Debt Service		3,245	0	0	0
Other Charges		6,132,633	762,600	753,900	753,900
Total	Uses	9,812,499	5,765,927	6,480,448	6,480,448
Program Description		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
Air Carrier Operations		1,505,741	1,825,759	1,734,979	1,734,979
Aircraft Rescue and Fire Fighting/Fire Training		644,276	795,794	723,535	723,535
Airport Administration		1,444,288	1,676,533	2,594,924	2,594,924
Airport Maintenance		352,816	771,191	696,947	696,947
Non-Program Expenditure		5,643,889	402,774	449,586	449,586
Parking and Rental Car Operation		221,489	293,876	280,477	280,477
Total	Airport	9,812,499	5,765,927	6,480,448	6,480,448

BUDGET HIGHLIGHTS

- Operating includes \$536,247 for utilities and stormwater fees; \$300,000 for advertising; \$138,675 for general supplies; \$111,050 for vehicle and equipment maintenance and fuel; \$121,518 for insurance and claim settlements; \$49,960 for travel and training; \$10,900 for memberships and dues; \$14,000 for uniforms; and \$15,810 for telephone, data connectivity, postage, printing, and photo copier services.
- Contract Services includes \$49,499 for aviation consulting, \$18,000 for landscaping and tree removal services, \$10,000 for security screenings, \$5,000 for wildlife control, \$50,000 for unanticipated contract service requirements, \$5,000 for contracted garbage collection, \$4,000 for a variety of smaller and miscellaneous contracted services, \$15,600 for approach certification, and \$150 for medical services. 160,227 for various equipment consisting of two replacements and two additions, details listed on page J-37.
- Transfers include \$450,000 to replace the perimeter road paving and fencing.
- Other Charges includes \$450,500 for reimbursements to the General Fund for police services and \$297,400 for indirect cost allocations, \$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.



DEPARTMENT MISSION

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

Program: Community Risk Reduction

General Fund: \$1,231,736 / 11 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's Fire Inspection invoicing transitioned to the City of Fayetteville Finance Department.
- The department installed 1,261 smoke alarms and 152 carbon monoxide alarms.
- The department reclassified a firefighter position to a Fire Captain position to oversee the Fire and Life Safety Education activities.
- The department hosted 921 outreach events, reaching 31,793 citizens.
- The department implemented a community based "Hands-Only " CPR educational program.

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, annually.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of fire inspections conducted	Workload	7866	7400	7300
# of fire incidents occurring in inspectable occupancies	Workload	51	43	40
# of educational flyers distributed to inspectable occupancies	Workload	118	3000	4500

Objective:

To reduce the number of fires in residential structures, annually.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of fires in residential structures	Workload	220	250	237
# of smoke alarms installed	Workload	1481	1200	1500
# of fires where smoke alarms alerted occupants	Effectiveness	74	500	600

Objective:

To reduce the number of incendiary fires affecting the community, annually.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
Identify # of incendiary fires	Workload	41	40	38
Identify # of incendiary fires that lead to criminal charges	Effectiveness	11	10	9

Program: Emergency Management

General Fund: \$399,591 / 2 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:

- Coordinated update of the City's Emergency Operations Plan and Continuity of Operations Plan.
- Facilitated and/or participated in several large scale emergency exercises including, Cumberland County EOC activations, Airport Drill, debris management exercise, LEPC Hazardous Materials Drill and multi-day USAR structural collapse exercise.
- Continued work with recovery efforts for Hurricane Matthew, Hurricane Florence and the SARS-CoV-2 pandemic.
- Revised policy, developed employee training and coordinated table top exercise for active assailant situation at City Hall.
- Renewed contract with new security vendor for City Hall and Multi-modal center.

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.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of community outreach events with number of attendees	Effectiveness	39/15,222	25/14,000	35/15,000
# of Emergency Management exercises and drills conducted (external)	Workload	6	14	15

Objective:

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

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of internal annual readiness exercises (Fayetteville sponsoring agency)	Workload	6	5	6

Program: Emergency Response Services

General Fund: \$32,012,456 / 300 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 27,647 emergency calls for service with 67% being medical in nature.
- The department realized a total response time of 7 minutes and 8 seconds for 90% of all emergency calls.
- The department responded to 622 overdose calls, administering Naloxone 290 times.
- The department responded to 419 cardiac arrests.
- The department responded to 371 structure fires.

City Goal:

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

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.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
90% response time for first due apparatus	Efficiency	7:30	7:25	7:10
% unit reliability	Efficiency	83.30%	85%	90%

Objective:

To ensure the number of incidents where fire was confined to the room of origin, meets or exceeds 50%.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
% of structure fires confined to room of origin	Effectiveness	58%	90%	90%
% of fires confined to room of origin	Workload	59.09%	60%	62%
% of property saved	Workload	93%	94%	95%

Objective:

To ensure the average dollar loss/save ratio from fires meets or exceeds 90%, annually.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
Average dollar loss/save ratio percentage per year	Workload	96%	96%	96%

Objective:

To evaluate patient outcomes from EMS incidents.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of cardiac arrests	Workload	368	400	400
# of overdose incidents	Workload	494	600	600
# of Narcan administrations	Workload	304	350	350

Program: Fire Administration, Planning and Research

General Fund: \$1,348,538 / 8 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.

Highlights:

- The department's annual accreditation compliance report was approved by the Commission of Fire Accreditation International.
- The department transitioned to a new records management system retiring its predecessor after 25 years.
- The department adopted a new shoulder patch and transitioned to a new uniform style in 2022.
- Construction began on the new fire station #4 on Bragg Blvd.

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.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
% of program appraisals completed	Effectiveness	100%	100%	100%
% of annual service testing completed	Workload	100%	100%	100%

Program: Fire Training and Development

General Fund: \$839,584 / 9 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 40 replacement firefighters including 1 lateral transfer.

- The department increased overall minority employee representation to 22.05% , with 40% of newly hired firefighters belonging to underrepresented populations.
- The department documented over 116,000 hours of training of its employees.
- The department certified/recertified 92 Emergency Medical Technicians, 19 firefighters, 15 Driver/Operators, 9 Rescue Technicians and 2 Hazardous Materials Technicians.
- Three Chief Officers currently attending the UNC School of Government and Municipal Government program.
- Department Battalion Chief earned NC Fire Officer IV Certification and credentialed as a Chief Fire Officer.

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.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
% of female firefighters	Effectiveness	4.50%	4.50%	6%
% of minority firefighters	Effectiveness	20.58%	22%	23%
% of required career-development training and track-tenured required training biennial	Effectiveness	100%	100%	100%

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.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of local, regional, and national recruitment events targeting minority candidates	Workload	28	30	35
# of recruitment committee meetings	Workload	4	4	6

Objective:

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

Fire

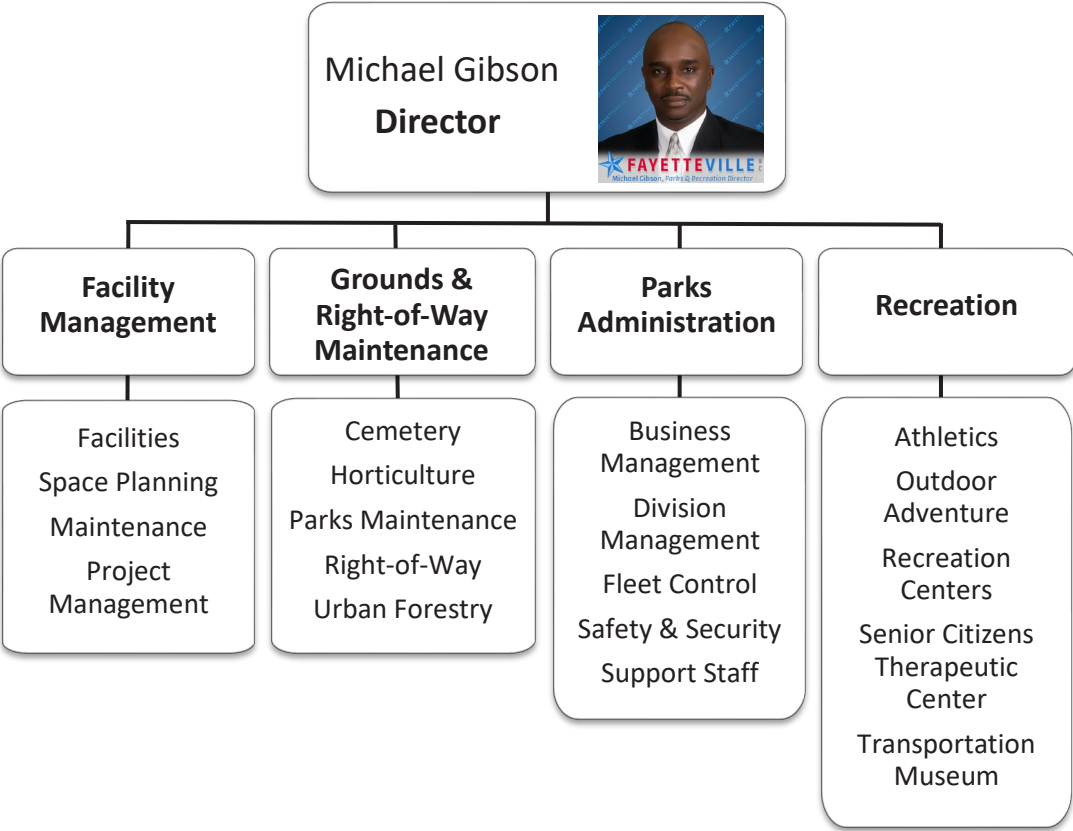
Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
% of Fire personnel obtaining 240 hrs. of established training goal	Effectiveness	92%	97%	100%
% of firefighting staff that received 16 hours of training facility use annually	Effectiveness	45.3	75%	100%

Expenditure Description		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Uses</i>					
Personnel Services		25,595,750	27,444,315	27,892,453	27,892,453
Operating Expenditures		3,305,844	3,818,182	3,971,416	3,971,416
Contract Services		918,432	985,663	906,009	906,009
Capital Outlay		2,472,116	2,805,820	2,943,172	2,943,172
Transfers to Other Funds		80,702	100,000	51,080	51,080
Other Charges		39,909	68,024	67,775	67,775
Total	Uses	32,412,753	35,222,004	35,831,905	35,831,905
Program Description		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
Community Risk Reduction		1,169,578	1,230,690	1,231,736	1,231,736
Emergency Management		362,982	435,518	399,591	399,591
Emergency Response Services		29,145,217	31,493,034	32,012,456	32,012,456
Fire Administration, Planning & Research		1,169,640	1,346,021	1,348,538	1,348,538
Fire Training & Development		565,336	716,741	839,584	839,584
Total	Fire	32,412,753	35,222,004	35,831,905	35,831,905

BUDGET HIGHLIGHTS

- Operating costs consist of expenditures to operate 17 stations includes \$371,585 for general supplies and food; \$764,133 for small equipment and one-time; \$207,617 for uniforms; \$274,600 for utilities; \$293,789 for building, software, and general equipment maintenance and rentals; \$144,221 for telephone, data connectivity, postage, printing, and photo copier services; \$171,240 for travel, training, and memberships; and \$1,677,890 for vehicle maintenance and fuel.
- Contract Services includes \$680,069 for payments for assessment centers and \$60,047 for a variety of small contract services; and \$225,340 for medical services.
- Capital includes \$2,943,172 for vehicles and equipment, including \$10,072 for thermal imaging cameras, \$5,495 for HazMat & rescue suit dryers, \$34,865 for Edraulics rescue tools package; \$798,253 for three fire pumpers, and \$315,174 for seven sedans.
- Transfers to other funds include \$51,080 to the CoF Public Safety Fund.
- Other charges include \$14,175 for employee appreciation and community relations.



Parks, Recreation & Maintenance

DEPARTMENT MISSION

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: \$9,301,062 / 18 FTEs

Purpose Statement:

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

Highlights:

- Completed the design and bid phases of the 911 generator replacement project. Work is scheduled to be completed this summer.
- Worked with NC Hazard Mitigation office to design and bid generator installations at City Hall and Smith Recreation Center. Equipment has been ordered, construction is expected to take place in 2024.
- Currently working with American Woodworkery to repair damaged windows at Fascinate U Museum to match historical profile and material. Getting quotes to apply waterproofing to the south, west, and east walls. Work expected to be complete this summer.
Contract recently approved for American Woodworkery to custom fabricate replacement windows for E. E. Smith House. The new windows will match the historical profile and material.
- Applied Hydrostop coating to Orange Street School roof. This coating maintains the original material and profile while also closely matching the existing color. This project also consisted of installing a commercial seamless metal gutter system to keep water away from the building.
- Installed TPO roof covering over existing metal roof at 455 Grove St.
- Replaced HVAC units at 121 Lamon Street and Westover Recreation Center. Currently getting quotes to replace units at Fire Station 14, Fire Station 15, E. E. Miller Recreation, and 455 Grove Street. This work is expected to be completed this summer.
- Contract recently approved to renovate the kitchen at Fire Station 9. This project consists of new cabinets, countertops, and flooring. This will provide the firefighters with a kitchen that is capable of supporting the meal preparation needs of the station.

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.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
% of work orders closed within one month of submission	Efficiency	91%	92%	85%
# of completed work orders	Demand	1,739	2,056	1,800

Program: Grounds and Right-of-Way Maintenance

General Fund: \$4,597,021 / 63 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:

- Bill Crisp Senior Center landscaping installed prior to opening.
- Walker Spivey's new splash pad was installed and upgrades were made to the previously existing baseball field, football field, and play unit.
- New play units were installed at Lamon Street park, Mary McArthur park, Mable C. Smith park and at General Lee park.
- A new splash pad and play unit were installed at Lake Rim Recreation Center.
- Three new pickle ball courts were installed at Massey Hill.
- Landscaping design and installation completed at the Downtown Gateway location.

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.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of sites that meet level 2 maintenance standards	Effectiveness	190	190	190
# of visits to level 2 sites	Demand	4,940	4,940	4,940

Parks, Recreation & Maintenance

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.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of sites that meet Level 1 maintenance standard	Effectiveness	269	273	273
# of visits to level 1 sites	Demand	23,088	23,400	23,400

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.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of tons of litter taken to landfill	Workload	3,626	2,300	2,300

Program: Parks Administration

General Fund: \$6,082,865 / 14 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. The Bill Crisp Senior Center was opened in October 2022.
- Managed the administrative intake of operations for Spring Lake Parks & Recreation, now operating under Fayetteville-Cumberland Parks & Recreation.

City Goal:

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

Parks, Recreation & Maintenance

Objective:

To efficiently and effectively process office administrative tasks in sales.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of community garden plots sold	Demand	91	82	71
# of shelter rentals processed	Demand	811	894	800

Program: Recreation

General Fund: \$8,990,633 / 69 FTEs

Purpose Statement:

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

Highlights:

- Independence Day Concert and Fireworks at Festival Park on July 4 with close to 6,000 people in attendance.
- Ground breaking ceremony for Senior Center East.
- Covid-19 vaccine clinic at Myers Recreation Center, and Smith Recreation Center.
- Emergency Shelter at Smith Recreation Center for Hurricane Ian.
- Ground breaking ceremony for Tennis Center.
- Ribbon cutting ceremony for the Bill Crisp Senior Center.
- Operated voting for elections at several recreation centers.
- Partnered with Fayetteville Stingers for both Coaches and Players Clinic at Kiwanis.

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.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of registered athletic program participants	Demand	9,631	10,768	11306
# of athletic programs offered	Workload	1,041	1,456	1500
# of youth athletic games scheduled	Workload	3,112	3,232	3393

Parks, Recreation & Maintenance

Objective:

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

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of registered recreation program participants	Demand	13,807	14,274	14988
# of recreation programs offered	Workload	1,430	1,058	1500
# of swimming pool patrons	Demand	75,248	71,616	75,197

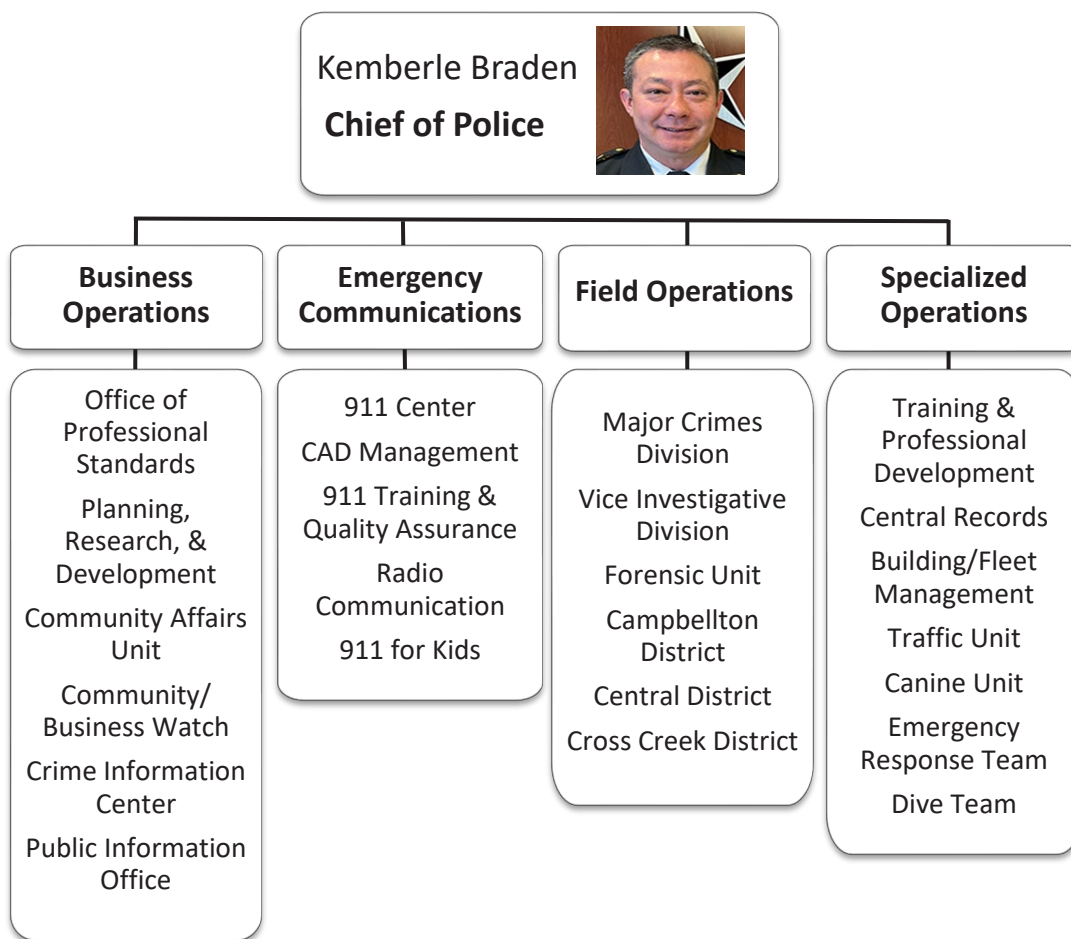
Parks, Recreation & Maintenance

Expenditure Description		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Uses</i>					
Personnel Services		10,828,672	14,170,607	14,993,445	14,993,445
Operating Expenditures		5,355,283	5,266,023	6,038,387	6,038,387
Contract Services		1,355,942	1,539,241	1,437,021	1,437,021
Capital Outlay		1,238,079	2,059,570	1,101,474	1,101,474
Transfers to Other Funds		4,801,082	3,217,269	5,108,973	5,108,973
Other Charges		242,007	242,695	322,445	322,445
Total	Uses	23,821,065	26,495,405	29,001,745	29,001,745
Program Description		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
Facilities Management		8,908,324	7,422,015	9,301,062	9,301,062
Grounds & ROW Maintenance		3,921,039	4,780,059	4,597,021	4,597,021
Non-Program Expenditure		28,099	20,196	30,164	30,164
Parks Administration		4,288,660	5,934,049	6,082,865	6,082,865
Recreation		6,674,943	8,339,086	8,990,633	8,990,633
Total	Parks, Recreation, & Maintenance	23,821,065	26,495,405	29,001,745	29,001,745

Parks, Recreation & Maintenance

BUDGET HIGHLIGHTS

- Operating costs consist of \$2,051,252 for utilities; \$1,288,532 for vehicle fuel and maintenance; \$1,043,100 for supplies items, including \$1,019,499 for general supplies, \$23,601 for one-time purchases, \$52,452 for uniforms, and \$41,056 for food; \$33,642 for printing, postage and photo copier services; \$152,320 rental costs; \$73,076 for travel and training and membership, dues and subscriptions; \$17,475 for advertising services; \$985,332 for software, general maintenance, and building maintenance; and \$132,876 for telephone and data connectivity services.
- Contract Services includes \$291,000 for Special Events including the New Year's celebration, Juneteenth, and July 4th; \$43,315 for portable toilets; \$1,504 for credit card & miscellaneous services; and \$20,834 for equipment rental.
- Capital includes \$1,266,182 for vehicle and equipment replacements.
- Transfers to Other Funds includes \$2,000,000 for the Martin Luther King Jr. Park and \$96,000 for the Little Cross Creek Greenway capital improvement projects.
- Other Charges includes \$125,000 in funding for the Arts Council, \$48,000 for Friends of the Park, and \$56,250 for the Airborne and Special Operations Museum.
- 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.



DEPARTMENT MISSION

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

Program: Business Operations

General Fund: \$5,456,433 / 42 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:

- As the department has adopted the 30 X 30 initiative, we will continue to work on improving the recruitment of female applicants.
- The lower projections for 2024 are due to the removal of the hiring incentives.
- FY22 only had data from June of that year as it was just established.
- FY22 was prior to the Mental Health Liaison being on staff.
- The success of the LPR System continues to grow and has assisted in the solvability of several investigations.

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.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of female officers hired	Effectiveness	11	15	10
# of lateral recruits hired	Effectiveness	20	15	10
% of BLET graduation rate	Efficiency	87%	90%	94%

Objective:

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

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of homeless contacts by Homeless Coordinator established in 2022	Workload	110	790	850
# of mental health contacts by Mental Health Community Liaison established in 2022	Workload	N/A	288	350

Objective:

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

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of data tips directly related to LPR cameras	Effectiveness	12631	65000	90000

Program: Emergency Communications

General Fund: \$6,023,550 / 62.7 FTEs

Emergency Telephone System Fund: \$960,353 / 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:

- Completed CALEA accreditation during 1st qtr. 2023.
- Maintained an adequate level of program staffing.

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.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of staff with specialized certifications	Effectiveness	50	60	64
# of CALEA deficiencies	Efficiency	0	0	0
# of IAED deficiencies	Efficiency	0	0	0

Objective:

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

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of calls referred	Demand	4108	3560	3630
# of calls transferred	Demand	340	530	540

Objective:

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

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of quality assurance checks conducted	Workload	2340	2701	3216

Program: Field Operations

General Fund: \$42,901,313 / 400 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:

- As SmartForce is a main source of communication, it is the hub for the sharing of police related information.

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.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of gang validations	Workload	153	183	200
# of crime prevention safety briefings	Workload	38	21	40
# of repeat offenders apprehended	Workload	2786	2500	2600

Objective:

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

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of public education events	Workload	75	80	80
# of community watch group meetings	Workload	180	190	200

Objective:

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

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of referrals to outside entities (DSS, civil process, magistrate, etc.)	Workload	60	595	650

Objective:

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

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of Department home page views in SmartForce	Effectiveness	25214	93000	115000

Program: Specialized Operations

General Fund: \$11,046,564 / 103 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:

- There were 14 promotions with 53 personnel attending the Chief's Leadership Symposium.

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.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of specialized unit training hours completed	Effectiveness	7066	8000	9000
# of employees trained	Workload	83	100	125
# of new sworn employees promoted and attended new supervisory orientation	Effectiveness	53	50	50
# of sworn officers taking training related to the prevention of injuries	Effectiveness	95	110	125
# of sworn officers taking training related to use of force	Effectiveness	58	75	100

# of sworn officers taking training related to prevention of complaints	Effectiveness	14	10	10
# of sworn officers involved in injury investigations	Effectiveness	0	0	0
# of sworn officers sustained use of force investigations	Effectiveness	0	0	0
# of sworn officers sustained citizen complaint investigations	Effectiveness	3	1	0

Objective:

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

Performance Measures:

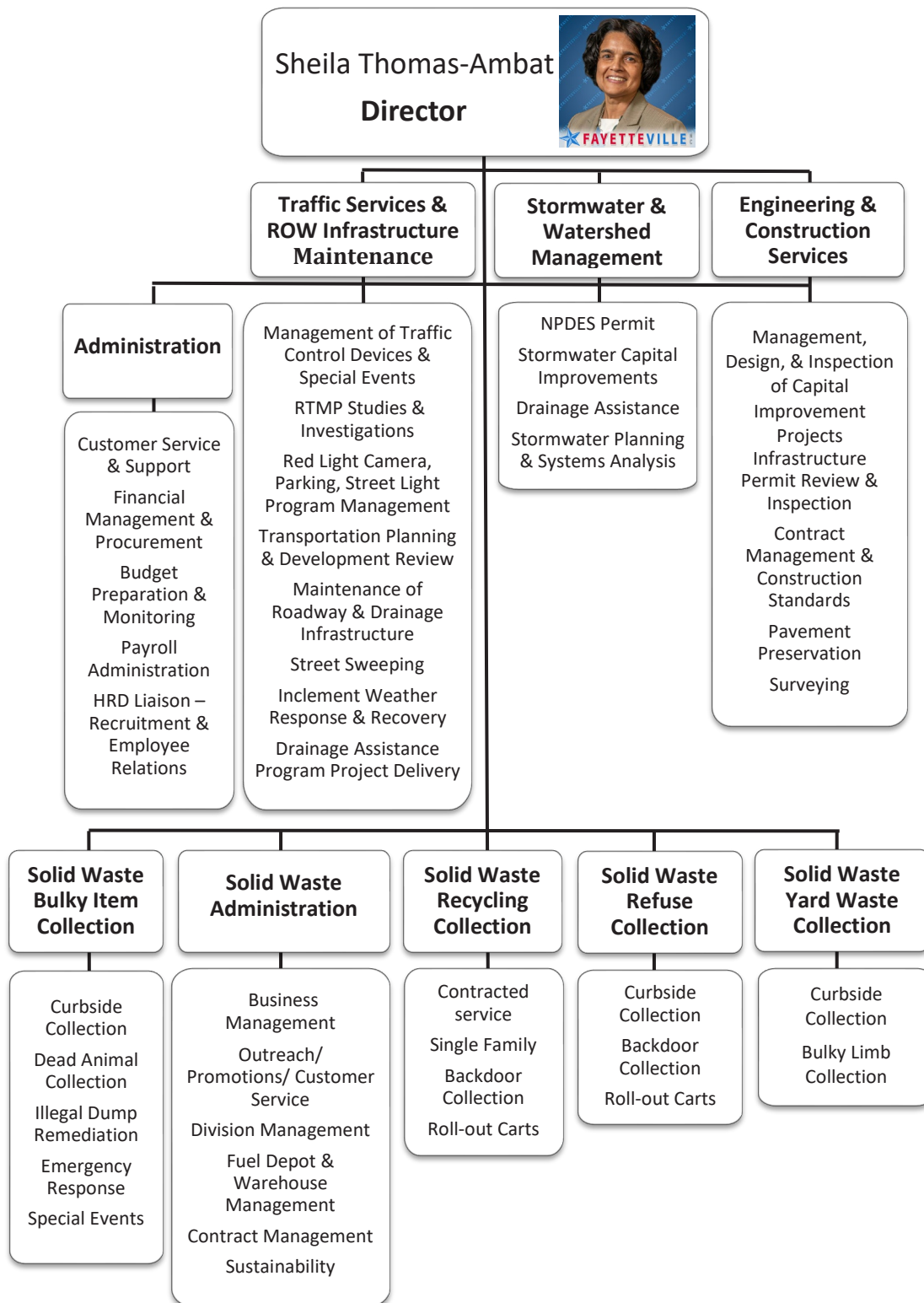
Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of non-sworn employees CIT trained	Effectiveness	0	0	0
% of sworn employees CIT trained	Effectiveness	22%	25%	30%

Police

Expenditure Description		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Uses</i>					
Personnel Services		46,424,363	47,923,005	55,431,904	55,431,904
Operating Expenditures		7,760,336	7,885,486	7,308,110	7,308,110
Contract Services		812,809	713,615	936,288	936,288
Capital Outlay		4,558,667	1,616,319	1,951,883	1,951,883
Transfers to Other Funds		214,111	280,502	80,836	80,836
Other Charges		145,202	602,233	679,192	679,192
Total	Uses	59,915,488	59,021,160	66,388,213	66,388,213
Program Description		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
Business Operations		5,480,277	4,768,976	5,456,433	5,456,433
Emergency Communications		5,057,852	5,939,930	6,983,903	6,983,903
Field Operations		37,650,875	38,521,431	42,901,313	42,901,313
Non-Program Expenditure		-230	0	0	0
Specialized Operations		11,726,714	9,790,823	11,046,564	11,046,564
Total	Police	59,915,488	59,021,160	66,388,213	66,388,213

BUDGET HIGHLIGHTS

- Operating includes \$2,713,900 for vehicle maintenance and fuel; \$1,628,414 for various maintenance, licensing and repair expenditures; \$497,726 for general supplies and food; \$414,295 for uniforms; \$854,852 for utilities and communications; \$256,111 for travel, training, and memberships; and \$940,432 for other insurance and facility and tower space rents.
- Contract Services includes \$73,000 for communications, \$90,000 for canine services, \$50,480 for traffic support, \$29,000 training and professional development, \$48,533 for a variety of other small contracted services, and \$117,348 for medical services.
- Capital includes \$1,951,883 for 34 replacement vehicles.
- Transfers to Other Funds includes \$64,406 to the Public Safety CPO fund for the Public Safety Camera Replacement project.
- Other Charges includes \$100,000 for confidential/evidence funds, \$3,000 to support CrimeStoppers, \$13,210 for employee appreciation, \$21,360 for community relations activities, and \$526,622 to balance projected E911 Center Fund revenues to projected expenditures.



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: \$10,561,721 / 24.7 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:

- Engineering and Construction Services - The City of Fayetteville received \$4.3 million dollars of Direct Grant Funding for Pedestrian Safety Improvements in the State Budget. The funding accelerated numerous planned projects from the CIP. Completed projects include the Brighten Road Sidewalk, Old Owen Drive Sidewalk, Hay at Woodside Signal Upgrade, and Boundary Lane at Hillsboro Signal Upgrade. Current construction includes the McPherson Church Road Sidewalk, Yadkin Phase I Sidewalk, Pamalee Drive Sidewalk, Ann Street Sidewalk, ADA Ramps. Design for Yadkin Phase II & III Sidewalk, Morganton Road Sidewalk, Scotland Drive Sidewalk, Person Street Roundabout, and Blanton Road Roadway Project have also begun. Provided construction inspections for a total of 12,209 linear feet of sidewalk for commercial/private developments, including driveways; completed and closed out 20 sites. Project Bronco (Amazon) installed 4, 826 linear feet of the total under their project.
- Additional projects from CIP and TAP Grant Funding were also completed to include Helen Street Sidewalk, Reilly Road Sidewalk, Rosehill Road Sidewalk (City). Additional projects under construction include Rosehill Road Sidewalk (NCDOT) and Hope Mills Road Sidewalk (NCDOT).
- Staff has completed infrastructure permit review for 36 new submittals and 39 resubmittals in an average of five calendar days or less from receipt of application submittal.
- Completed application/plan reviews for nine encroachment agreements for underground fiber optic installation. Completed 100% of the reviews within 10 days after receipt of submittal.
- Reviewed and signed two final subdivision plats for recording.
- Reviewed seven Stormwater easement plats.
- Processed 11 temporary encroachment permits and 2 excavation permits for various construction activities in and around the downtown area.
- Issued 10 construction permits to MetroNet (fiber optic network) to install underground fiber for 11 local concentration points (LCP) sites.
- Design for the Ray Avenue/Maiden Lane Drainage Improvement project is 100% complete.
- Provided project management and completed second construction contract for the Bridge Preservation program and made priority repairs to the Hawley Street bridge. Also, finished the third

Public Services

contract (construction will begin soon) for repairs to be done on 10 bridges (Blue, Campbell, Cool Springs, Forest Hills, Hawley, Langdon, Maiden, Ray, Washington, and Winslow).

- Participated with PWC in project management and construction of Annexation Areas 32E Section 1 and 24 Section B/C. Continue to participate with PWC during design for Areas 27, 28, 32, 33 and 34.
- In fiscal year 2023, the pavement preservation program plans are to implement 3 major pavement treatments. The treatments consist of Micro-surfacing, Slurry, and traditional hot mix asphalt. The pavement treatments are selected on the Pavement Condition Index survey recently completed by an outside firm IMS. The City plans to Micro-surface 4.7 miles (24 streets) and Slurry 7.25 miles (36 streets) for a total of 11.95 miles. These 2 treatments will be funded by the Powell Bill. The City also plans to resurface 29.68 miles (106 streets) using traditional resurfacing methods. The projects will be in 2 phases the first phase containing 12.69 miles and the second phase containing 16.99 miles. These projects using the traditional resurface method will be funded through the Powell Bill and the GO Bond.
- Successfully completed the 2022 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.
- Staff has continuously monitored pavement conditions and assessed street pavements by field inspections and evaluating PCI data to provide appropriate recommendations for enhancing the pavement condition of streets and addressing requests received from City Manager's office, Council members and Citizens.
- Staff has assessed the City's street pavement network to allocate \$14M GO Bond budget for pavement preservation program and prepare the street resurfacing plan in three phases.
- Contract Coordinator successfully completed approximately 40 contracts using the new EJCDC contracts. The contracts consisted of various types of construction resurfacing, sidewalks, storm drain projects, round-about, bank stabilization, parking lots, and yearly service contracts.
- Completed downtown streetscape improvements for the southern 100 block of Hay Street for the yearly maintenance of brick replacement and trip hazard repairs. This completes the Streetscape on Hay Street from Ray Avenue to the Market House. The City also plans to remove and replace the old brick along the north side of Old Street and Anderson Street. Both of these projects are funded by ARPA funds.
- For fiscal year 2023, the parking lot maintenance program includes the resurfacing and placement of thermoplastic markings at Lake Rim Rec Center, Lamon Street Park, Mazarick Park at Tennis Courts, Walker Spivey Rec. Center, Mable Smith Park, and Westover Rec. Center. The projects are funded through ARPA.

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.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
% of appropriated funding expended on an annual basis for all CIP projects	Effectiveness	86%	90%	90%
% of appropriated funding expended on bridge maintenance	Effectiveness	71.40%	90%	90%
# of public projects under design per FTE	Workload	5.04	5	5
% of streets at a PCI of 75 or greater	Efficiency	55%	55%	60%
# of miles of roadway resurfaced and alternate pavement preservation techniques applied	Workload	50.95	30	35
# of linear feet of sidewalk constructed through City and private development projects	Workload	7335	28000	15000

Objective:

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

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
% of infrastructure permit reviews completed within 20 days	Efficiency	100%	100%	100%

Objective:

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

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of active development projects under construction per FTE	Workload	6.75	8.33	7
# of final construction inspections for all newly released SCMs for all Public and Private developments within the City (not to include NPDES inspections)	Workload	7	25	25
# of performance security release inspections for all SCMs at the conclusion of their warranty period	Workload	4	10	10
# of development projects inspections per FTE	Workload	38.11	40	40
# of encroachment agreements into ROW	Workload	17	12	10
# of public projects under construction per FTE	Workload	2.22	2.01	2.5
# of street cuts/degradations inspected	Workload	328	300	300

Public Services

Program: Solid Waste

Environmental Services Fund: \$16,652,223 / 80.85 FTEs

Purpose Statement:

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

Highlights:

- The Solid Waste Division maintained better than a 99% collection accuracy.
- Collected from 63,755 residents.
- Completed 53,628 service requests for solid waste related services.
- Completed 37,119 work orders for solid waste related services.
- Completed first year of every other week recycling.
- Waste Management is on track to collect 9,174 tons of recycling from single-family residences and City-owned facilities in FY 2023.
- Solid Waste (SW) started every other week bulky collection and every other week limb collection in order to maintain efficiencies and improve on customer expectations. Has proven to be more efficient than scheduled services. Bulky and Limb collections averaged approximately 257 stops a day.
- Substantial completion (95% completion) of Solid Waste ordinance revision (Chapter 22).
- Maintained data driven spreadsheets for limb/bulky collections and the Vehicle Mega report.

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.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
% of annual household and yard waste collection	Efficiency	99.97%	99.97%	99.97%
% of bi-weekly bulky and limb collection	Efficiency	99.97%	99.97%	99.97%
% of closed SR/WO in Cityworks within 30 days	Efficiency	89.16%	88%	89%
% of NOV's closed by RAPID within 30 days	Efficiency	83.79%	80%	99%
# of household, yard waste, and recycling collection points serviced	Workload	61369	63755	64393
# of collection points for bulky serviced	Workload	61369	63755	64393
# of collection points for limb serviced	Workload	61369	63755	64393
Household waste tonnage per FY	Workload	57187	57756	60000

Recycling waste tonnage per FY	Workload	7083	9174	10000
Yard waste tonnage per FY	Workload	10796	7685	12000
Bulky waste tonnage per FY	Workload	2881	4066	4000
Limb tonnage per FY	Workload	5335	5881	5500
Average collection cost per ton of household waste	Efficiency	54.31	53.74	53.74
Average collection cost per ton of recycling	Efficiency	244.25	163.1	163.1
Average collection cost per ton of yard waste	Efficiency	0	17.6	17.6
Average collection cost per ton of bulky	Efficiency	38	29.19	29.19

Objective:

To divert recyclable materials from the household solid waste stream.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
% of diverted materials per Annual Report	Effectiveness	37%	40%	40%
# of neighborhoods provided with Solid Waste PR and education annually	Workload	0	2	10
# of miscellaneous groups provided with Solid Waste PR and education annually; i.e. churches, schools, etc.	Workload	0	2	4

Program: Stormwater & Watershed Management

Stormwater Fund: \$16,965,284 / 46.3 FTEs

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. In September, the City underwent an audit of its MS4 stormwater program, receiving a Notice of Compliance. The program has begun to prepare for permit renewal and Stormwater Management Plan development.
- Staff continued implementation of the public outreach portion of the NPDES permit through various means of advertising and engagement. Hands-on demonstrations through school programming and summer camps have begun again as restrictions from the COVID-19 pandemic continue to lift. Staff continue to place an emphasis on outreach through pushing informational material out via social media and by developing and offering 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 proper household hazardous waste disposal.

Public Services

- Staff launched the Flood Awareness Program, which will be used to provide citizens with flooding prevention resources. The Flood Awareness Program was promoted through billboard advertising, radio, and social media. The webpage incorporates resources and maps for citizens to utilize for local resources on how to stay safe during large weather events.
- 160 stormwater outfalls have been inspected with a projected 279 total inspections to be completed by the end of the fiscal year.
- Staff also collected 1,558 water quality samples with a projected 2,200 total samples to be completed by the end of the fiscal year.
- A Post Construction SCM inspections program has been established and staff is in the process of inspecting 340 SCMs in the post construction phase. 25 private SCMs have been inspected, with a projected 27 City maintained SCMs to be completed as well as numerous more private SCMs as contact is made with property owners.
- Staff conducted site inspections for 57 sites in support of the Drainage Assistance Program (DAP) and prepared reports.
- Six eligible DAP projects have completed construction, 11 projects have been designed, managed or are currently under design by staff.
- Staff managed the Watershed Management Plan program, which in FY23 resulted in completing stormwater infrastructure assets and stream assessment surveys for 6 watersheds: Buckhead, Stewarts, Little Rockfish 2, Cape Fear 1, and Beaver Creek 1.
- Staff managed the Watershed Master Plan Program Manager contract, as well as five Watershed Study contracts, and provided technical and review support to all aspects of the Program and deliverables generated (including unique deliverables such as the GARR analysis, Flood Inundation libraries, dam evaluations).
- Staff managed and reviewed deliverables for dam analyses, including Roses Lake as well as the dams evaluated as part of the watershed studies.
- Staff fully restored the Person St Greenstreet permeable pavers and began scoping a contract for annual maintenance.
- Staff has continued to manage the portfolio of Federal Emergency Management Assistance (FEMA) funded Hurricane Matthew Recovery projects. Devonwood Dam replacement was completed in November 2022. Greenock Avenue construction will begin soon with anticipated date of completion in August of 2023.
- 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 managed the ongoing design and construction of twelve stormwater capital improvement projects (CIP) with an estimated construction value of approximately \$38M.
- Staff co-published a proceedings paper for the ASCE EWRI LID conference.
- Staff served as Stormwater Management Track abstract reviewer for the ASFPM conference in May, and coordinated and led development of a showcase at the conference focused on the Watershed Master Plan program.
- Staff presented at the ASFPM conference in May on the successes and challenges of the Watershed Master Plan program.

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.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
% of targeted audience for the scheduled public outreach programs per quarter	Effectiveness	30%	90%	90%
% of Stormwater Hotline calls responded to within one business day	Efficiency	80%	80%	80%
% of targeted audience reached utilizing Flood Awareness Campaign to increase public knowledge of flooding to protect lives and property	Effectiveness	N/A	90%	90%
% of completed scheduled inspections quarterly	Efficiency	99.60%	100%	90%
% of provided responses to communicated incidents and complaints of illicit discharges within 72 hours	Efficiency	100%	100%	90%

Objective:

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

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
% of identified projects with appropriated budget	Demand	100%	100%	100%
Target a running biennial average of \$5 million in completed Stormwater infrastructure projects	Effectiveness	4,602,840	6,562,840	5,000,000
% of funded projects on schedule per FY	Efficiency	84%	85%	80%
% of leverage grant funding to supplement 10% of annual project funding to expand the number of projects constructed by 25% on an annual basis	Efficiency	26%	26%	10%
% of design projects that meet or exceed required levels of service for 90% of individual project limits	Efficiency	100%	100%	90%

Objective:

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

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
% of completed initial site investigations within 72 hours of receipt of application	Efficiency	90%	90%	90%
% of completed DAP projects within 6 months of SWAB approval	Efficiency	0%	50%	50%

Public Services

Objective:

1D.1 - Build future forward tools and collect stormwater system data.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
% of City Acres Surveyed - Cumulative	Efficiency	17.1	20.1	20.8

Objective:

1D.2 - Identify proposed solutions and priorities for CIP.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of watersheds with proposed solutions - cumulative	Effectiveness	5	7	13
# of new watersheds being modeled	Workload	2	5	2

Program: Traffic Services and RoW Infrastructure Maintenance

General Fund: \$5,905,969 / 45.9 FTEs

Stormwater Fund: \$1,562,203 / 8 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:

- Updated NCDOT Traffic Signal Maintenance Agreements resulting in increased revenue.
- Collaborated with NCDEQ to begin mitigation efforts at the City Owned Milan Yard Property.
- Initiated the GO Infrastructure Bond effort.
- Completed the wind down phase of the Red Light Camera program.
- Developed projects for Multi-Use Lines, Intersection Improvements, sidewalk and the Ramsey Street Pump Station as a part of the ARPA and State Direct Grant funding initiatives.
- Implemented signage to enforce Council's No Littering campaign.
- Completed Street light installation projects on Cliffdale Road and Hoke Loop Road.
- Initiated a Citywide Comprehensive Transportation Plan (CTP) including a connectivity study and corridor analysis.

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.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
% of traffic signal equipment inspected twice annually	Workload	100%	100%	100%
% of emergency calls responded to within 2 hours	Efficiency	100%	100%	100%
% of signal timing requests investigated and responded to in 1 day	Efficiency	100%	100%	100%
% of signs and markings work orders completed within 5 working days	Efficiency	89.25%	90%	90%

Objective:

To provide infrastructure maintenance in accordance with appropriate schedules.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
Sweep City streets four times per year	Workload	4	4	4
Sweep NCDOT streets six times per year	Workload	6	6	6
# of linear feet of open conveyances repaired, maintained and inspected	Workload	27993	28000	28000
# of linear feet of closed circuit television inspection of closed conveyances	Workload	64883	50000	50000
# of tons of asphalt placed for potholes and street repairs	Workload	340	450	450

Objective:

To complete infrastructure improvement projects within appropriate schedules.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
% of Intersection Improvement, Multi-Use Lines and Thoroughfare Street Light Projects completed within the funded FY	Effectiveness	100%	100%	100%
% of constructed SPOT projects within agreed upon schedule	Effectiveness	100%	100%	100%

Public Services

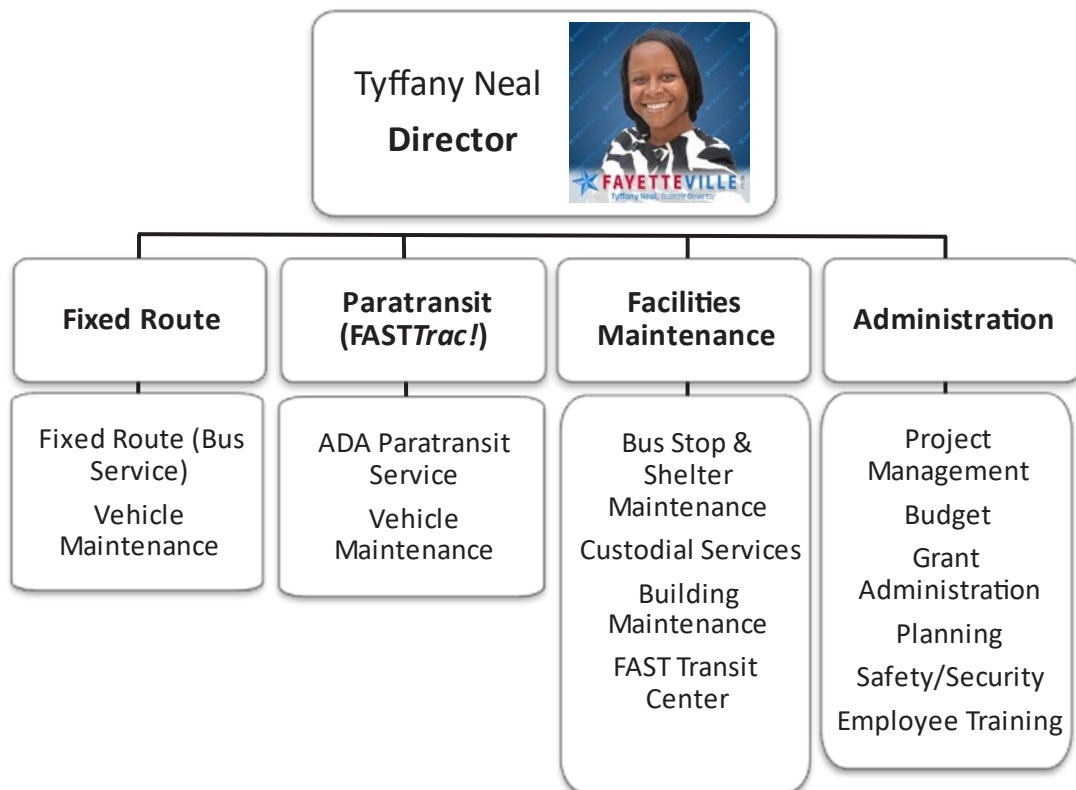
% of constructed DAP projects within written agreed upon schedule	Effectiveness	100%	100%	100%
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Public Services

Expenditure Description		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Uses</i>					
Personnel Services		12,396,359	14,678,420	16,109,019	16,109,019
Operating Expenditures		9,352,490	6,489,061	7,016,515	7,016,515
Contract Services		5,500,264	5,560,267	5,035,301	5,035,301
Capital Outlay		3,417,190	3,302,841	2,206,920	2,206,920
Transfers to Other Funds		13,439,845	15,307,015	21,441,536	21,441,536
Debt Service		1,454,285	2,149,095	2,137,655	2,137,655
Other Charges		3,823,531	1,257,595	1,377,657	1,377,657
Total	Uses	49,383,964	48,744,294	55,324,603	55,324,603
Program Description		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
Engineering & Construction Services		10,978,091	7,190,269	10,561,721	10,561,721
Non-Program Expenditure		2,445,248	2,384,938	2,413,846	2,413,846
Solid Waste Administration		2,061,727	974,854	1,214,772	1,214,772
Solid Waste Bulky Item Collection		1,008,998	1,447,027	2,049,852	2,049,852
Solid Waste Recycling Collection		6,400,038	2,803,898	3,495,473	3,495,473
Solid Waste Refuse Collection		6,425,020	6,582,037	6,322,993	6,322,993
Solid Waste Yard Waste Collection		2,484,861	3,595,907	3,569,133	3,569,133
Stormwater & Watershed Management		8,188,359	14,083,511	16,965,284	16,965,284
Traffic Services & ROW Infrastructure Maintenance		9,391,622	9,681,853	8,731,529	8,731,529
Total	Public Services	49,383,964	48,744,294	55,324,603	55,324,603

BUDGET HIGHLIGHTS

- Operating includes \$4,565,210 for vehicle maintenance and fuel; \$456,300 for utilities; \$976,387 for supplies and uniforms, including: \$393,585 for supplies and materials for street maintenance, signals, signs and street markings and \$434,201 for garbage, recycling and yard waste roll-out-carts; \$306,608 for general and software maintenance; \$193,486 for advertising; \$206,408 for projected insurance and claims costs for the Environmental Services, Parking, and Stormwater Funds; and \$88,074 for travel, training, memberships, dues and subscriptions.
- Contract Services includes \$2,426,101 for contracted bi-weekly curbside recycling collection for an estimated 61,369 households; \$734,004 for downtown parking enforcement and management of the parking deck on Franklin Street and Hay Street \$72,359 for professional engineering services \$176,000 for traffic services; and \$64,616 for traffic signs and signals.
- Capital includes \$2,250,604 for 9 vehicles, \$537,628 for equipment replacements, including \$309,006 for a streetsweeper, \$120,00 for a backhoe, and \$78,622 for a smart truck system.
- Transfers to Other funds includes \$4,850,000 for street resurfacing, \$700,728 for municipal agreements; \$338,115 for Hinsdale Road Reconstruction, \$200,000 for Bridge Preservation; \$50,000 for Throughfare Street Lighting, and \$62,500 for Dam Safety Preservation.
- Non-Program expenditures encompasses those costs not directly associated with any one program and includes retiree benefits, indirect costs, insurance and claim settlements and debt services.



DEPARTMENT MISSION

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, Cliffdale Road & 71st School Road, Methodist University, Walmart on Ramsey Street, Walmart on Skibo Road, the Veterans Affairs Medical Center and the FAST Transit Center.

Program: Fixed Route Operations

Transit Fund: \$8,203,368 / 73.5 FTEs

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:

- Placed four (4) new Fixed Route buses in revenue service.
- Continued to operate a reduced level of service due to severe CDL shortages.
- Maintained driver pay plan with sign-on, retention and referral bonuses.
- Graduated eight (8) new CDL Operators from FTCC's CDL-B driving program.

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) within the City of Fayetteville.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of Fixed Route passengers	Workload	1,720,992	2,035,980	2,137,779
# of revenue service hours operated	Workload	68,966	70,042	73,544
Average passenger per revenue hour	Effectiveness	28.96	30	35

Objective:

To ensure reliable service FAST will perform regularly scheduled maintenance.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
% of scheduled routine maintenance completed on-time	Efficiency	99%	99%	100%
# of road calls per 100,000 service miles	Workload	29	29	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.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of routes with bus frequency less than 60 minutes	Efficiency	0	0	2

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.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
% of FAST buses arriving at major stops/transfer hub	Workload	76%	78%	80%
% of FAST busses arriving at all published time-points/stops	Workload	76%	78%	80%
# of complaints received related to on-time buses	Efficiency	19	39	20

Program: Paratransit (FAST Trac!)

Transit Fund: \$2,680,888 / 22 FTEs

Purpose Statement:

The FASTTRAC! 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. FASTTRAC! is a reservation based system provided to those persons who are unable to use fixed route buses due to a disability.

Highlights:

- Continued use of a contracted service provider for Paratransit (FASTTrac!) trips.
- Continued to receive strong interest in the non-CDL driving positions.

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.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of FASTTTTRAC! passengers	Demand	64079	68680	72114
# of trip denials	Effectiveness	0	11	6
# of eligible FASTTTTRAC! clients	Demand	~850	~900	~950

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.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of FASTTTTRAC! calls received for reservations	Demand	28940	28186	29000
Average hold times for per call received	Efficiency	26	19	17
# of missed (abandoned calls)	Efficiency	3472	2564	2200
Average call times for calls answered	Efficiency	148	125	120

Objective:

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

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of FASTTRAC! passengers per hour	Demand	2.17	2.33	2.5
% of excessively long trips (comparison to fixed route trip times)	Efficiency	1%	1%	1%

Objective:

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

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
% of FASTTRAC! vehicles arriving on time at scheduled origins	Efficiency	87%	82%	87%
% of FASTTRAC! vehicles arriving on time a scheduled destinations	Efficiency	87%	82%	87%
% of OTP per FY	Efficiency	87%	85%	87%

Program: Transit Facilities Maintenance

Transit Fund: \$761,190 / 21.5 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:

- Transitioning bus stop maintenance from P&R to FAST staff.
- Continued working with Public Services for the advancement of bus stop installations of ADA accessible bus stops, benches and shelters.
- Continuing facility improvements at Transit's Operations and Maintenance facility.

City Goal:

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

Objective:

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

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
% of bus stops with amenities	Workload	24.20%	30%	35%
% of active bus stops that are ADA accessible	Effectiveness	50.32%	56%	58%
# of clean/fuel-efficient vehicle (i.e. electric buses, hybrid buses, etc.)	Effectiveness	27	24	27
# of energy efficient capital projects	Effectiveness	2	2	3

Program: Transit Administration

Transit Fund: \$1,795,707 / 9 FTEs

Purpose Statement:

The Transit Administration, Safety, Security and Training program provides leadership, planning, workplace safety training, security, personnel management, fiscal stewardship, and other support services for FAST employees.

Highlights:

- Completed the updated Transit Development Plan (TDP) (10-year improvement plan).
- Procuring five (5) battery-electric buses (BEBs) and infrastructure.
- Developing a plan of transit service options to implement service to West Fayetteville.

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%.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
75% of respondents rate the services "good" or "excellent" (annual survey)	Efficiency	N/A	N/A	N/A
# of social media posts/hits monthly	Effectiveness	1.12	2	2.5
# of annual events conducted	Workload	#2	#2	#4
# of community persons who attend events	Demand	37	750	1000

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.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of partnership/partnering services (expansion of services)	Effectiveness	2	2	3
# of grants applied per FY	Workload	1	1	1
# of grants awarded per FY	Effectiveness	1	0	1

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.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
Annual \$ of capital grants (federal, state and local)	Effectiveness	5,676,500	5,676,500	5,676,500
Annual \$ of operating grants (federal, state and local)	Effectiveness	7,601,500	7,601,500	7,601,500

Transit

Expenditure Description		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Uses</i>					
Personnel Services		6,884,821	9,019,453	9,029,550	9,029,550
Operating Expenditures		2,279,841	2,550,300	2,662,705	2,662,705
Contract Services		634,068	609,716	413,565	413,565
Capital Outlay		-2,501	16,048	16,000	16,000
Transfers to Other Funds		0	440,425	794,650	794,650
Debt Service		1,952	0	0	0
Other Charges		2,095,967	689,100	553,500	553,500
Total	Uses	11,894,148	13,325,042	13,469,970	13,469,970
Program Description		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
Administration		1,169,101	1,491,639	1,795,707	1,795,707
Facilities Maintenance		1,947,751	967,428	761,190	761,190
Fixed Route		5,340,283	8,138,349	8,203,368	8,203,368
Non-Program Expenditure		1,434,304	21,910	28,817	28,817
Paratransit (FAST Trac!)		2,002,709	2,705,716	2,680,888	2,680,888
Total	Transit	11,894,148	13,325,042	13,469,970	13,469,970

BUDGET HIGHLIGHTS

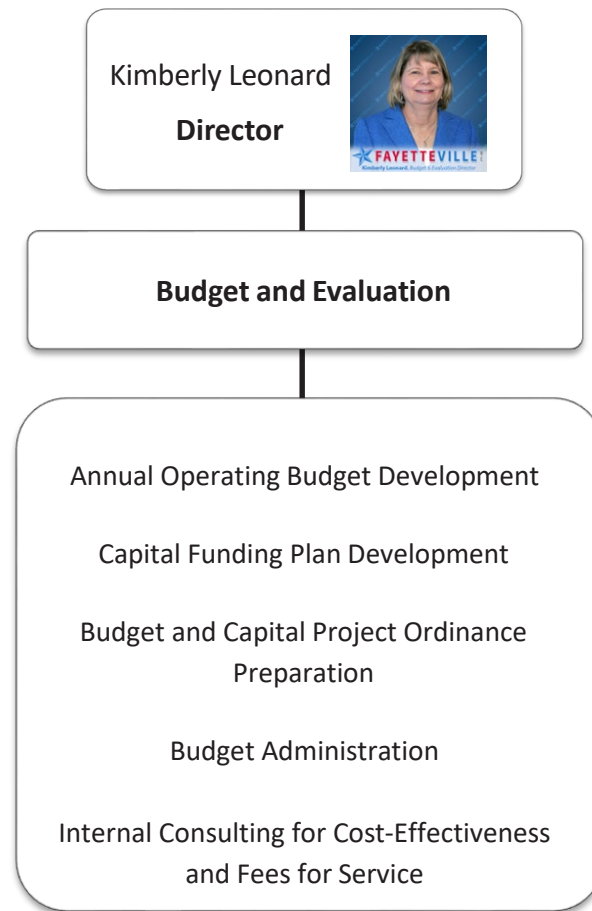
- Operating includes \$709,263 for vehicle parts and contracted maintenance; \$1,107,400 for fuel costs; \$115,500 for utilities; \$41,951 for uniform rentals and purchases; \$114,150 for general supplies and food; \$3,500 for one-time supplies; \$39,408 for advertising; \$222,012 for insurance and claim settlements; \$119,799 for building and other maintenance; \$121,661 for software maintenance; and \$25,352 for travel, training, and memberships.
- Contract Services includes \$225,000 for security services for the new Transit Center and \$40,000 for security services on buses; and \$20,600 for a variety of smaller and miscellaneous contracted services.
- Capital includes \$16,048 for vehicle taxes and tags.
- Transfers to Other Funds include \$40,000 for Transit Fare Collection System Replacement; \$18,000 for Grove Street Facility Improvement, and \$18,000 for Sidewalks and ADA Accessibility Improvements.
- Other Charges include \$802,900 for indirect cost allocations; \$11,000 for employee appreciation; and \$5,000 for community relations.
- Non-program expenditures consist of \$21,910 for retiree benefits.

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Support Services & Administration

Budget & Evaluation	G-2
City Attorney's Office	G-7
City Manager's Office	G-14
Finance	G-24
Human Resource Development	G-32
Information Technology	G-41
Marketing & Communications	G-49
Mayor, Council & City Clerk	G-55

Budget & Evaluation



DEPARTMENT MISSION

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

Program: Budget and Evaluation

General Fund: \$618,370 / 5.2 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

Key Performance Measures:	<u>FY 2022</u>	<u>FY 2023 Estimated</u>	<u>FY 2024 Target</u>
# of General Fund portfolios that exceed annual budget expenditure	0.00	0.00	0.00
% Variance in General Fund actual expenditures, year end-encumbrances, and assignments <below> or over budgeted expenditures (excluding other financing uses)	(3.94%)	8.90%	3.00%
% variance in General Fund over or <under> budgeted revenues (excluding other financing sources)	6.72%	(3.71%)	3.00%
General Fund unassigned fund balance as a % of the subsequent year's budget	12.19%	12.60%	12.00%

Budget & Evaluation

Expenditure Description		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Uses</i>					
Personnel Services		537,633	528,953	597,750	597,750
Operating Expenditures		12,569	17,596	19,614	19,614
Contract Services		961	805	891	891
Capital Outlay		12,922	0	0	0
Other Charges		169	145	115	115
Total	Uses	564,254	547,499	618,370	618,370
Program Description		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
Budget & Evaluation		564,254	547,499	618,370	618,370
Total	Budget & Evaluation	564,254	547,499	618,370	618,370

Budget & Evaluation

BUDGET HIGHLIGHTS

- Operating includes \$757 for general office supplies; \$7,945 for software maintenance fees, \$2,458 for telephone, printing and photo copier expenditures, and \$8,139 for memberships and dues, and travel and training.



DEPARTMENT MISSION

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

Program: Legal Review, Advice and Opinions
General Fund: \$934,905 / 5.65 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:**
- Decreased the document review time from 10 days of receipt to 5 business days of receipt.
 - Provided review of contracts while assuring all contracts met requirements for legal compliance.
 - Provided advice and opinions to all departments, boards and commissions, and governing board in a timely manner.

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

Objective:
To provide timely review of documents.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of total documents reviewed	Workload	201	200	200
% of documents reviewed within five business days of receipt	Efficiency	87.00%	80%	98.00%

Objective:
To provide advice and opinions to departments.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
% of staff hours expended for advice and opinions for governing body	Workload	10.09%	12.37%	12.37%
% of staff hours expended for advice and opinions for operations departments	Workload	37.98%	38.75%	38.75%
% of staff hours expended for support services and administration departments	Workload	35.12%	36.03%	36.03%
% of staff hours expended for the community investment departments	Workload	16.81%	12.85%	12.85%
% of total reported staff hours	Workload	100.00%	100.00%	100.00%

Program: Litigation

General Fund: \$777,603 / 3.35 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 representation.

City Goal:

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

Objective:

To provide in-house representation.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of total cases	Workload	68	55	44
% of total cases represented in-house	Effectiveness	93%	93%	93%

City Attorney's Office

Objective:

To report the measure of compliance with litigation deadlines for state and federal cases, with a minimum of 95%.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of deadlines for open state and federal cases	Workload	10	4	4
% of deadlines in compliance for open state and federal cases	Effectiveness	90%	100%	100%

Objective:

To report the measure of compliance with litigation deadlines for employment claims, with a minimum of 95%.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of deadlines for open employment claims	Workload	2	4	3
% of deadlines in compliance for open employment claims	Effectiveness	100%	100%	100%

Objective:

To report the measure of compliance with litigation deadlines for environmental claims, with a minimum of 95%.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of deadlines for open environmental court cases	Workload	40	0	0
% of deadlines in compliance for open environmental court cases	Effectiveness	100%	100%	100%

Program: Real Estate

General Fund: \$377,561 / 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, City Attorney's Office, Parks and Recreation, and Public Services.
- Continued to negotiate and acquire needed easements for rights-of-way, sidewalks, and bus stops. Continued to acquire property for various Parks and Recreation Bond projects.
- Continued to research, meet with property owners, and acquire needed permission forms and easements for stormwater projects to include the Adam Street Drainage, North Street Drainage and Sunbury Drainage projects, spot repair projects.
- Acquired the needed property for the Greenock FEMA project.
- Completed all the related title research needed for Community Development loan programs and acquisition programs.
- Prepared and mailed approximately 300 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.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
% of title research requests completed in 10 days or less	Efficiency	65%	65%	65%

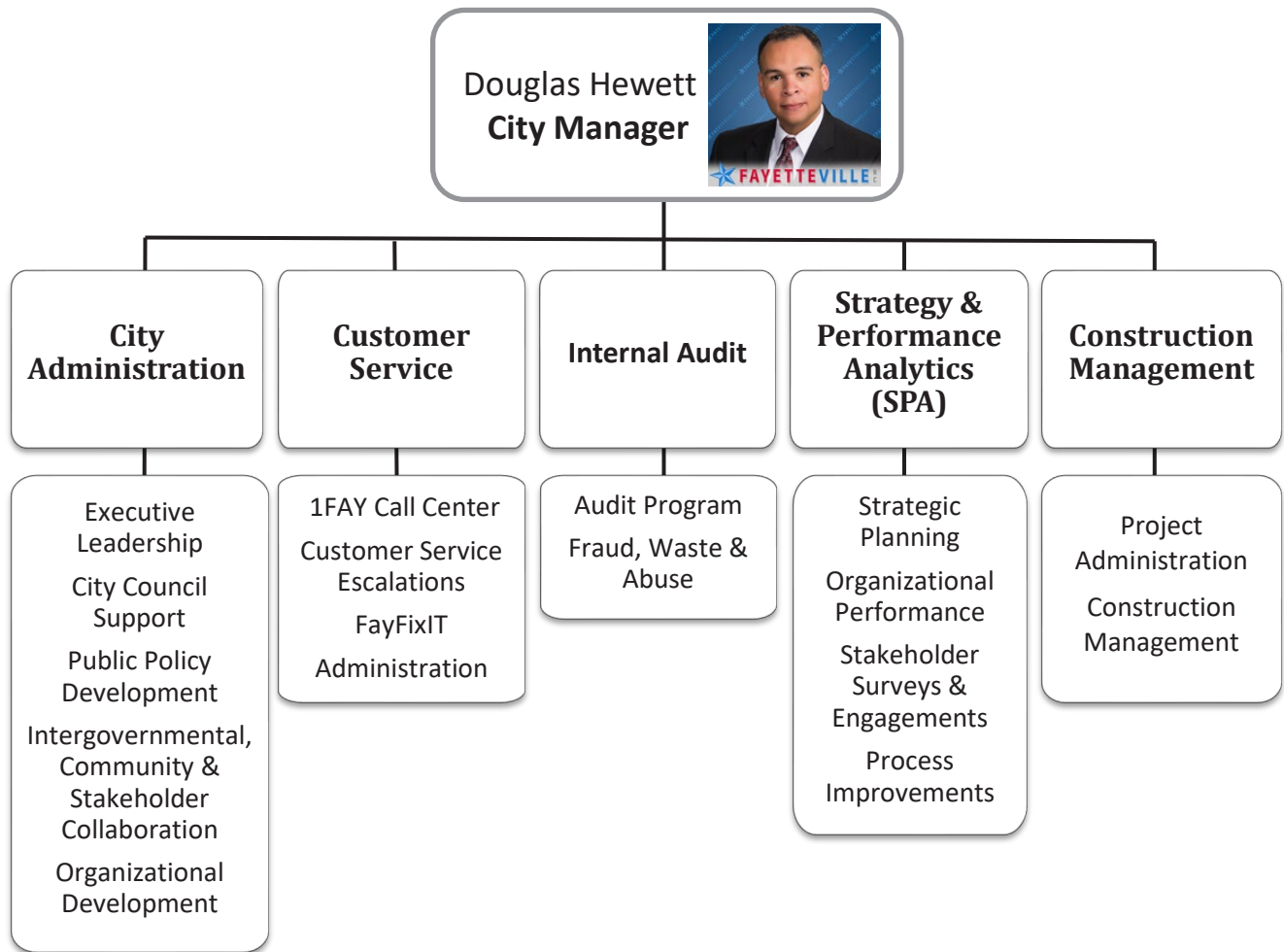
City Attorney's Office

Expenditure Description		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Uses</i>					
Personnel Services		1,249,030	1,385,715	1,651,924	1,651,924
Operating Expenditures		75,429	84,051	78,842	78,842
Contract Services		378,278	380,299	358,959	358,959
Capital Outlay		33,856	1,000	0	0
Other Charges		729	399	344	344
Total	Uses	1,737,322	1,851,464	2,090,069	2,090,069
Program Description		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
Legal Review, Advice, & Opinions		755,891	902,898	934,905	934,905
Litigation		703,817	598,455	777,603	777,603
Real Estate		277,614	350,111	377,561	377,561
Total	City Attorney	1,737,322	1,851,464	2,090,069	2,090,069

BUDGET HIGHLIGHTS

- Operating includes: \$50,076 for supplies and food, which primarily consists of case research reference materials; \$7,280 for communications, including advertising, telephone, printing, and postage; \$5,540 for memberships and dues; \$14,866 for employee travel and training; and, \$880 for vehicle maintenance.
- Contract Services includes \$332,359 for contracted legal services

City Manager's Office



DEPARTMENT MISSION

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: \$1,910,130 / 10.8 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:

- Collaborated with Cool Spring Downtown District to successfully host City-sponsored New Year's Eve Spectacular and the first-ever Juneteenth celebration.
- Deployed more than \$40 million in ARPA funding in a coordinated fashion through the implementation of a strong special project manager and consistent process for oversight and measurement.
- Strengthening the federal and state relations programs to leverage and deepen relationships with elected officials and agencies across the state and nation.
Successful deployment of a multi-agency, interdisciplinary Impact Reduction Program and task force to address high-risk homeless encampments on City property.
- Provided stability in City senior leadership with the appointment of several experienced and strong leaders to senior roles.
- Strengthening relationships with Fort Bragg, military and veterans by renewing the City's commitment to a dedicated military affairs program and the Military Host Cities Coalition.

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.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
Mean response of employees satisfied with their job	Effectiveness	4.55	4.68	4.68
City's overall retention rate	Effectiveness	84%	88%	88%

Objective:

To be recognized for exemplary communication, engagement and collaboration.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
% of residents satisfied with the level of public involvement in City Government	Effectiveness	34%	37%	37%
% of residents satisfied with the level of communication from the City of Fayetteville	Effectiveness	48%	51%	51%

Objective:

Citizens will enjoy quality public services in a timely manner.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
% of residents satisfied with overall quality of customer service	Effectiveness	57%	60%	60%
% of residents satisfied with the overall quality of services provided	Effectiveness	61%	64%	64%

Program: Customer Service Center

General Fund: \$328,895 / 5 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 (SPA), 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.
- The Call Center, has partnered with the City's IT department on the Citibot Chat feature project, to improve customer engagement and another form of communicating with the Call Center via a chat feature, for resolution of their reported issues.
- See Click Fix (FayFixIT) to be user friendly to appeal to residents, to report their issues and to enhance more residents to communicate via the FayFixIT in the app or on our website.

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.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
Average handle time for all calls (seconds)	Effectiveness	171 sec	168 sec	160 sec
# of calls answered	Workload	63887	63000	62000
% of abandoned calls	Effectiveness	23%	22%	20%
Average Total Time to Answer (TTA) (seconds)	Effectiveness	86 sec	30 sec	25 sec

Objective:

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

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of total FayFixIT tickets	Workload	13899	14500	14500
# of CityWorks service requests initiated by Call Center	Workload	69019	70000	71000
# of residents using FayFixIT	Demand	14679	15000	16000

Program: Internal Audit

General Fund: \$296,636 / 3 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

Highlights:

- Emphasized increased monitoring, compliance, and internal control implementation through a combination of audits and comprehensive reviews. Audits included: Sub Recipient Grant Monitoring; Procurement Card Program; Police Department Confidential Funds; Evidence and Property Management Follow-up #2; Accounts Payable Timeliness Follow-up, and Police Kronos Implementation. Reviews included: Proxy Card Access; HUB ERP Oracle Access Controls, and Oracle HUB Accounts Payable Module Review.
- Conducted an annual review of the conflict of interest questionnaires required by the City of Fayetteville's Code of Ethics Section 2-95(j).
- Maintained and supported the City's fraud hotline through employee education and investigation of reported claims.
- Coordinated and held quarterly Audit Committee meetings in October 2022, January 2023, and April 2023, where the following audits and action plans were presented: Police Department Confidential Funds; Subrecipient Grant Monitoring; Procurement Card Program; and Evidence and Property Management Follow-up #2.
- Developed the risk based audit plan and researched best practices to complement and augment the risk-based audit work plan process.
- Prepared the Internal Audit Annual Report provided to City Council as an administrative report.
- Continued training and career development plans for Internal Audit staff, to include the pursuit of professional designation as Certified Fraud Examiner, attendance at the Fraud Busters 2022 Annual Conference, and the Association of Local Government Auditors 2023 Annual Conference.
- Supported implementation of the City's new human capital management and payroll 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.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of employees trained on the fraud hotline	Effectiveness	292	295	295
% of employees certified in compliance with the City's Code of Ethics through the completion of the annual Conflict of Interest questionnaire	Effectiveness	99%	100%	100%

Objective:

To provide independent and objective assurance and consulting services.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
% of Internal Audit recommendations accepted by management	Effectiveness	93%	100%	100%

Program: Strategy & Performance Analytics

General Fund: \$316,709 / 2 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.

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Highlights:

- **Strategic Planning:** The department played a key role in supporting and implementing the strategic planning process of the City of Fayetteville. By providing comprehensive data analytics and performance metrics, SPA facilitated informed decision-making and helped align strategic goals with actionable outcomes.
- **Performance Improvement Initiatives:** SPA spearheaded performance improvement initiatives aimed at optimizing operational efficiency and effectiveness. Through lean methodologies and process optimization, SPA has streamlined workflows, reduced waste, and enhanced overall performance across multiple departments.
- **High Performing Organization Training:** As part of the City's commitment to foster a culture of excellence, SPA department took proactive measures to educate and empower staff members about the principles and practices of being a High Performing Organization (HPO).
- **Continuous Improvement Culture:** SPA actively promoted a culture of continuous improvement within the City of Fayetteville. By exposing staff to lean methodologies and encouraging innovation, SPA is helping cultivate a mindset focused on seeking efficiencies, enhancing service delivery, and achieving measurable outcomes.
- **Enhanced Data Analytics:** SPA successfully implemented advanced data analytics techniques to discover valuable insights and trends. By leveraging data-driven strategies, SPA provided valuable decision-making support to various departments within the City of Fayetteville.
- **Performance Reporting and Accountability:** SPA refined the performance reporting framework to track progress towards organizational goals, in a more efficient and effective manner. Through regular reporting and data visualization, SPA has enhanced transparency, accountability, and supported data-driven decision-making at all levels of the organization.
- **Monthly PerformanceStat Briefings:** SPA successfully coordinated monthly PerformanceStat briefings for the City of Fayetteville. These briefings served as a platform for departments to come together and share their performance results, discuss challenges, and identify opportunities for improvement. By fostering a collaborative environment, SPA encourages cross-departmental

City Manager's Office

learning and data-driven discussions, leading to enhanced performance outcomes and continuous improvement.

- Collaborative Partnerships: SPA fostered strong collaborations with internal and external stakeholders, including community partners, to enhance data sharing and collaboration. By working together, SPA expanded its analytic capabilities and achieved a more comprehensive understanding of the city's challenges and opportunities.

City Goal:

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

Objective:

To provide effective and consistent strategic and performance reporting presentations to City Council.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
% of strategy and quarterly/annual performance reports approved by City Council	Effectiveness	100%	100%	100%

Objective:

To build a high performing organization (HPO) by leading and training employees through HPO course offerings.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of High Performing Organization courses led per year	Workload	1	3	3

Objective:

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

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
% agree or strongly agree with the statement "Overall, this was a positive engagement" on the SPA customer survey	Effectiveness	100%	100%	95%

Program: Construction Management

General Fund: \$92,544 / 0 FTEs (5 FTEs 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:

- Council Chamber Renovations Completed.
- Lafayette Conference Room Renovations Completed.
- City Hall Customer Service Area Renovations Completed.
- Construction Bid Awarded for Mazarick Tennis Center Courts.
- Construction Documents Completed for Mable C Smith Renovation.
- Construction Documents Completed for Veterans Park Phase II.

City Goal:

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

Objective:

To provide total budgetary estimates for proposed projects.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of total budgetary estimates within 20%	Efficiency	3	3	6
# of budgetary estimates developed	Workload	3	3	6

Objective:

To provide an accurate initial schedule for proposed projects.

Performance Measures:

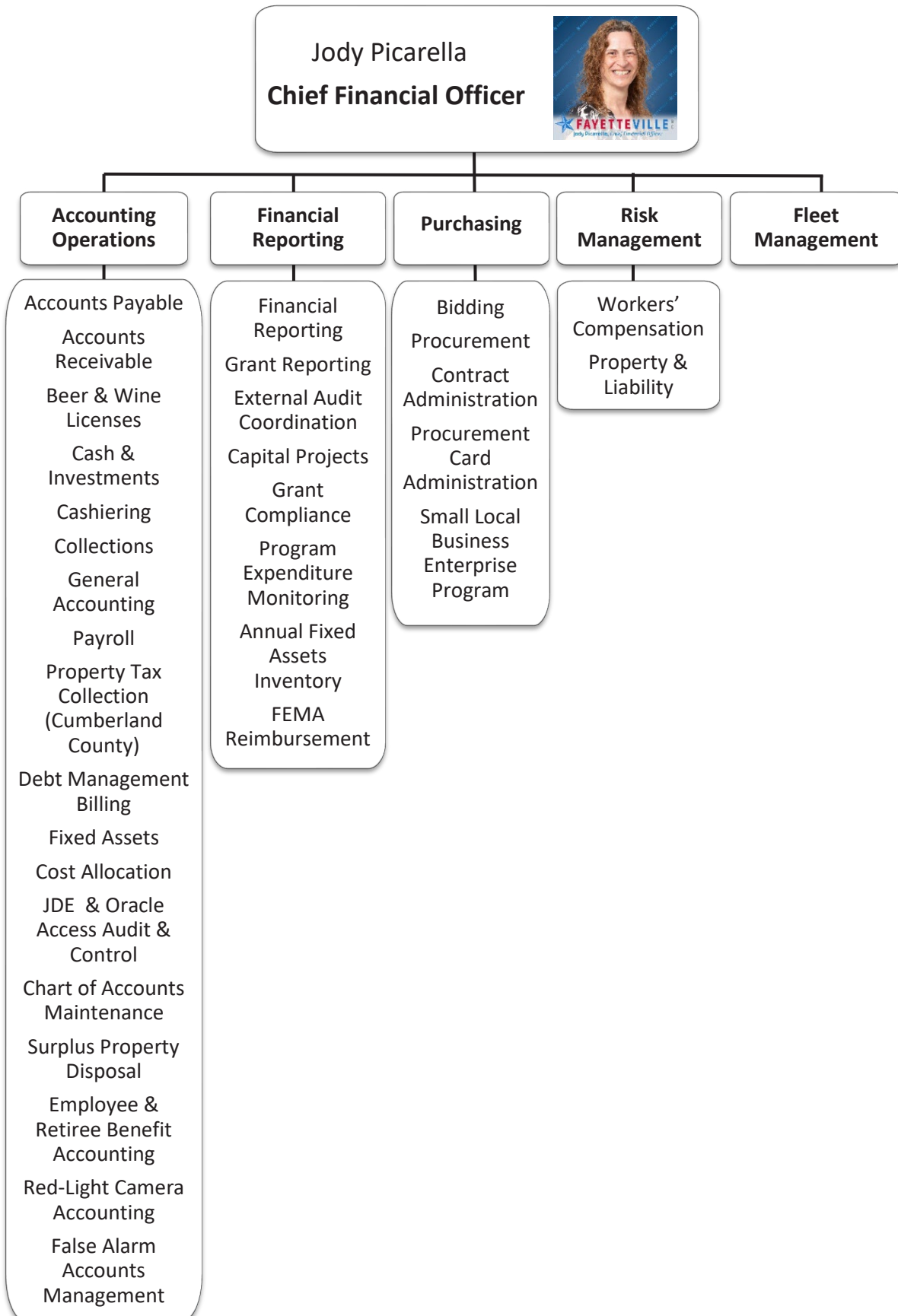
Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of projects completed within 20% of initial schedule	Efficiency	0	0	4
# of projects completed	Workload	0	0	4

City Manager's Office

Expenditure Description		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Uses</i>					
Personnel Services		2,336,192	2,417,606	2,572,152	2,572,152
Operating Expenditures		96,956	140,126	196,105	196,105
Contract Services		104,226	162,805	159,257	159,257
Capital Outlay		41,942	0	0	0
Other Charges		3,743	115,425	17,400	17,400
Total	Uses	2,583,059	2,835,962	2,944,914	2,944,914
Program Description		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
City Administration		1,609,271	1,817,926	1,910,130	1,910,130
Construction Management		34,490	33,225	92,544	92,544
Customer Service		267,184	287,196	328,895	328,895
Internal Audit		352,416	397,006	296,636	296,636
Strategy & Performance Analytics		319,698	300,609	316,709	316,709
Total	City Manager's Office	2,583,059	2,835,962	2,944,914	2,944,914

BUDGET HIGHLIGHTS

- Operating includes \$12,273 for general supplies; \$7,050 for food and refreshments for meetings; \$12,660 for software licenses; \$9,740 for vehicle maintenance and fuel; \$17,668 for communications and advertising; \$51,879 for travel and training; \$18,315 for memberships and dues; and \$12,420 for leased space for the Call Center in the Transit Center.
- Contract Services includes \$57,885 for potential studies, organizational development design, and support of community events; \$9,826 for the fraud hotline; \$8,405 for the customer survey and \$831 for miscellaneous contracted services.
- Other Charges includes \$225 for employee appreciation and \$4,200 for community relations.



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: \$2,737,979 / 17.05 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:

- Staff completed the second tranche of the Parks and Recreation General Obligation Bond debt issuance of \$19,000,000.
- Staff completed a \$10,430,000 installment financing for the Fire Station 4 project and \$4,015,000 installment financing for vehicle and equipment purchases.

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.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
% of property tax collection in the year of assessment	Efficiency	99%	99%	99%

Objective:

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

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of debt payments processed late	Efficiency	0	0	0
% of available cash invested	Demand	96%	95%	95%

Objective:

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

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of days cost allocations posted past due date	Efficiency	0	0	0
# of monthly bank account reconciliations past due date	Efficiency	9	11	0

Program: Financial Reporting

General Fund: \$621,224 / 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 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:

- The City continues to improve upon the implementation of the Oracle Cloud Application, which is the City's new state-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 provide accurate and timely financial information.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of days past due date for quarterly financial statement	Efficiency	0	180	0
# of days past due date for submission of ACFR to LGC	Efficiency	TBD	0	0
# of financial compliance findings reported in prior year audit	Demand	TBD	0	0
Did the ACFR achieve GFOA award in prior year?	Effectiveness	TBD	Yes	Yes
Was the audit opinion unmodified in prior year?	Effectiveness	TBD	Yes	Yes

Program: Purchasing

General Fund: \$588,186 / 5.15 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:

- Purchasing facilitates the Local, Small and Disadvantaged Enterprise Program including outreach events, assisting with vendor registration, and assistance to local, small and disadvantaged businesses in their efforts to become certified DBE or HUB vendors.
- The program also includes tracking and quarterly reporting on local spending including prime construction, purchase order and procurement card spending in the local Metropolitan Statistical Area (Cumberland, Hoke and Harnett Counties).

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.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
Average number of days to process a purchase order (City)	Efficiency	2	2	2

Program: Risk Management

Risk Management Fund: \$4,712,796 / 1.75 FTEs

Purpose Statement:

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

Highlights:

- Risk Management works with a Third Party Administrator to effectively and efficiently manage claims. The Risk Coordinator actively works with the TPA on subrogation claims resulting in excess of \$323,000 recovered in FY22.

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.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
Property and liability closing ratio (# claims closed / # new claims)	Workload	108%	100%	100%
Workers' compensation closing ratio (# claims closed / # new claims)	Efficiency	106%	95%	95%

Program: Fleet Management*Fleet Maintenance Fund: \$7,306,812 / 32.8 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:

- Since transitioning to a hybrid model, Fleet Maintenance continues to work on establishing policies and procedures, hiring staff to increase capacity, and procurement and disposal of assets.
- Fleet also began implementing new fleet management software, Assetworks, to be able to provide operational statistics and accurate costing information so management can make informed decisions on their fleet.

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.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
% of fleet preventative maintenance performed within 10 days of established schedule	Effectiveness	N/A	N/A	60%
% of fleet preventative maintenance turnaround within set standards	Effectiveness	N/A	N/A	95%
% of fleet work orders requiring re-work	Demand	N/A	N/A	1%
Fleet average monthly % downtime	Demand	N/A	N/A	5%
Fleet daily average % availability	Demand	N/A	N/A	95%

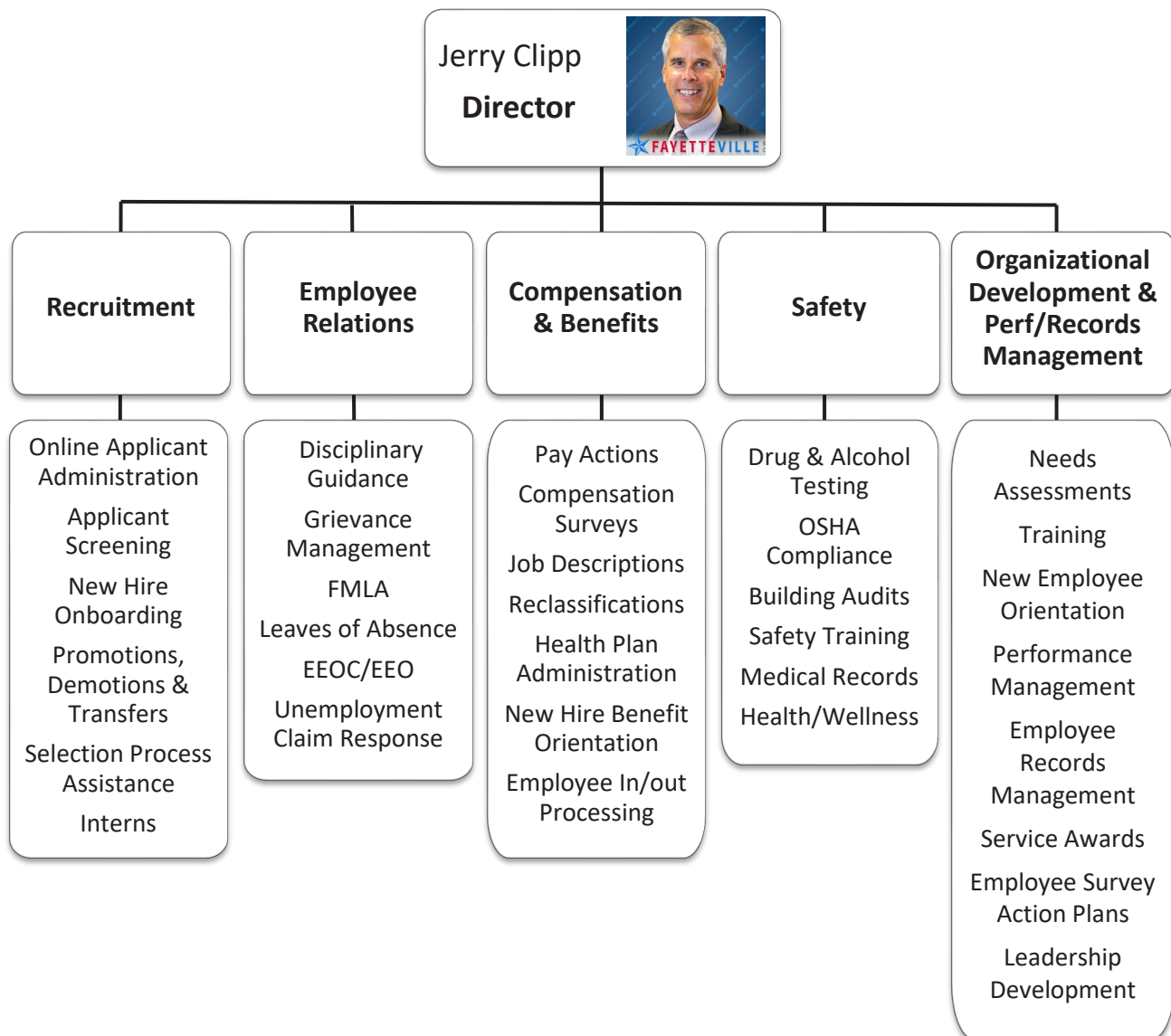
Finance

Expenditure Description		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Uses</i>					
Personnel Services		3,429,268	5,014,775	5,432,222	5,432,222
Operating Expenditures		7,043,781	8,550,934	8,679,292	8,679,292
Contract Services		920,359	801,104	1,417,306	1,417,306
Capital Outlay		184,113	191,262	33,110	33,110
Transfers to Other Funds		447,807	0	62,500	62,500
Debt Service		84,369	0	0	0
Other Charges		830,409	261,078	536,273	536,273
Total	Uses	12,940,106	14,819,153	16,160,703	16,160,703
Program Description		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
Accounting Operations		2,403,236	2,102,869	2,737,979	2,737,979
Financial Reporting		394,250	575,159	621,224	621,224
Fleet Management		6,886,046	7,139,898	7,306,812	7,306,812
Non-Program Expenditure		-8,264	214,014	193,706	193,706
Other Appropriations		17,547	0	0	0
Purchasing		511,613	499,759	588,186	588,186
Risk Management		2,735,678	4,287,454	4,712,796	4,712,796
Total	Finance	12,940,106	14,819,153	16,160,703	16,160,703

BUDGET HIGHLIGHTS

- Operating includes \$2,171,914 for vehicle maintenance services, vehicle parts, and fuel for the internal service fund; \$11,090 for photo copier; \$1,600 for advertising; \$8,959 for telephone; \$11,965 for postage; \$4,200 for printing; \$218,200 for rent of the Fleet Maintenance facility; \$58,702 for employee travel, training, and memberships; \$58,459 for supplies, including \$30,194 for general supplies and food, \$28,265 for one-time supplies, and \$28,400 for uniforms; and \$2,613,223 for insurance and claims.
- Contracted services include \$23,000 for medical services and \$122,286 for the annual audit contract.
- Other charges consist of \$1,285 for employee appreciation, community relations, and other miscellaneous. Other charges also consist of \$352,700 for indirect cost allocations.

Human Resources Development



DEPARTMENT MISSION

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

Program: Compensation/Benefits

General Fund: \$419,067 / 3.3 FTEs

Risk Management Fund: \$22,860,463 / 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 and migrating other internal processes/forms to be automated.
- Completed a compensation study to include range adjustments and step plan adjustments; implemented 4% of midpoint increases and public safety step increases.
- Reviewed benefit plans for maximum value for employees while controlling costs to the City.
- Renewed benefits for FY 2022/2023 with an approximate 5.5% increase to the health plan and no increase to the dental or vision plan. Continued to implement cost saving changes to the pharmacy benefit.
- Ongoing guidance provided 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.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of positions reviewed	Workload	N/A (Comp Study)	38	75
# of salary surveys completed	Workload	80	75	80

Human Resources Development

% of positions surveyed within market (within range-no grade adj. needed)	Workload	N/A (Comp Study)	10%	60%
# of non-retiree out processed	Workload	331	375	350
# of retirees out-processed	Workload	39	60	50
Average claims costs medical/RX per member	Effectiveness	\$6,093.00	\$6,093.00	\$6,500.00

Objective:

To maintain a minimum of 20% participation rate of the total workforce, in available health and wellness activities.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
% of total workforce participation in health and wellness activities	Effectiveness	9.20%	30%	20%

Program: Employee Relations

General Fund: \$230,275 / 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:

- Significant time dedicated to configuration and implementation of new ERP system and migrating other internal processes/forms to be automated.
 - Areas managed with this program include: performance improvement plans (PIP), disciplinary actions, considerations of dismissal 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 five (5) contacts per week for guidance on employee relations matters, which does not include the assistance provided and review of disciplinary actions and coordination of grievance hearings.
- Provide ongoing guidance to ensure compliance with the disciplinary process, grievance process, PIPs, and the Family and Medical Leave Act.

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.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of disciplinary actions issued	Workload	250	385	350
# of Considerations for Dismissal (CODs) issued	Workload	17	45	25

Objective:

To maintain an organizational retention rate consistent with the hiring market conditions.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
% retention rate per FY	Effectiveness	84%	85%	85%

Program: Recruitment

General Fund: \$637,600 / 6.05 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:

- Significant time dedicated to configuration and implementation of new ERP system and migrating other internal processes/forms to be automated.
- Continued outreach and collaboration with Fort Bragg, colleges/universities, other local agencies, and attending 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.
- Monitored departmental hiring practices to review for consistency and compliance with Equal
- Employment Opportunity Commission (EEOC) requirements.

City Goal:

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

Human Resources Development

Objective:

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

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of hires per month	Workload	48	42	40
# of postings per year	Workload	306	285	280
# of applications received per year	Demand	11,000	10,750	10,500
# of interns	Workload	22	25	10
Average department fill time in days (posting date to hire date)	Efficiency	101	115	90

Program: Safety

Risk Management Fund: \$341,112 / 2.55 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, including assisting FAST with the development of their safety committee.
- 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 (HIPPA).
- Improved efforts in employee wellness by offering classes including stress management, regular fitness challenges, and increased participation in the wellness program.
- Undergoing policy review and training program development by partnering with the shareholders in different departments to meet the needs of the city's needs.
- Reduction in the city DART rate as well as began tracking the total recordable incident rate in an effort to reduce the total number of recordable incidents within the city.

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, 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.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
DART Score (Days Away, Restriction or Transfer)	Effectiveness	8.09	5.5	3.56

Program: Organizational Development and Training

General Fund: \$434,612 / 3.6 FTEs

Purpose Statement:

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

Highlights:

- Departments were assisted with maintaining employee survey action plans; conducting stay interviews; examining department structure; and other tasks by OD&T Consultants to increase retention.
- Significant time dedicated to developing job-training aides for the new ERP system.
- Promoted and managed recognition activities such as Administrative Professional's Luncheon, Service Award programs, and an employee appreciation event.
- Hosted ICL class and board meeting.
- Created and developed a number of courses that will be delivered this year.
- Ramping up efforts in leadership development.

City Goal:

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

Objective:

To promote and encourage training opportunities, to enhance departmental collaboration and effectiveness.

Human Resources Development

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
Total training hours offered through OD&T, per employee	Workload	0.54	0.015	1

Objective:

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

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
% of participation in recommended leadership training	Effectiveness	23.70%	23%	40%
% of participation in bi-annual employee survey	Effectiveness	N/A	N/A	70%

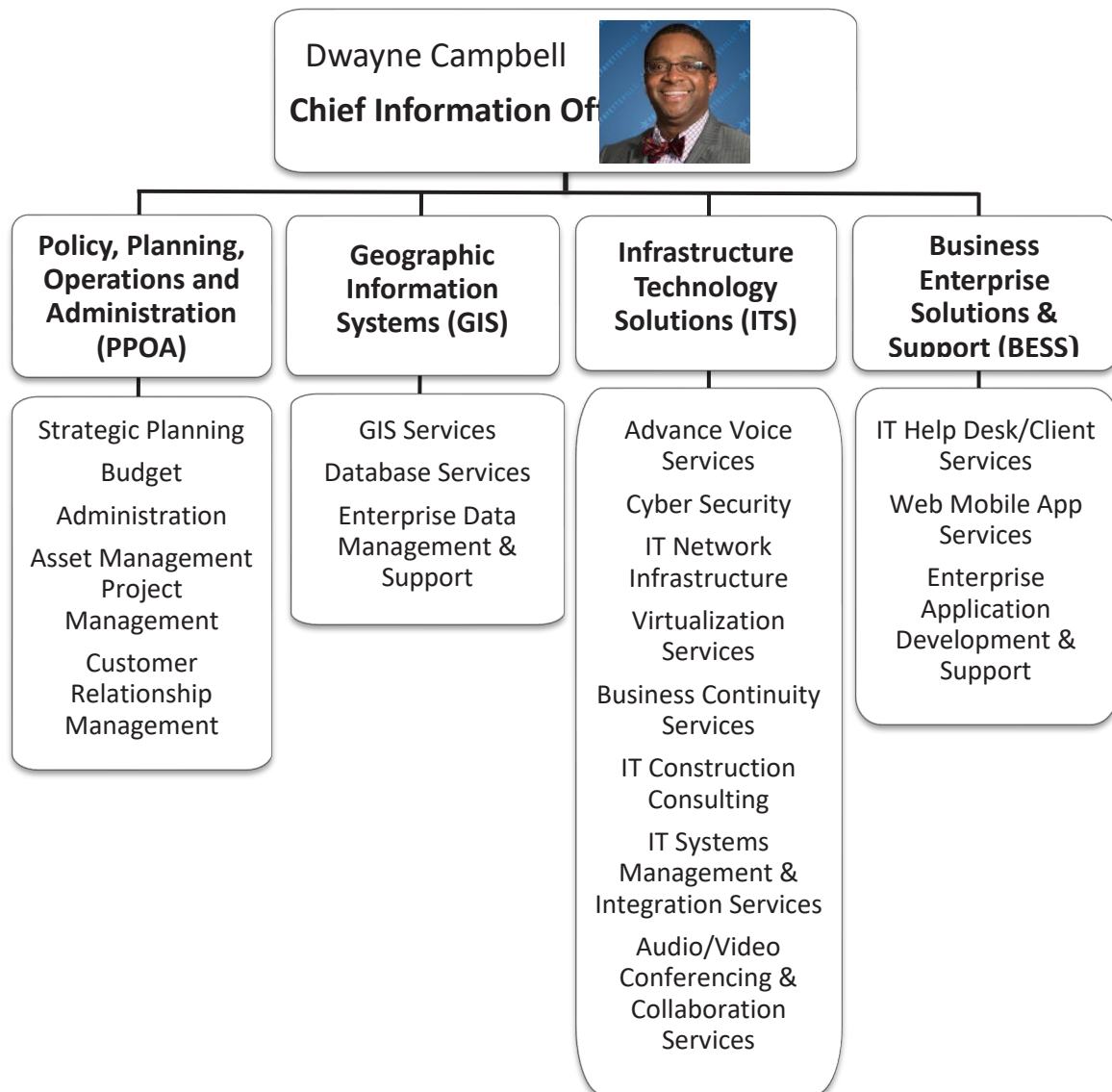
Human Resources Development

Expenditure Description		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Uses</i>					
Personnel Services		1,553,043	1,608,732	1,868,569	1,868,569
Operating Expenditures		17,979,465	20,497,620	22,522,516	22,522,516
Contract Services		322,387	323,614	331,017	331,017
Capital Outlay		70,678	0	0	0
Transfers to Other Funds		1,543,500	1,222,000	1,083,000	1,083,000
Other Charges		43,599	63,575	201,564	201,564
Total	Uses	21,512,672	23,715,541	26,006,666	26,006,666
Program Description		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
Compensation & Benefits		18,614,368	20,974,440	23,279,530	23,279,530
Employee Relations		223,512	211,268	230,275	230,275
Non-Program Expenditure		1,512,077	1,222,235	1,083,537	1,083,537
Organizational Development & Perf/Records Management		379,420	481,240	434,612	434,612
Recruitment		505,210	474,593	637,600	637,600
Safety		278,085	351,765	341,112	341,112
Total	Human Resources Development	21,512,672	23,715,541	26,006,666	26,006,666

Human Resources Development

BUDGET HIGHLIGHTS

- Operating includes \$22,314,037 for claims administration, payments and reinsurance costs for employee and retiree health, life and dental benefits; \$36,341 for travel and development, including \$26,250 for city-wide internal development and training; \$54,532 for software maintenance and licensing; \$18,365 for general supplies and food; \$24,500 one-time supplies for wellness events; \$28,990 for uniforms, safety shoe and boot replacements; \$9,609 for printing, postage and photo copier services; \$28,670 for membership, dues and subscriptions; \$2,895 for advertising services; and \$2,605 for telephone services.
- Contract Services includes \$12,000 for the bi-annual employee survey and \$39,000 for flexible spending account administration and the Employee Assistance Program.
- Other Charges includes \$58,448 for employee relations activities, including the employee picnic and the service award program; and \$2,525 for community relations expenditures.



DEPARTMENT MISSION

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: \$1,707,315 / 11.1 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 CCURE Proxy Card system upgrade to enhance building security and improve access controls.
- Added a dedicated Public Safety IT support person for the evening support shift.
- Completed Bill Crisp Senior Center computer deployments for Parks & Recreation.
- Completed Penlink upgrade and migration to assist the Police department with collecting and analyzing live and historical phone and social media data.
- Completed City Hall 1st Floor conference Zoom room upgrade to provide a professional studio experience for virtual meetings
- Implemented a new Airport conference Zoom Room to host virtual 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.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of end-user devices supported (Desktops and Laptops)	Workload	1650	1695	1695

# of end-user mobile devices supported (Cellular and Tablets)	Workload	761	765	765
# of technology solutions developed, implemented and supported	Workload	56	90	100
% of up-time for City websites	Efficiency	99.98%	99.98%	99.98%
% of City applications mobile device compatible	Efficiency	73%	74%	75%

Program: Geographic Information Systems

General Fund: \$546,178 / 3.1 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:

- Implemented new Fire Emergency Service Network zone boundaries to enable efficient and timely Fire response for citizens.
- Developed and built redundant SQL environment on COF domain, integrating new capabilities such as failover and high availability of data and databases.
- Completed FUSUS CAD table integration with CAD replication from County as part of the Violent Crime Initiative.
- Designed and implemented data collection workflow process and visualization for Solid Waste Bulky & Limb pick up program.
- Created new geodatabase and data schema for Stormwater to incorporate and developed CityWorks Asset Management workflows as part of the Stormwater Master Plan.
- Reviewed, administered, and published City Council approved and adopted new Social District boundary.

City Goal:

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

Objective:

To improve communication among departments for an enhanced customer experience.

Information Technology

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
% of up-time for Enterprise databases	Efficiency	N/A	98%	96%
# of database maintenance and upgrade supported	Workload	4	10	6
% of services/applications supported	Demand	N/A	99%	98%
# of solutions requested (maps/tables/databases/applications)	Demand	16	20	14

Program: Infrastructure Technology Solutions

General Fund: \$3,347,243 / 6.1 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 IT construction requirements for Airport Renovation Phase 2, City Hall 1st Floor Renovation for Council Chambers/Development Services and Bill Crisp Senior Center.
- Upgraded network switch infrastructure in City Hall Data Center.
- Completed connection to City's data network for Spring Lake Recreation Center.
- 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 1st Floor Renovation, Jordon Soccer Complex, Alexander Street Renovation, New Fire Station 4.
- Completed PCI Compliance Audit.
- Upgraded Netmotion for Public Safety and Development Services Remote connectivity.

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.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
% of compliance with quarterly security audits	Effectiveness	90%	92%	92%
% of City employees trained in security awareness	Workload	82%	92%	92%
% up-time of network connected devices and applications	Efficiency	99.99%	98%	99.98%
% of City properties with Wi-Fi Access	Demand	23%	75%	75%

Program: Policy, Planning, Operations and Administration

General Fund: \$3,543,645 / 10.7 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 Verizon Connect for Development Services to monitor & manage vehicles.
- Implemented the Oracle Cloud Enterprise Performance Management (EPM) module for its Budget process and Narrative Reporting.
- Implemented Granicus Vote Cast to enable viewing of agenda items and documents on a touchscreen monitor, the capability to make motions, cast votes, and request to speak on an item.
- Onboarded Spring Lake Recreation and Senior Center to City of Fayetteville (CoF) by providing connection to CoF network, applications, printers and upgraded computers.
- Upgraded Kronos "FayPay" to Workforce Dimension FayPay which provided additional features such as Attendance and Leave modules to reduce paper handling, Single-Sign-On (SSO), Easy access data views and mitigated several security issues.
- Completed soft launch of IDT Permitting for Development Services.

City Goal:

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

Information Technology

Objective:

To deliver efficeint, innovative, high quality technology services.

Performance Measures:

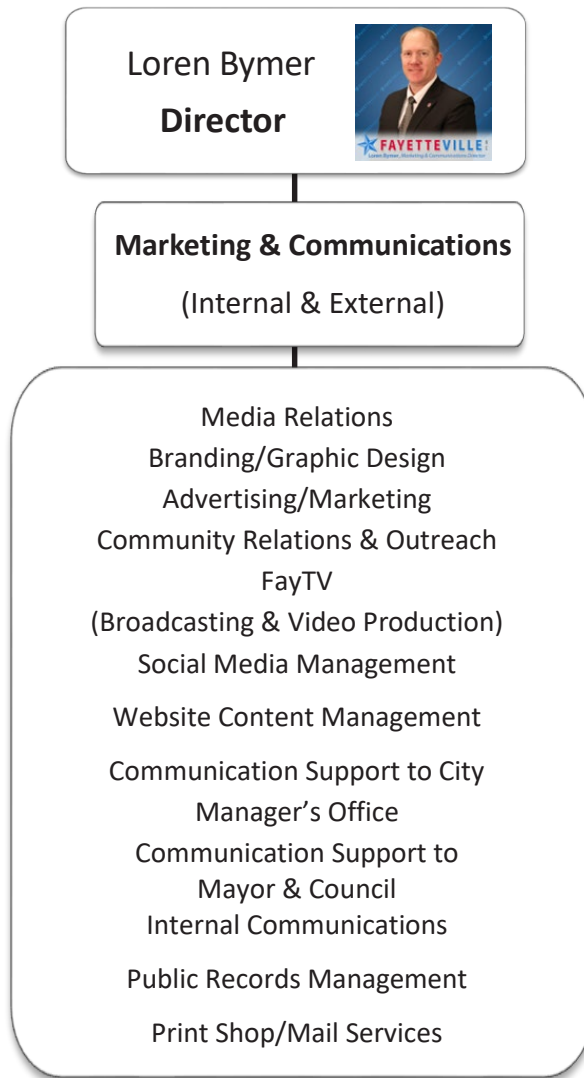
Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of change requests	Workload	69	120	85
# of emergency changes	Workload	20	25	20
# of process improvement initiatives completed through IT	Efficiency	8	8	10
% of overall customer satisfaction from customer surveys	Efficiency	87%	88%	85%
% of departments with IT strategic plans with smart city focus	Effectiveness	75%	75%	75%

Information Technology

Expenditure Description		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Uses</i>					
Personnel Services		2,629,756	2,948,660	3,139,920	3,139,920
Operating Expenditures		3,105,886	3,304,103	3,562,376	3,562,376
Contract Services		701,020	669,026	920,993	920,993
Capital Outlay		6,709,395	0	49,164	49,164
Transfers to Other Funds		1,619,064	695,200	1,551,963	1,551,963
Other Charges		3,021	4,545	5,420	5,420
Total	Uses	14,768,142	7,621,534	9,229,836	9,229,836
Program Description		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
Business Enterprise Solutions & Support		2,598,606	1,696,716	1,707,315	1,707,315
Geographic Information Systems		904,139	495,973	546,178	546,178
Infrastructure Technology Solutions		4,341,606	2,191,424	3,347,243	3,347,243
Non-Program Expenditure		0	0	85,455	85,455
Policy, Planning, Operations and Administration		6,923,791	3,237,421	3,543,645	3,543,645
Total	Information Technology	14,768,142	7,621,534	9,229,836	9,229,836

BUDGET HIGHLIGHTS

- Operating includes: \$3,112,191 for hardware and software maintenance and licensing; \$30,112 for a variety of small computer equipment; \$3,162 for printing, advertising, postage and photocopier; \$64,442 for telephone; \$124,776 for data connectivity; \$41,846 for departmental travel and training; \$54,333 for dues and memberships; \$5,200 for vehicle maintenance; and \$17,259 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: \$272,993 for JDE/ERP support and \$220,000 for EPlus tier 1 support and license and level 2 support contractors.
- Transfers to Other Funds consists of transfers to general government fund totaling 1,551,963 for various projects, including \$200,000 for the computer replacement plan, \$160,000 for virtual server expansion equipment, \$213,810 for the IT disaster recovery initiative, \$98,000 for city domain migration, \$21,350 for desktop virtual migration, and \$180,000 for the direct fiber connection sites.
- Other Charges include \$5,420 for employee appreciation, community relations, and miscellaneous expenditures.



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: \$80,271 / 1 FTE

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:**
- MarComm is searching ways to create efficiencies in production and cost savings for the City of Fayetteville by searching outsourced printing services and focus more on graphic support.
 - Mail services continue to thrive under the direction of MarComm due to the close coordination between the City of Fayetteville and the Post Office.

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).

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of print impressions	Workload	528,554	510,000	500,000

Program: Communications
General Fund: \$898,426 / 7 FTEs

Purpose Statement:
To inform and engage residents, strengthen and expand the City’s reputation and foster community pride.

Highlights:

- The City's Social Media efforts continue to move forward with targeted communication and clever social media campaigns designed to inform and educate while captivating followers.
- The Marketing and Communication Department transitioned the Manager's Update, formerly the "E-news" and the internal newsletter, "Frontline," to a new platform called Constant Contact. This has re-energized subscribers to consistently open the newsletter.
- The Manager's Update is easily maintaining an open rate higher than the national average of approximately 33%.
- A communication satisfaction survey has not been completed in the last two years. However, all indicators of resident sentiment do seem positive concerning the flow of information from the City of Fayetteville to residents.

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.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of followers on Facebook	Effectiveness	38,247	40,147	42,000
# of followers on Instagram	Effectiveness	3,551	4,500	5,500
# of followers on LinkedIn	Effectiveness	5,105	5,900	6,800
# of followers on Twitter	Effectiveness	12,318	12,600	13,200
# of followers on YouTube	Effectiveness	2,608	2,800	3,000
# of unique website visits	Effectiveness	1,286,387	1,200,000	1,300,000

Objective:

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

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of public records requests	Demand	2078	2200	2200

Objective:

To increase the amount of subscribers to the City's "E-news" community newsletter.

Marketing & Communications

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of unique subscribers	Effectiveness	N/A	1,500	2,000
maintain % 'open rate' higher than national average	Efficiency	N/A	37%	40%

Objective:

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

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
% satisfaction with availability of information about city programs and services	Efficiency	N/A	N/A	49.5%
% satisfaction with overall effectiveness of communication with the public	Efficiency	N/A	N/A	46%

Marketing & Communications

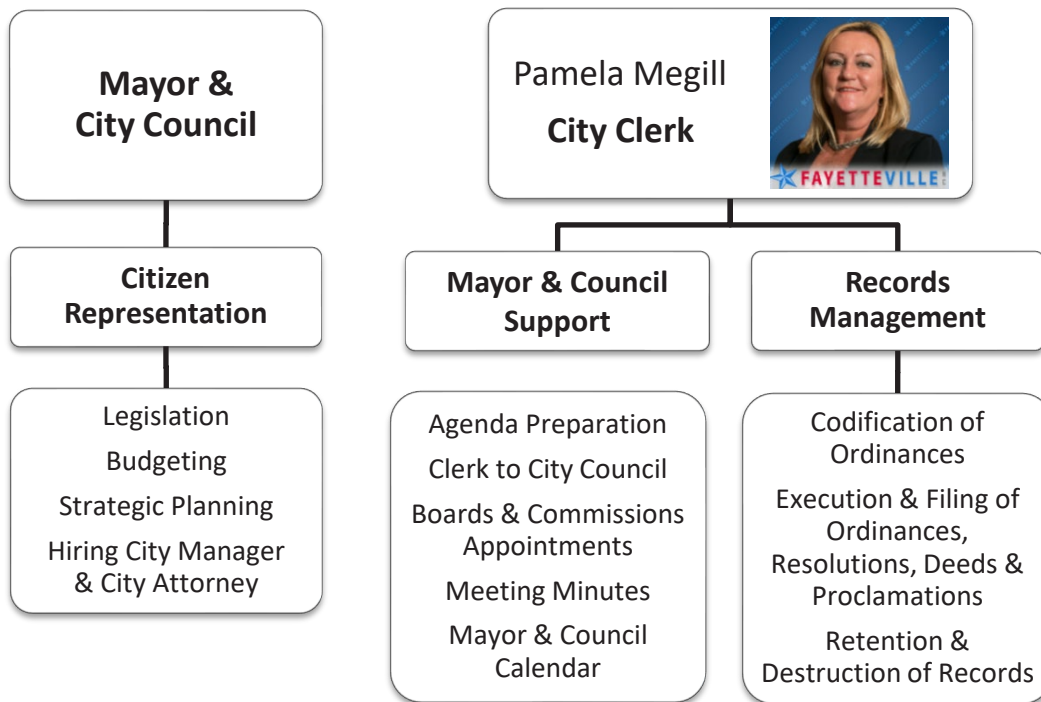
Expenditure Description		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Uses</i>					
Personnel Services		663,611	751,151	797,873	797,873
Operating Expenditures		183,931	176,294	165,834	165,834
Contract Services		149,391	45,288	45,300	45,300
Capital Outlay		332,889	0	0	0
Transfers to Other Funds		88,348	0	0	0
Other Charges		-20,224	-32,000	-30,310	-30,310
Total	Uses	1,397,946	940,733	978,697	978,697

Program Description		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
Auxiliary Services		330,562	84,009	80,271	80,271
Communications		1,067,384	856,724	898,426	898,426
Total	Marketing & Communications	1,397,946	940,733	978,697	978,697

Marketing & Communications

BUDGET HIGHLIGHTS

- Operating includes \$4,502 for supplies, including \$1,812 for one-time supplies; \$2,290 for food, \$745 for uniforms; \$41,428 for general maintenance and software licenses; \$1,480 for vehicle maintenance and fuel; \$13,138 for communications; \$68,104 for advertising expenditures; \$13,560 for photocopier expenditures, which are primarily for print shop operations; \$4,732 for memberships, dues, and subscriptions; and \$5,726 for travel and training.
- Contract Services includes \$20,300 for closed captioning services, social media archiving, and miscellaneous contracted services.
- Other Charges reflect \$78,300 for postage and printing inventories, offset by \$108,900 in service charges to other departments.



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: 1,077,573 / 1 FTE

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:

- Worked in conjunction with Corporate Communications and Information Technology to create new voting system for City Council meetings.
- Worked in conjunction with Marketing & Communications and Information Technology to implement voting system for City Council meetings.
- Successfully transitioned from holding meetings via the Zoom platform during COVID-19 back to in-person meetings.
- Responded to public records requests in coordination with Marketing & Communications and the City Clerk.
- Established the Community Police Advisory Committee.

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.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
% of residents that are very satisfied or satisfied with the overall quality of life per the biennial City Resident Satisfaction Survey	Effectiveness	50	50	65
% of residents that feel the City is moving in the right direction per the biennial City Resident Satisfaction Survey	Effectiveness	50	50	65
# of meetings held in a year	Workload	74	75	75

Program: Mayor & Council Support

General Fund: \$209,732 / 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.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of Boards and Commissions applicants	Demand	114	135	135
# of vacant boards and commissions seats filled annually	Effectiveness	70	100	75

Objective:

To ensure information is distributed in a timely manner.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
% of agenda packets provided to City Council and available to the public at least five days in advance of the Council meeting	Efficiency	100	100	100
# of agenda items from staff	Demand	396	375	375
# of agenda items from Council	Demand	38	50	45
# of agenda items submitted late	Workload	N/A	N/A	7

Mayor, Council & City Clerk

Objective:

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

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
% of minutes prepared and presented for Council approval within scheduled time frame	Efficiency	100	100	100

Objective:

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

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of meeting notices prepared	Workload	257	200	200

Program: Records Management

General Fund: \$66,985 / 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.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of ordinances and resolutions prepared	Workload	117	130	130

Objective:

To reduce the City's liability by shredding records that are legally authorized for destruction.

Performance Measures:

Key Performance Indicator (KPI)	KPI Measure Type	FY 2022 Actuals	FY 2023 Estimated	FY 2024 Targets
# of boxes of out-of-date records destroyed	Workload	350	200	200

Mayor, Council & City Clerk

Expenditure Description		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Uses</i>					
Personnel Services		546,539	630,170	658,062	658,062
Operating Expenditures		264,514	298,763	333,217	333,217
Contract Services		133,597	138,200	357,556	357,556
Capital Outlay		39,112	0	0	0
Other Charges		7,392	5,620	5,455	5,455
Total	Uses	991,154	1,072,753	1,354,290	1,354,290
Program Description		Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
Citizen Representation		715,867	817,264	1,077,573	1,077,573
Mayor & Council Support		219,537	194,297	209,732	209,732
Records Management		55,750	61,192	66,985	66,985
Total	Mayor, Council & City Clerk	991,154	1,072,753	1,354,290	1,354,290

BUDGET HIGHLIGHTS

- Operating includes \$23,006 for supplies, including \$19,180 for food and refreshments at regular City Council meetings and events and \$3,826 for general supplies; \$10,500 for software maintenance agreements; \$12,225 for telephone services; \$4,363 for postage, printing, and photo copier services; \$1,100 for advertising; \$77,042 for travel, training and local mileage reimbursements; and \$204,556 for organizational memberships and dues.
- Contract Services includes \$350,000 for federal & state advocacy services, \$4,000 for shredding, federal grant writing support, consultancy, and \$3,556 for other small contracted services.
- Other Charges consists of \$5,455 for funding of employee appreciation and community relations activities.

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Other Appropriations include expenditure appropriations for items that do not directly relate to department programs and services. Descriptions of the items recommended for funding for fiscal year 2024 are listed below by expenditure category.

Personnel Services

- \$2,358,487 to fund projected costs of health and death benefits for employees who retired from General Fund departments.
- \$1,578,200 to fund separation allowance payments for retired law enforcement officers.
- \$58,900 to fund unemployment insurance expenditures.
- \$150,000 to fund potentially required contributions to the retirement system for pension benefits that exceed contribution-based benefit caps.
- \$6,207,273 has been set aside for raises in the amount of 4% and a 1% 401 (K) increase for non-sworn employees, and for sworn law enforcement officers there is a step increase and an adjustment to the step to reflect the market.
- \$26,654 to fund 25% of the Warehouse Coordinator position for duties associated with operating the City's fuel site.
- \$ 19,748,567 to record an efficiency savings for a 15% reduction in overall salaries plus additional efficiency savings.

Operating Expenditures

- \$1,782,288 for insurance and claim settlement funding for General Fund operations.
- \$224,823 for lease space for City departments in the Festival Park Plaza building.
- \$5,100 for miscellaneous utility expenditures and \$14,338 for stormwater utility fees for General Fund facilities.
- \$20,257 for operating expenditures for the City's fuel site.

Contract Services

- \$20,700 for professional services and consulting services.
- \$218,900 for collection services and service charges.
- \$845 for miscellaneous inspection services for the City fuel site.

Capital

- No capital expenditures are projected for the 2024 fiscal year.

Transfers to Other Funds

- \$520,387 from the General Fund to support operations in the Parking Fund.
- \$8,223,160 from the General Fund to the Transit Fund to support operations.

Other Appropriations

Debt Service

- \$15,092,450 for Capital Funding Plan debt service in the General Fund, with \$6,460,973 allocated toward future bond debt. In addition, there is \$28,500 for future issuance costs. Details of the debt service payments are listed in Section J.
- \$38,635 in arbitrage payments to fund projected tax payments for variances in the allowed interest rates over actuals.

Other Charges

- \$16,833,957 for payments to the County and other municipalities for the sales tax agreement.
- \$166,753 for payments to Spring Lake for the Fort Liberty annexation agreement for the sharing of state revenues (\$100,121 for Powell Bill proceeds, \$19,042 for Beer & Wine taxes, and \$47,590 for Video Programming utility taxes).
- \$1,646,000 for fuel inventory purchases for the City's fuel site, offset by \$1,696,700 in cost redistributions to City departments for fuel usage.
- \$890,000 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 and \$500,000 for the Cape Fear Regional Theater.
- \$10,000 for property tax refunds.
- \$1,780,028 for the LEOSSA Fund for expected increases to fund balance.

Other Appropriations

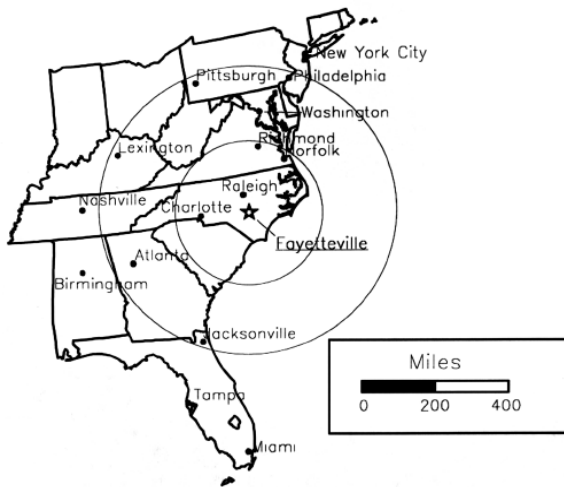
Natural Account	Description	Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Uses</i>					
<i>Personnel Services</i>					
8133010	Dental Insurance	87	104	104	104
8111000	Salaries & Wages - Regular	9,127	11,028	5,171,255	5,171,255
8136010	Unemployment Insurance	18,039	21,600	58,900	58,900
8132010	Life Insurance	55,642	57,387	60,519	60,519
8131010	Medical Insurance	2,021,171	0	2,300,298	2,300,298
8122070	401K Non-Sworn	85	111	595,077	595,077
8122020	Law Enforcement	56,953	0	0	0
8122010	General	155,041	151,335	531,692	153,898
8121000	Social Security	680	844	395,601	395,601
8111000	Salaries & Wages - Regular	1,226,095	1,199,600	1,466,000	1,466,000
8121000	Social Security	93,619	91,800	112,200	112,200
8122030	401K	0	0	66,527	66,527
8137010	Workers' Compensation	246	298	527	527
Total Personnel Services		3,636,785	1,534,107	10,758,700	10,380,906
<i>Operating Expenditures</i>					
8201500	Utilities	7,113	8,736	8,100	8,100
8286100	Claim Settlements	302,111	369,050	312,000	312,000
8285101	Risk Management Overhead Alloc	1,011,622	0	0	0
8285100	Insurance Premiums	0	845,023	1,470,288	1,470,288
8252100	Postage	0	0	9	9
8251100	Telephone	42	50	45	45
8233100	Maintenance - Equipment	14,618	14,299	14,849	14,849
8201600	Stormwater Fees	13,378	14,047	14,338	14,338
8291100	Rents	253,779	240,825	224,823	224,823
8211000	Supplies - Regular	1,405	2,800	2,354	2,354
Total Operating Expenditures		1,604,068	1,494,830	2,046,806	2,046,806
<i>Contract Services</i>					
8410100	Accounting, Auditing & Legal	6,758	27,600	8,000	8,000
8490100	Other Contract Services	11,140	65,300	13,545	13,545
8450100	Credit Card Fees	167,528	161,900	218,900	218,900
8440100	Service Charges	8,022	7,500	38,635	38,635
Total Contract Services		185,426	254,800	240,445	240,445
<i>Transfers to Other Funds</i>					
8912100	Transfer to CIP Fund	10,192,719	9,822,984	14,742,450	15,092,450
8916100	Transfer to Parking Fund	462,004	561,600	520,387	520,387
8941100	Transfer to General Govt Fd	250,000	0	0	0
8942100	Transfer to Econ/Phys Devel	530,000	0	0	0
8961100	Transfer to Transit Operating Fd	2,858,671	4,565,422	8,223,160	8,223,160
Total Transfers to Other Funds		14,293,394	14,950,006	23,485,997	23,835,997
<i>Debt Service</i>					
8710100	Principal Payments	3,922,352	0	0	0
8720100	Interest Expense	328,634	0	0	0
8721100	Cost of Issuance	0	26,000	28,500	28,500
Total Debt Service		4,250,986	26,000	28,500	28,500
<i>Other Charges</i>					
8610400	Miscellaneous	0	1,857,400	1,780,028	1,780,028
8607100	Penalties and Fines	0	10,000	10,000	10,000
8610100	Other Charges	0	10,000	510,000	510,000
8610400	Miscellaneous	-350	0	-19,748,567	-19,748,567
8612100	Community Relations	0	1,751,574	0	0
8630100	Annexation Payments	9,709,769	9,128,503	17,000,710	17,000,710
8815100	Fuel Inventory	1,107,376	1,135,000	1,646,000	1,646,000

Other Appropriations

Natural Account		Description	Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Other Charges</i>						
8892100		Cost Redistribution-Fuel	-1,148,220	-1,185,700	-1,696,700	-1,696,700
8620100		Intergovernmental Payments	2,279,882	2,520,000	890,000	890,000
Total <i>Other Charges</i>			11,948,457	15,226,777	391,471	391,471
Total	Uses		35,927,138	33,494,020	36,990,554	36,962,760

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 Liberty Army Post and is adjacent to Pope Army Airfield, which together forms 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 Liberty 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 Liberty 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, master's 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

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 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 that 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

FAYETTEVILLE AT A GLANCE						
Demographic Characteristics*			Climate			
Estimated Population	208,873		Average Annual Sunny Days	219		
Median Age	30.8		Average Annual Precipitation	45.42 in.		
% with Bachelor's Degree or Higher	29.3%		Average Humidity:			
Median Household Income	\$51,629		January	31.2%		
Median Value of Owner-Occupied Housing Unit	\$138,800		July	69.8%		
*Source: U.S. Census Bureau, Bureau of Labor Statistics, 2016-2020 American Community, Survey Data for Fayetteville			October	52.9%		
			Annual	50.4%		
			Average Daily Temperature: ° (F)			
Economy/Employment			January	42°		
Rates of Unemployment	Feb. 2023 Rate	July	80°			
Fayetteville	5.0%	October	62°			
North Carolina	3.6%	Annual	61.5°			
United States	3.6%					
Building Construction			Major Civilian Employers**			
Fiscal Year	# of Building Permits	\$ Construction Value (M)	U.S Dept. of Defense (Civilian)		8,757	
2020	775	176.4	Cape Fear Valley Health System		6,386	
2021	772	198.5	Cumberland County Board of Edu.		6,030	
2022	1116	364	Walmart Associates, Inc.		2,656	
			Veterans Administration		2,405	
Fayetteville's Ten Largest Taxpayers**			Goodyear Tire & Rubber Company		2,200	
Name	Type of Enterprise	Assessed Valuation (1/1/2021)	% of Total Valuation	Cumberland County Government		1,971
Cross Creek Mall LLC	Investment Company	\$157,878,053	1.09%	City of Fayetteville		1,882
Fayetteville VA Co LLC	Property Rental	\$91,139,174	0.63%	Fayetteville Tech. Community College		754
Wal-Mart	Retail	\$54,258,100	0.38%	Food Lion		1,334
Piedmont Natural Gas	Utility	\$53,384,539	0.37%	Approximately 52,000 uniformed soldiers and airmen are stationed at Fort Bragg.		
Spectrum Southeast LLC	Utility	\$43,468,428	0.30%	**Source: City of Fayetteville Comprehensive Annual Financial Report 2021, NC Department of Commerce, Military Installations, Cape Fear Valley Health System, Cumberland County Board of Education, Fayetteville Cumberland County Economic Development Corporation, Cumberland County, Cumberland County Tax Office, FAY NC VA Coastal Health Care System, City of Fayetteville, Fayetteville Technical Community College, Food Lion.		
Campbell Soup Supply Co LLC	Distribution	\$34,625,006	0.24%			
Westlake at Morganton LLC	Property Rental	\$27,641,500	0.19%			
Independence Place West Fayetteville	Property Rental	\$25,913,600	0.18%			
DDRM Fayetteville Pavilion LLC	Real Estate	\$25,790,300	0.18%			
Hidden Creek Village	Property Rental	\$23,663,800	0.16%			

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 the 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

projected using current receipts and actual expenditures in comparison to the adopted budget. On 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 the 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 no 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 of each year because the appropriations are the legal authority to spend money in the new fiscal year.

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

Budget Implementation and Monitoring

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

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

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

Basics of Budgeting

Basis of Budgeting

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

Budgetary Amendment and Control

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

Departments are aligned in portfolio groups as follows:

Community Investment

- Development Services
- Economic and Community Development
- Human Relations

Operations

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

Support Services and Administration

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

Other Appropriations

- Other Appropriations

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

Unanticipated revenues require appropriation by the 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 the 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

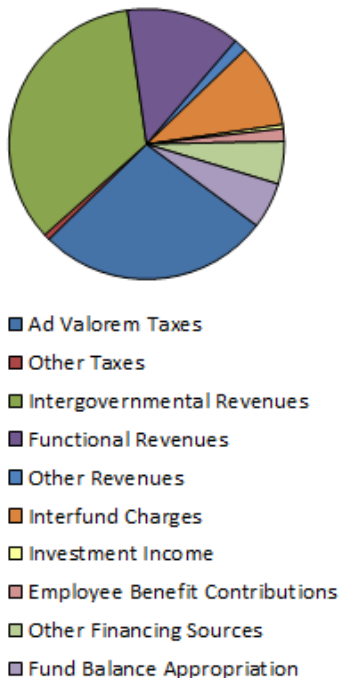
Overview

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 2024 fiscal year.

GENERAL FUND REVENUES

The two largest components of General Fund revenues and other financing sources are intergovernmental revenues estimated at 34.51 percent, and ad valorem taxes estimated at 27.29 percent of total revenues for fiscal year 2024. Functional revenues are estimated to provide 13.40 percent and fund balance appropriations are projected to account for 5.49 percent of total funding sources. The remaining 19.31 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 2024 General Fund Funding Sources



Ad Valorem Taxes

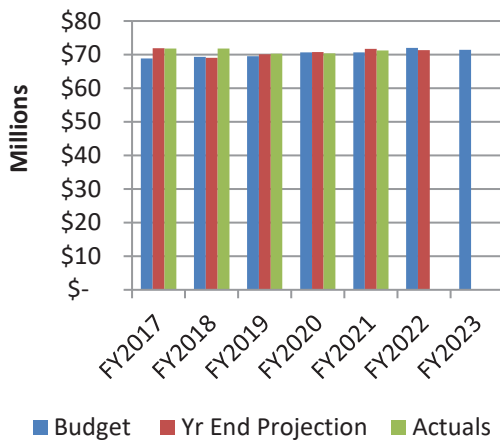
The budgeted tax rate for the fiscal year 2024 is recommended to increase 4.00 cents to 53.95 cents per 100 dollars of property valuation, with total taxable values estimated to be \$15,208,250,138 and collection rates estimated at 99.16 percent for real and personal property and 98.99 percent for vehicles.

The fiscal year 2024 current year property tax collections are projected to be \$81,343,142, which is a 12.13 percent increase from the fiscal year 2023 year-end estimate. Prior year taxes and penalties are projected to total \$790,665 for FY 24.

FY 2024 real and personal property taxable values, exclusive of vehicle values, are projected to be \$13,446,269,704, which represents an estimated increase of \$632,976,678 or 4.94 percent as compared to projected fiscal year 2023 values. The projected taxable property value is based on tax valuation data provided by the Cumberland County Tax Office on April 30, 2023. The projected collection rate for the fiscal year 2023 is 99.16 percent.

Motor vehicle taxable property values for fiscal year 2024 are projected to be \$1,761,980,434 which is consistent with fiscal year 2023 projected values.

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 \$3,263,500 for the fiscal year 2024 based upon the current \$25 per vehicle per year license tax rate. \$20 of the vehicle tax fee is allocated to street maintenance, which is projected to be \$2,610,800.

Since July 1, 2015, North Carolina municipal authority for privilege license taxes is limited to the collection of beer and wine license fees, peddler and solicitor permit fees, and special event permits. Revenue projections for the fiscal year 2024 total \$14,500.

Vehicle gross receipts tax revenues are collected on rental vehicles and heavy equipment and collections are projected to total \$887,700 for the fiscal year 2024. This matches the fiscal year 2023 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.

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 North Carolina General Assembly staff agency.

Sales Tax Distributions

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

Prior to October 2009, there was an additional half-cent per capita-based sales tax (Article 44) and Article 42 taxes were distributed on a per capita basis. The taxes were eliminated or modified by the State to fund a takeover of some Medicaid expenditures from counties. To offset sales tax revenue losses to municipalities, the State reduces distributions to counties to fund hold-harmless payments to municipalities.

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

Revenue Assumptions

The North Carolina League of Municipalities (NCLM) showed a NC sales tax growth rate that was continuing to grow in the double digits, with the first quarter of FY 2023 having a 15.06% growth rate. Contrastingly, the city has entered into a new interlocal sales tax agreement with the County which will require the City to forward the proceeds to the county for any growth in sales tax over the 2022 revenues, for the next two years. Since the County has a historically slow ad valorem growth rate, the sales tax growth has, in the past, provided the funds to accommodate the increase in operational cost. FY 24 sales taxes are expected to grow by 13.2%, with all of the growth being returned to the County as part of the sales tax agreement.

For the fiscal year 2024, the total City sales tax revenues and hold harmless payments projected are \$67,546,074. From these sales tax revenues, reimbursements to Cumberland County and other municipalities based on the new county agreement are projected to total \$16,833,957.

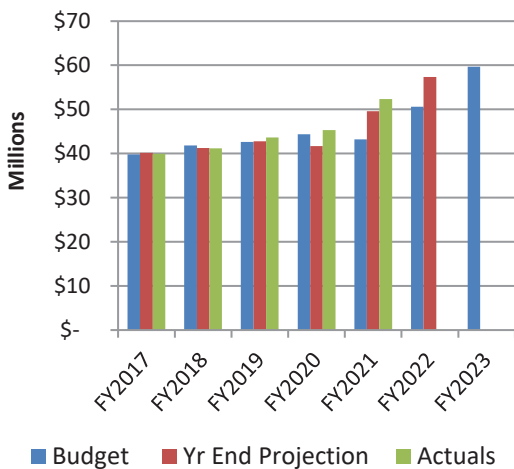
Utility Tax Distributions

The utility tax distributions are derived from three different sources: electricity and natural gas sales tax, telecommunications sales tax, and video programming sales tax. Total utility tax distributions from the State are projected to be \$12,696,500 in the fiscal year 2024, up 1.08 percent from the fiscal year 2023 original budget projection of \$12,560,762.

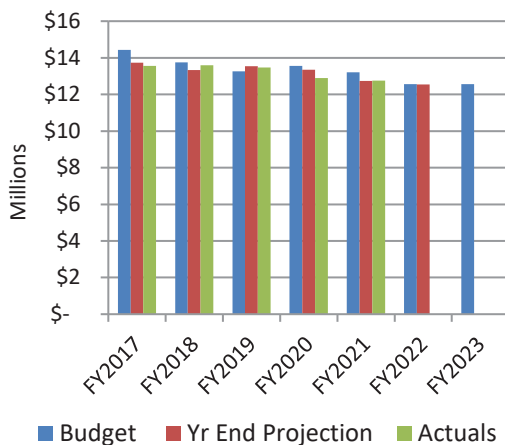
Although there is an overall projected budget increase in utility tax, these year-end projections are informed by statewide projections prepared by the NCLM. Accordingly, it is predicted that telecommunication taxes will decrease by 9.4% in FY 2024. Sales taxes on telecommunication services are generally projected to decline due to the abandonment of landline phones, and the NCLM projected a decrease of 13.75 percent for the fiscal year 2022. Electricity and gas sales are expected to vary based on weather extremes.

Local video programming is expected to decrease by approximately 2.9% in 2024. Video programming tax revenues are to be generated from the population added through the Fort Bragg annexation. For fiscal year 2024, the revenue must be shared with Spring Lake in accordance with the Fort Bragg annexation agreement. For fiscal year 2024, the payment is expected to be \$47,590.

General Fund Sales Tax Distributions



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 the fiscal year 2024, the per capita rate is projected to be \$21.66 with a population estimate of 208,530; 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 \$5,904,384 in the fiscal year 2024, a 2.3 percent increase from the fiscal year 2023.

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 beer and wine tax collections in the current fiscal year. For fiscal year 2024, the NCLM anticipates modest 2.1 percent growth in beer and wine taxes from fiscal year 2023. On this basis, it is projected that the City will receive \$865,684 in beer and wine tax proceeds for the fiscal year 2023 and \$883,864 in the fiscal year 2024.

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 the fiscal year 2023, projected payments related to Powell Bill and beer and wine taxes total \$119,163.

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 2023, the projected payment totals \$12,405,712. Since that projection, an agreement was made with PWC to pay back \$4,000,000 that was provided to the City during COVID. The payment will be paid back in 2023 and 2024 by withholding 2,000,000 each year from the intergovernmental payment. Therefore the 2023 payment is now projected at \$ 10,405,712. For fiscal year 2024, that payment will be \$10,243,713, based upon 2.45 percent of electric fund net assets for the fiscal year ending June 30, 2023.

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 \$4,589,877 in the fiscal year 2024, as compared to \$4,911,478 originally budgeted for the fiscal year 2023 and \$4,372,591 projected for the fiscal year 2023.

Revenue Assumptions

Other local intergovernmental revenues projected for the fiscal year 2024 include: revenues from an agreement with the housing authority to provide on-site police services (\$358,592), and reimbursements from Spring Lake under the sales tax interlocal agreement (\$23,444).

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 2024, including changes to be implemented effective July 1, 2023. 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 the fiscal year 2024 are projected to be \$1,984,400, which is 13.10 percent below the current budget. The 2023 year contained a significant revenue increase, primarily due to the impacts of several commercial developments that required building and inspection activity.

Property lease revenues for the fiscal year 2023 are projected to total 512,317. Property lease revenues for the fiscal year 2024 are projected to total \$537,740, including \$250,000 for the payment for the operating use agreement for the downtown stadium, \$128,204 for shared use of the City's 800 megahertz radio system, and \$159,536 for lease payments for other City facilities.

Public Services revenues for the fiscal year 2024 are projected to be \$740,500, 17.65 percent above the current year budget. The positive budget variance primarily reflects higher reimbursements for computerized

traffic signal service agreements with NCDOT. Projected revenues for the fiscal year 2024 indicate an increase of \$111,100.

Development Services fees for zoning services for fiscal years 2023 and 2024 are projected to be \$83,350 and \$92,500 respectively, as compared to the fiscal year 2022 original budget of \$83,200.

Public safety revenues for the fiscal year 2023 and fiscal year 2024 are budgeted at \$1,414,879 and \$1,416,360 respectively.

Parks and Recreation revenues for the fiscal year 2024 are budgeted at \$1,403,311.

Other fees and services are primarily estimated based on known service agreements. For the fiscal years 2023 and 2024, revenue projections include: \$189,932 and \$135,327, respectively, for custodial and maintenance services to be provided under the contract.

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 2023 and 2024 revenues include \$59,224 and \$24,685 respectively for loan payments from Greyhound for a Capital Funding Plan loan for up-fit expenditures at the new transit multimodal center. \$148,660 is projected to be received in the fiscal year 2024 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 the fiscal year 2024 and are projected at \$2,954,474 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 the fiscal year 2024, rates of return on investments have been projected to increase in the fiscal year 2024 based on economic conditions. Therefore, a rate of 2% was conservatively adopted.

Other Financing Sources

Other financing sources projected for the fiscal year 2024 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 the fiscal year 2024 include: \$52,986 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 \$1,083,000 from the Risk Management fund as an interfund loan for the stadium funding plan.

The City anticipates financing \$7,561,785 for the purchase of General Fund vehicles and equipment in fiscal year 2024.

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 \$5,928,266.

CENTRAL BUSINESS TAX DISTRICT FUND

The tax rate for the Central Business Tax District for the fiscal year 2024 is recommended to remain at 10.0 cents per 100 dollars of property valuation. On this basis, the fiscal year 2024 current year property tax collections are projected to be \$155,815, an increase of 8.07 percent from the fiscal year 2023 projections.

Interfund transfer revenues of \$139,274 are projected to be received from the General Fund in fiscal years 2023 and 2024.

EMERGENCY TELEPHONE SYSTEM FUND

Enhanced 911 operations are funded by service charges collected by the State on voice communications services. In the fiscal year 2023, the E911 Fund is projected to receive \$959,725 in these dedicated revenues from the State. In the fiscal year 2024, the E911 Fund is projected to receive \$959,725.

For fiscal year 2023 and fiscal year 2024, operating costs are offset by current revenues. The fund is not projected to use accumulated fund balance over fiscal years 2023 and 2024. 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.

Revenue Assumptions

PARKING FUND

The original budget for leased parking spaces and hourly parking fees for the fiscal year 2023 anticipated total revenues of \$494,309 based upon a full fiscal year.

For fiscal year 2024, revenues for leased parking spaces and hourly fees for parking are projected to total \$488,995, reflecting a full year of revised hours for on-street parking.

Special event parking revenues are generated from the Fayetteville Woodpeckers' baseball games and other downtown special events. Revenues for the fiscal years 2023 and 2024 are projected to be \$85,075 and \$85,000 respectively under the assumption that special events continue to be scheduled and attendance continues at the same level or increases.

The original budget for the fiscal year 2023 anticipated total parking citation revenues of \$113,369, 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 the fiscal year 2024 are estimated at \$116,612.

The Public Works Commission is projected to pay \$65,273 in the fiscal year 2023 and \$60,139 in the fiscal year 2024 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 the fiscal year 2023 anticipated that the General Fund would provide a transfer of \$561,600 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. As of February 28, the projected transfer from the General Fund to the Parking Fund for the fiscal year 2023 year-end is \$504,857. The fiscal year 2024 budgeted transfer from the General Fund to the Parking Fund is projected to be \$512,611 to balance revenues and expenditures.

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. Accordingly, this transfer to the general fund is still being applied annually.

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 the fiscal year 2023, it is projected that total revenues for assessments and associated interest will be \$2520,000. For the fiscal year 2024, those revenues are projected to increase to \$890,000. These projections are estimated based on information received from the staff of the PWC.

AIRPORT FUND

The largest sources of revenue to fund Airport operations are lease payments and franchise fees paid for the use of City property at the Fayetteville Regional Airport. These revenues are projected to total \$3,995,971 in the fiscal year 2024 based on known leases and agreements and relatively stable historical trends. The revenues are expected to comprise 61.56 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 \$358,292 for the fiscal year 2023 based upon current agreements, and \$322,265 for fiscal year 2024. 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. The fiscal year 2023 projections include \$754,194 of federal operating assistance and \$18,487 in federal concessions relief grant funds. The fiscal year 2024 projections include \$17,622 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 \$258,270 and \$236,310 in both fiscal years 2023 and 2024 respectively, 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 \$1,671,597 of accumulated net assets (fund balance) is projected to balance the Airport Fund in the fiscal year 2024, primarily related to \$1,100,000 for transfers for capital projects and \$166,773 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 2024, staff recommends that the annual fee increase from \$225 to \$265 per single-family residential unit. Based upon the increased

fee, revenues for the fiscal year 2024 are projected to total \$16,449,193.

Intergovernmental revenue projections for the fiscal year 2024 include \$319,415 from Cumberland County based upon agreed payments of \$5 per household and \$161,900 in proceeds from the solid waste disposal tax collected by the State.

Based on the new 2024 rate, in FY 2024 projected Solid Waste Fund expenditures are expected to equal revenues therefore not requiring a projected fund balance appropriation from the Solid Waste Fund to balance.

STORMWATER FUND

The monthly stormwater fee for the fiscal year 2024 is proposed to be \$6.00 per equivalent residential unit, unchanged from the fiscal year 2023.

Stormwater fee revenue projections for the fiscal year 2023 for collections are projected to total \$11,260,810. For the fiscal year 2024, stormwater fee revenues are projected to be \$11,460,487, a modest increase of 1.77 percent as compared to the fiscal year 2023 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 the fiscal year 2024, Stormwater Fund expenditures are projected to exceed revenues by \$8,341,661, requiring the use of the Stormwater Fund fund balance. This use of the accumulated fund balance is due to the increased transfer to the Stormwater Capital Project Fund beginning in the fiscal year 2023.

Revenue Assumptions

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.

The Transit Fund also receives funding under the State Maintenance Assistance Program (SMAP). The fiscal year 2023 budget for SMAP is \$781,023. For the Fiscal year 2024, it is anticipated that the SMAP funding will continue and \$730,000 has been included in the recommended budget.

The City assesses a \$5 vehicle license tax dedicated to supporting transit operations. For fiscal year 2024 proceeds from this revenue are projected to be \$651,700.

The Transit System is projected to generate a total of \$973,495 in fare revenues in fiscal year 2023, compared to the original budget of \$681,552. During 2022-2023, revenues were down due to COVID-19 and social distancing, which lead to fee waivers. Beginning July 1, 2023, Transit will implement charging transit fees, which is expected to increase revenues.

Property use revenues are projected to total \$175,182 as compared to the original budget projection of \$189,095. For fiscal year 2023, property use revenues are projected to increase to \$188,405.

Other fees and service revenues primarily consist of advertising revenues and are projected to total \$143,600 and \$160,000 in fiscal years 2023 and 2024, 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 2023, the

transfer is projected to total \$7,631,824 as compared to the originally budgeted transfer of \$4,565,422. For fiscal year 2024, the General Fund transfer to the Transit Fund is projected to total \$8,223,160.

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 on the estimated earnings of sworn law enforcement personnel during the fiscal year and an actuarially determined funding rate, which is currently set at 12.32 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 on 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 on the anticipated number of participants and rates needed to fund expected claims expenditures.

In the fiscal year 2023, the General Fund is projected to transfer \$118,649 to the Risk Management fund for repayment of interfund loans. In the fiscal year 2024, there are no loan transfers projected.

Development Services

Natural Account		Description	Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Uses</i>						
<i>Personnel Services</i>						
8137010	Workers' Compensation		78,267	86,618	95,860	95,860
8111000	Salaries & Wages - Regular		2,851,099	3,162,668	3,502,398	3,502,398
8140100	Temporary Services		4,610	0	0	0
8133010	Dental Insurance		19,528	21,183	22,716	22,716
8132010	Life Insurance		175	615	660	660
8131010	Medical Insurance		403,970	446,161	499,015	499,015
8122070	401K Non-Sworn		28,487	30,965	33,083	33,083
8122010	General		331,654	388,176	456,222	456,222
8121000	Social Security		212,317	245,418	271,603	271,603
8114000	Other Pay		956	0	0	0
8113000	Longevity Pay		48,864	45,395	47,970	47,970
Total Personnel Services			3,979,927	4,427,199	4,929,527	4,929,527
<i>Operating Expenditures</i>						
8244100	Vehicle Expenditure - Other		466	160	300	300
8241110	Fleet Maintenance Charges		88,985	55,842	80,880	80,880
8211100	Supplies - One-time		435	7,775	7,250	7,250
8211200	Small Equipment-Not Computer		195	390	0	0
8211300	Small Computer Equipment		6,817	5,000	0	0
8212010	Uniform Purchases		7,883	5,246	10,634	10,634
8213100	Food		0	600	520	520
8233100	Maintenance - Equipment		3,282	0	0	0
8211000	Supplies - Regular		11,636	11,350	9,543	9,543
8263100	Travel, Training & Conferences		13,069	29,629	22,634	22,634
8237100	Software License/Data Storage Fees		5,750	19,550	16,821	16,821
8269100	Travel Advance		122	0	0	0
8261100	Local Mileage		0	100	30	30
8255100	Photo Copier		7,052	10,464	7,343	7,343
8254100	Advertising		29,512	29,890	19,825	19,825
8253100	Printing		4,508	5,690	3,060	3,060
8252100	Postage		15,912	16,190	13,297	13,297
8251200	Data Connectivity		216	0	0	0
8251100	Telephone		36,497	41,634	16,682	16,682
8245100	Vehicle Fuel		44,400	45,150	49,600	49,600
8270100	Memberships & Dues		5,141	9,525	12,178	12,178
Total Operating Expenditures			281,878	294,185	270,597	270,597
<i>Contract Services</i>						
8430100	Medical Services		50	0	301	301
8490100	Other Contract Services		253,627	314,043	302,011	302,011
Total Contract Services			253,677	314,043	302,312	302,312
<i>Capital Outlay</i>						
8540100	Equipment - Office		99,600	0	0	0
8560100	Equipment - Motor Vehicles		66,269	218,000	206,030	206,030
8587200	Subscription Asset		375,729	0	0	0
Total Capital Outlay			541,598	218,000	206,030	206,030
<i>Other Charges</i>						
8650100	Agency/Commission Payments		0	900	900	900
8603100	Employee Appreciation		139	1,325	845	845
8612100	Community Relations		0	100	100	100
Total Other Charges			139	2,325	1,845	1,845
Total Uses			5,057,219	5,255,752	5,710,311	5,710,311

Economic & Community Development

Natural Account	Description	Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Uses</i>					
<i>Personnel Services</i>					
8133010	Dental Insurance	1,607	2,590	2,767	2,767
8111000	Salaries & Wages - Regular	269,525	445,603	480,868	480,868
8137010	Workers' Compensation	7,422	12,143	13,207	13,207
8132010	Life Insurance	18	73	81	81
8131010	Medical Insurance	32,300	0	60,789	60,789
8122070	401K Non-Sworn	2,695	4,458	4,808	4,808
8122010	General	31,453	54,413	62,852	62,852
8121000	Social Security	20,164	34,404	37,418	37,418
8114000	Other Pay	252	234	252	252
8113000	Longevity Pay	5,327	3,844	7,996	7,996
8140100	Temporary Services	216	0	0	0
Total Personnel Services		370,979	557,762	671,038	671,038
<i>Operating Expenditures</i>					
8252100	Postage	121	230	189	189
8201500	Utilities	21,455	29,593	41,700	41,700
8201600	Stormwater Fees	8,770	8,770	994	994
8211000	Supplies - Regular	3,699	5,500	3,616	3,616
8211100	Supplies - One-time	4,916	0	0	0
8211200	Small Equipment-Not Computer	24,147	50,000	0	0
8211300	Small Computer Equipment	3,143	0	2,340	2,340
8213100	Food	1,874	4,100	3,495	3,495
8253100	Printing	773	1,570	549	549
8254100	Advertising	29,386	5,250	3,290	3,290
8255100	Photo Copier	909	2,000	2,725	2,725
8261100	Local Mileage	405	400	0	0
8263100	Travel, Training & Conferences	10,002	7,388	5,554	5,554
8270100	Memberships & Dues	1,992	3,600	4,015	4,015
8251200	Data Connectivity	2,468	0	0	0
8251100	Telephone	3,066	1,910	2,407	2,407
Total Operating Expenditures		117,126	120,311	70,874	70,874
<i>Contract Services</i>					
8490100	Other Contract Services	838,914	569,227	570,893	570,893
8450100	Credit Card Fees	76	120	150	150
8440100	Service Charges	8	0	0	0
Total Contract Services		838,998	569,347	571,043	571,043
<i>Capital Outlay</i>					
8587200	Subscription Asset	58,792	0	0	0
8510100	Land	0	0	2,340	2,340
Total Capital Outlay		58,792	0	2,340	2,340
<i>Transfers to Other Funds</i>					
8911100	Transfer to General Fund	56,944	39,547	52,986	52,986
8920100	Transfer to CBTD Fund	139,274	139,274	139,724	139,724
8926100	Transfer to Fed'l & St Asst	68,500	0	530,322	530,322
8942100	Transfer to Econ/Phys Devel	535,000	0	0	0
Total Transfers to Other Funds		799,718	178,821	723,032	723,032
<i>Other Charges</i>					
8640100	Not-for-Profit Payments	255,353	360,353	125,000	125,000
8603100	Employee Appreciation	0	375	285	285
8612100	Community Relations	0	54,857	0	0
Total Other Charges		255,353	415,585	125,285	125,285
Total Uses		2,440,966	1,841,826	2,163,612	2,163,612

Human Relations

Natural Account		Description	Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Uses</i>						
<i>Personnel Services</i>						
8121000	Social Security		12,273	16,736	16,611	16,611
8122010	General		18,850	26,472	27,902	27,902
8122070	401K Non-Sworn		1,450	2,187	2,211	2,211
8131010	Medical Insurance		10,135	24,381	27,219	27,219
8132010	Life Insurance		27	33	36	36
8133010	Dental Insurance		444	1,152	1,239	1,239
8137010	Workers' Compensation		4,454	5,907	5,863	5,863
8140100	Temporary Services		4,835	0	0	0
8111000	Salaries & Wages - Regular		164,966	218,778	217,137	217,137
Total Personnel Services			217,434	295,646	298,218	298,218
<i>Operating Expenditures</i>						
8252100	Postage		806	510	461	461
8211000	Supplies - Regular		9,704	5,500	4,456	4,456
8212010	Uniform Purchases		227	360	305	305
8212020	Uniform Rentals		74	0	0	0
8251100	Telephone		1,236	1,452	1,771	1,771
8253100	Printing		118	700	601	601
8254100	Advertising		4,546	4,700	3,450	3,450
8255100	Photo Copier		708	1,272	197	197
8261100	Local Mileage		548	1,300	479	479
8263100	Travel, Training & Conferences		0	6,402	4,445	4,445
8270100	Memberships & Dues		2,328	3,781	3,781	3,781
8291100	Rents		0	1,900	1,040	1,040
8213100	Food		9,803	6,560	5,545	5,545
Total Operating Expenditures			30,098	34,437	26,531	26,531
<i>Contract Services</i>						
8490100	Other Contract Services		2,509	2,177	2,326	2,326
Total Contract Services			2,509	2,177	2,326	2,326
<i>Capital Outlay</i>						
8587200	Subscription Asset		9,040	0	0	0
Total Capital Outlay			9,040	0	0	0
<i>Other Charges</i>						
8645100	Donated Scholarship Funds		2,000	9,158	5,900	5,900
8603100	Employee Appreciation		0	75	55	55
8612100	Community Relations		3,092	3,550	3,300	3,300
8640100	Not-for-Profit Payments		5,500	5,500	5,500	5,500
Total Other Charges			10,592	18,283	14,755	14,755
Total Uses			269,673	350,543	341,830	341,830

Natural Account	Description	Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Uses</i>					
<i>Personnel Services</i>					
8133010	Dental Insurance	9,156	10,119	10,119	10,119
8140100	Temporary Services	81,360	89,537	89,536	89,536
8111000	Salaries & Wages - Regular	1,205,527	1,360,400	1,368,774	1,368,774
8137010	Workers' Compensation	34,471	39,333	39,816	39,816
8132010	Life Insurance	1,632	1,950	1,842	1,842
8131040	Net OPEB Expenditure	-21,668	0	0	0
8131030	Net OPEB Expense	72,241	0	0	0
8131010	Medical Insurance	217,525	242,593	251,409	251,409
8122920	Pension Expense	92,414	0	0	0
8122070	401K Non-Sworn	12,011	13,605	13,688	13,688
8122060	Firemen	48,936	57,504	60,518	60,518
8122010	General	96,925	118,758	128,972	128,972
8121000	Social Security	92,847	110,703	112,464	112,464
8114000	Other Pay	595	420	840	840
8113000	Longevity Pay	43,639	48,027	48,538	48,538
8112000	Salaries & Wages - OT	27,903	47,881	56,482	56,482
8122910	Penstion Expenditure Offset	-143,077	0	0	0
8138010	Accrued Compensated Absences	20,421	0	0	0
Total Personnel Services		1,892,858	2,140,830	2,182,998	2,182,998
<i>Operating Expenditures</i>					
8201500	Utilities	339,672	411,524	387,400	387,400
8236100	Maintenance - Parking Lots	0	46,000	46,000	46,000
8233100	Maintenance - Equipment	42,549	174,976	109,553	109,553
8231100	Building Maintenance	64,335	224,000	224,000	224,000
8212020	Uniform Rentals	6,164	8,000	8,000	8,000
8212010	Uniform Purchases	222	6,000	6,000	6,000
8211300	Small Computer Equipment	32,796	7,000	9,033	9,033
8211200	Small Equipment-Not Computer	63,957	0	0	0
8211100	Supplies - One-time	2,148	27,000	0	0
8201600	Stormwater Fees	148,847	152,277	148,847	148,847
8244100	Vehicle Expenditure - Other	4	45	150	150
8211000	Supplies - Regular	152,018	168,675	138,675	138,675
8286100	Claim Settlements	0	1,000	1,000	1,000
8237100	Software License/Data Storage Fees	-35,734	7,600	24,937	24,937
8245100	Vehicle Fuel	28,041	33,953	37,300	37,300
8251100	Telephone	9,575	9,680	12,512	12,512
8251200	Data Connectivity	1,250	1,360	0	0
8252100	Postage	422	620	410	410
8253100	Printing	360	650	340	340
8254100	Advertising	137,034	300,000	300,000	300,000
8255100	Photo Copier	-864	2,103	2,548	2,548
8263100	Travel, Training & Conferences	14,957	34,960	49,960	49,960
8269100	Travel Advance	128	0	0	0
8270100	Memberships & Dues	11,790	11,092	10,900	10,900
8285100	Insurance Premiums	0	108,331	120,518	120,518
8285101	Risk Management Overhead Alloc	98,801	0	0	0
8241110	Fleet Mainenance Charges	67,699	141,790	73,600	73,600
Total Operating Expenditures		1,186,171	1,878,636	1,711,683	1,711,683
<i>Contract Services</i>					
8430100	Medical Services	395	430	150	150
8490100	Other Contract Services	134,737	206,431	377,511	377,511
Total Contract Services		135,132	206,861	377,661	377,661
<i>Capital Outlay</i>					
8520100	Buildings	2,460	0	98,700	98,700

Airport

Natural Account	Description	Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Capital Outlay</i>					
8530100	Improvements - Other	0	50,000	50,000	50,000
8550100	Equipment - Other	0	277,000	160,227	160,227
8560100	Equipment - Motor Vehicles	0	0	45,279	45,279
Total	<i>Capital Outlay</i>	2,460	327,000	354,206	354,206
<i>Transfers to Other Funds</i>					
8966100	Transfer to Airport Cap Proj Fd	460,000	450,000	1,100,000	1,100,000
Total	<i>Transfers to Other Funds</i>	460,000	450,000	1,100,000	1,100,000
<i>Debt Service</i>					
8720100	Interest Expense	3,245	0	0	0
Total	<i>Debt Service</i>	3,245	0	0	0
<i>Other Charges</i>					
8810100	Inventory	3,767	0	0	0
8616100	Public Safety Reimbursents	476,018	478,300	450,500	450,500
8615100	Indirect Cost Allocation	280,297	263,300	297,400	297,400
8612100	Community Relations	300	5,000	5,000	5,000
8611100	Amortization	44,172	0	0	0
8603100	Employee Appreciation	296	1,000	1,000	1,000
8815100	Fuel Inventory	0	15,000	0	0
8604100	Depreciation	5,327,783	0	0	0
Total	<i>Other Charges</i>	6,132,633	762,600	753,900	753,900
Total	Uses	9,812,499	5,765,927	6,480,448	6,480,448

Natural Account	Description	Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Uses</i>					
<i>Personnel Services</i>					
8131010	Medical Insurance	2,820,064	2,857,653	2,966,871	2,966,871
8111000	Salaries & Wages - Regular	17,093,408	18,560,583	18,412,978	18,412,978
8137010	Workers' Compensation	493,787	533,239	537,080	537,080
8132010	Life Insurance	967	3,924	3,924	3,924
8140100	Temporary Services	0	103,159	145,000	145,000
8122070	401K Non-Sworn	166,851	181,887	180,410	180,410
8122060	Firemen	2,075,384	2,329,552	2,492,887	2,492,887
8122010	General	42,020	59,447	63,197	63,197
8121000	Social Security	1,335,654	1,490,829	1,476,359	1,476,359
8114000	Other Pay	6,247	6,300	5,460	5,460
8113000	Longevity Pay	557,598	619,308	574,472	574,472
8112000	Salaries & Wages - OT	870,393	534,320	898,764	898,764
8133010	Dental Insurance	133,377	164,114	135,051	135,051
Total	<i>Personnel Services</i>	25,595,750	27,444,315	27,892,453	27,892,453
<i>Operating Expenditures</i>					
8213100	Food	3,799	7,016	5,380	5,380
8242100	Vehicle Parts	3,926	10,800	7,450	7,450
8241110	Fleet Maintenance Charges	1,318,009	1,679,525	1,327,040	1,327,040
8237100	Software License/Data Storage Fees	55,576	71,063	84,660	84,660
8233100	Maintenance - Equipment	85,080	136,017	145,576	145,576
8231100	Building Maintenance	89,179	44,270	63,048	63,048
8212020	Uniform Rentals	118,957	145,925	145,492	145,492
8212010	Uniform Purchases	84,051	51,335	62,125	62,125
8211300	Small Computer Equipment	5,015	8,160	6,341	6,341
8211200	Small Equipment-Not Computer	217,113	357,918	665,740	665,740
8211100	Supplies - One-time	158,154	67,947	98,393	98,393
8201500	Utilities	245,675	258,615	274,600	274,600
8251100	Telephone	40,629	39,522	39,444	39,444
8211000	Supplies - Regular	358,823	402,467	366,205	366,205
8291100	Rents	504	505	505	505
8251200	Data Connectivity	31,626	29,310	45,189	45,189
8251300	Video Programming	35,802	30,775	36,855	36,855
8252100	Postage	4,437	4,550	3,513	3,513
8253100	Printing	3,805	6,720	5,567	5,567
8254100	Advertising	1,644	8,252	8,080	8,080
8255100	Photo Copier	6,083	8,650	5,573	5,573
8261100	Local Mileage	429	650	390	390
8263100	Travel, Training & Conferences	45,748	100,001	121,763	121,763
8269100	Travel Advance	193	0	0	0
8270100	Memberships & Dues	28,227	42,589	49,087	49,087
8284100	Benefit Payments	-11,596	75,000	60,000	60,000
8245100	Vehicle Fuel	323,533	219,350	331,800	331,800
8244100	Vehicle Expenditure - Other	51,423	11,250	11,600	11,600
Total	<i>Operating Expenditures</i>	3,305,844	3,818,182	3,971,416	3,971,416
<i>Contract Services</i>					
8490100	Other Contract Services	758,441	780,943	680,069	680,069
8410100	Accounting, Auditing & Legal	0	1,200	600	600
8430100	Medical Services	159,991	203,520	225,340	225,340
Total	<i>Contract Services</i>	918,432	985,663	906,009	906,009
<i>Capital Outlay</i>					
8550100	Equipment - Other	303,110	65,820	233,239	233,239
8560100	Equipment - Motor Vehicles	2,091,304	2,740,000	2,709,933	2,709,933
8587200	Subscription Asset	77,702	0	0	0
Total	<i>Capital Outlay</i>	2,472,116	2,805,820	2,943,172	2,943,172

Fire

Natural Account		Description	Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Transfers to Other Funds</i>						
8926100	Transfer to Fed'l & St Asst		1,502	0	0	0
8941100	Transfer to General Govt Fd		0	0	51,080	51,080
8944100	Transfer to Public Safety Fd		79,200	100,000	0	0
Total Transfers to Other Funds			80,702	100,000	51,080	51,080
<i>Other Charges</i>						
8891100	Cost Redistribution		-75,000	-75,000	-75,000	-75,000
8603100	Employee Appreciation		3,209	11,949	13,100	13,100
8610400	Miscellaneous		0	10,000	5,000	5,000
8612100	Community Relations		0	1,075	1,075	1,075
8615100	Indirect Cost Allocation		111,700	120,000	123,600	123,600
Total Other Charges			39,909	68,024	67,775	67,775
Total Uses			32,412,753	35,222,004	35,831,905	35,831,905

Parks, Recreation, & Maintenance

Natural Account	Description	Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Uses</i>					
<i>Personnel Services</i>					
8132010	Life Insurance	1,132	2,553	3,012	3,012
8111000	Salaries & Wages - Regular	6,522,693	8,100,407	8,255,874	8,255,874
8140100	Temporary Services	562,684	833,817	949,749	949,749
8133010	Dental Insurance	58,571	63,526	67,734	67,734
8131010	Medical Insurance	1,258,108	1,356,837	1,517,094	1,517,094
8122070	401K Non-Sworn	64,052	81,005	82,575	82,575
8122010	General	761,488	1,018,466	1,097,414	1,097,414
8121000	Social Security	540,040	745,727	781,417	781,417
8115000	Temporary/Seasonal Pay	592,274	1,398,850	1,678,458	1,678,458
8114000	Other Pay	17,121	0	0	0
8113000	Longevity Pay	188,651	215,749	189,999	189,999
8112000	Salaries & Wages - OT	62,594	101,068	94,200	94,200
8137010	Workers' Compensation	199,264	252,602	275,919	275,919
Total Personnel Services		10,828,672	14,170,607	14,993,445	14,993,445
<i>Operating Expenditures</i>					
8201600	Stormwater Fees	100,011	105,279	100,581	100,581
8231100	Building Maintenance	834,040	716,899	889,294	889,294
8244100	Vehicle Expenditure - Other	8,995	11,240	11,450	11,450
8242100	Vehicle Parts	3,750	0	2,900	2,900
8241110	Fleet Mainenance Charges	854,331	735,980	918,532	918,532
8237100	Software License/Data Storage Fees	22,322	32,470	36,138	36,138
8233100	Maintenance - Equipment	48,817	44,300	44,300	44,300
8232100	Maintenance - Leased Fac	14,517	13,000	15,600	15,600
8213100	Food	27,409	41,240	41,056	41,056
8212020	Uniform Rentals	29,656	36,504	36,401	36,401
8212010	Uniform Purchases	19,771	13,795	16,051	16,051
8211300	Small Computer Equipment	14,898	1,774	0	0
8211200	Small Equipment-Not Computer	48,868	9,597	0	0
8211000	Supplies - Regular	974,891	884,000	1,019,499	1,019,499
8251200	Data Connectivity	11,685	17,100	28,649	28,649
8201500	Utilities	1,594,981	1,823,241	2,051,252	2,051,252
8211100	Supplies - One-time	7,356	2,000	23,601	23,601
8245100	Vehicle Fuel	334,561	332,000	370,000	370,000
8251300	Video Programming	52	0	62	62
8252100	Postage	459	732	693	693
8253100	Printing	4,415	6,184	11,204	11,204
8254100	Advertising	20,831	16,000	17,475	17,475
8255100	Photo Copier	24,810	37,959	21,745	21,745
8261100	Local Mileage	0	550	240	240
8263100	Travel, Training & Conferences	41,740	44,093	63,324	63,324
8270100	Memberships & Dues	6,133	8,504	9,512	9,512
8285100	Insurance Premiums	0	32,758	47,843	47,843
8285101	Risk Management Overhead Alloc	40,803	0	0	0
8286100	Claim Settlements	0	2,500	2,500	2,500
8291100	Rents	147,191	159,346	154,320	154,320
8251100	Telephone	117,990	136,978	104,165	104,165
Total Operating Expenditures		5,355,283	5,266,023	6,038,387	6,038,387
<i>Contract Services</i>					
8430100	Medical Services	210	455	590	590
8490100	Other Contract Services	1,355,732	1,538,786	1,436,431	1,436,431
Total Contract Services		1,355,942	1,539,241	1,437,021	1,437,021
<i>Capital Outlay</i>					
8530100	Improvements - Other	6,735	70	0	0
8550100	Equipment - Other	244,846	539,000	644,976	644,976
8560100	Equipment - Motor Vehicles	669,594	1,520,500	456,498	456,498

Parks, Recreation, & Maintenance

Natural Account	Description	Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Capital Outlay</i>					
8587200	Subscription Asset	316,904	0	0	0
Total	<i>Capital Outlay</i>	1,238,079	2,059,570	1,101,474	1,101,474
<i>Transfers to Other Funds</i>					
8941100	Transfer to General Govt Fd	354,144	0	0	0
8945100	Transfer to Rec/Cult Fd	1,790,000	96,000	2,136,348	2,136,348
8931100	Transfer to P&R Bond Fund	713,000	0	0	0
8912100	Transfer to CIP Fund	1,943,938	3,121,269	2,972,625	2,972,625
Total	<i>Transfers to Other Funds</i>	4,801,082	3,217,269	5,108,973	5,108,973
<i>Other Charges</i>					
8891100	Cost Redistribution	1	0	0	0
8607100	Penalties and Fines	200	0	0	0
8610400	Miscellaneous	0	0	30,000	30,000
8612100	Community Relations	0	45	45	45
8615100	Indirect Cost Allocation	60,000	60,000	60,000	60,000
8640100	Not-for-Profit Payments	179,250	179,250	229,250	229,250
8603100	Employee Appreciation	2,556	3,400	3,150	3,150
Total	<i>Other Charaes</i>	242,007	242,695	322,445	322,445
Total	Uses	23,821,065	26,495,405	29,001,745	29,001,745

Natural Account	Description	Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Uses</i>					
<i>Personnel Services</i>					
8131010	Medical Insurance	4,123,126	4,738,751	5,525,458	5,525,458
8140100	Temporary Services	73,149	60,000	0	0
8137010	Workers' Compensation	845,581	849,338	974,819	974,819
8135010	Clothing Allowance	114,049	100,495	113,329	113,329
8111000	Salaries & Wages - Regular	28,913,491	29,953,271	33,619,229	33,619,229
8132010	Life Insurance	2,994	6,513	7,309	7,309
8122070	401K Non-Sworn	63,532	73,951	82,023	82,023
8122040	Separation Allowance	2,626,777	2,803,868	3,342,228	3,342,228
8122030	401K	1,175,185	1,183,063	1,356,428	1,356,428
8112000	Salaries & Wages - OT	1,934,176	1,223,880	2,232,675	2,232,675
8122010	General	833,263	932,346	1,140,160	1,140,160
8121000	Social Security	2,300,181	2,393,651	2,709,780	2,709,780
8117000	Court Pay	17,377	0	0	0
8115000	Temporary/Seasonal Pay	130,289	0	0	0
8114000	Other Pay	63,000	45,668	42,468	42,468
8113000	Longevity Pay	201,146	234,064	209,366	209,366
8122020	Law Enforcement	2,800,841	3,099,651	3,825,114	3,825,114
8133010	Dental Insurance	206,206	224,495	251,518	251,518
Total Personnel Services		46,424,363	47,923,005	55,431,904	55,431,904
<i>Operating Expenditures</i>					
8233100	Maintenance - Equipment	633,195	711,441	837,533	837,533
8213100	Food	11,832	17,410	16,175	16,175
8212010	Uniform Purchases	428,201	430,489	414,295	414,295
8211300	Small Computer Equipment	29,812	89,562	0	0
8211200	Small Equipment-Not Computer	283,279	243,509	0	0
8211100	Supplies - One-time	6,952	12,076	2,380	2,380
8201500	Utilities	284,967	318,175	336,500	336,500
8244100	Vehicle Expenditure - Other	39,327	83,000	83,000	83,000
8211000	Supplies - Regular	489,980	515,673	481,551	481,551
8286100	Claim Settlements	1,910	0	0	0
8237100	Software License/Data Storage Fees	1,089,959	1,240,287	790,881	790,881
8291100	Rents	895,817	916,044	937,932	937,932
8241110	Fleet Maintenance Charges	1,406,178	1,318,055	1,533,600	1,533,600
8285100	Insurance Premiums	4,544	2,500	2,500	2,500
8270100	Memberships & Dues	9,846	7,786	7,865	7,865
8269100	Travel Advance	1,815	0	0	0
8263100	Travel, Training & Conferences	235,688	237,361	248,246	248,246
8254100	Advertising	16,526	19,701	17,965	17,965
8253100	Printing	11,928	11,710	8,401	8,401
8252100	Postage	9,681	10,020	6,578	6,578
8251200	Data Connectivity	383,349	376,441	249,981	249,981
8251100	Telephone	318,282	284,800	195,650	195,650
8245100	Vehicle Fuel	1,116,318	973,700	1,097,300	1,097,300
8255100	Photo Copier	50,950	65,746	39,777	39,777
Total Operating Expenditures		7,760,336	7,885,486	7,308,110	7,308,110
<i>Contract Services</i>					
8430100	Medical Services	118,503	139,392	117,348	117,348
8490100	Other Contract Services	694,306	574,223	818,940	818,940
Total Contract Services		812,809	713,615	936,288	936,288
<i>Capital Outlay</i>					
8550100	Equipment - Other	838,751	30,819	0	0
8560100	Equipment - Motor Vehicles	263,422	1,585,500	1,951,883	1,951,883
8587200	Subscription Asset	3,456,494	0	0	0
Total Capital Outlay		4,558,667	1,616,319	1,951,883	1,951,883

Police

Natural Account		Description	Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Transfers to Other Funds</i>						
8926100		Transfer to Fed'l & St Asst	12,151	12,151	16,430	16,430
8941100		Transfer to General Govt Fd	0	0	64,406	64,406
8944100		Transfer to Public Safety Fd	201,960	268,351	0	0
Total Transfers to Other Funds			214,111	280,502	80,836	80,836
<i>Other Charges</i>						
8640100		Not-for-Profit Payments	10,000	3,000	3,000	3,000
8603100		Employee Appreciation	16,859	16,775	13,210	13,210
8609100		Confidential & Evidence Funds	100,000	100,000	100,000	100,000
8610400		Miscellaneous	712	462,115	541,622	541,622
8612100		Community Relations	17,631	20,343	21,360	21,360
Total Other Charaes			145,202	602,233	679,192	679,192
Total Uses			59,915,488	59,021,160	66,388,213	66,388,213

Public Services

Natural Account	Description	Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Uses</i>					
<i>Personnel Services</i>					
8132010	Life Insurance	6,942	8,529	8,775	8,775
8111000	Salaries & Wages - Regular	7,832,419	9,878,469	10,639,529	10,639,529
8140100	Temporary Services	273,165	241,961	270,529	270,529
8138010	Accrued Compensated Absences	20,669	0	0	0
8133010	Dental Insurance	68,394	78,064	84,979	84,979
8131040	Net OPEB Expenditure	-110,191	0	0	0
8131030	Net OPEB Expense	663,310	0	0	0
8131010	Medical Insurance	1,425,225	1,689,290	1,956,991	1,956,991
8122920	Pension Expense	326,527	0	0	0
8113000	Longevity Pay	160,249	188,332	164,308	164,308
8122070	401K Non-Sworn	78,245	98,228	105,443	105,443
8122010	General	956,250	1,241,429	1,409,248	1,409,248
8121000	Social Security	601,623	784,222	843,579	843,579
8115000	Temporary/Seasonal Pay	4,002	0	0	0
8114000	Other Pay	1,202	0	0	0
8122910	Pension Expenditure Offset	-505,538	0	0	0
8137010	Workers' Compensation	225,665	277,015	297,967	297,967
8112000	Salaries & Wages - OT	368,201	192,881	327,671	327,671
Total Personnel Services		12,396,359	14,678,420	16,109,019	16,109,019
<i>Operating Expenditures</i>					
8235100	Maintenance - Stormwater	4,636	16,000	7,000	7,000
8236100	Maintenance - Parking Lots	0	6,000	0	0
8237100	Software License/Data Storage Fees	125,337	185,099	191,613	191,613
8241110	Fleet Maintenance Charges	2,935,828	3,190,755	3,323,360	3,323,360
8242100	Vehicle Parts	2,541	33,800	16,500	16,500
8244100	Vehicle Expenditure - Other	72,533	63,725	88,750	88,750
8251100	Telephone	52,686	64,497	48,345	48,345
8233100	Maintenance - Equipment	17,107	24,502	25,080	25,080
8201500	Utilities	402,843	437,300	456,300	456,300
8245100	Vehicle Fuel	997,877	816,346	1,136,600	1,136,600
8231100	Building Maintenance	24,349	62,390	82,915	82,915
8213100	Food	3,131	2,850	4,320	4,320
8212020	Uniform Rentals	39,759	46,173	48,240	48,240
8212010	Uniform Purchases	7,669	18,419	12,117	12,117
8211300	Small Computer Equipment	85,459	40,650	5,326	5,326
8211200	Small Equipment-Not Computer	6,138	3,000	6,000	6,000
8211100	Supplies - One-time	3,155,484	5,000	2,500	2,500
8201600	Stormwater Fees	648	652	648	648
8253100	Printing	6,925	7,820	16,928	16,928
8211000	Supplies - Regular	609,696	860,295	929,986	929,986
8285101	Risk Management Overhead Alloc	88,188	0	0	0
8291100	Rents	515,380	51,450	64,750	64,750
8252100	Postage	2,668	3,690	4,454	4,454
8286100	Claim Settlements	15,871	110,000	80,000	80,000
8285100	Insurance Premiums	0	78,603	126,408	126,408
8270100	Memberships & Dues	13,819	15,618	15,633	15,633
8269100	Travel Advance	-30	0	0	0
8263100	Travel, Training & Conferences	34,657	90,746	72,441	72,441
8255100	Photo Copier	745	19,060	16,771	16,771
8254100	Advertising	98,907	188,918	193,486	193,486
8251200	Data Connectivity	30,741	42,203	38,044	38,044
8287100	Damage Expenditure	898	3,500	2,000	2,000
Total Operating Expenditures		9,352,490	6,489,061	7,016,515	7,016,515
<i>Contract Services</i>					
8410100	Accounting, Auditing & Legal	10,912	202,200	202,200	202,200

Public Services

Natural Account		Description	Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Contract Services</i>						
8430100	Medical Services		2,841	3,824	4,674	4,674
8450100	Credit Card Fees		34,212	25,804	39,577	39,577
8490100	Other Contract Services		5,452,299	5,328,439	4,788,850	4,788,850
8440100	Service Charges		2,873	2,494	1,300	1,300
Total Contract Services			5,503,137	5,562,761	5,036,601	5,036,601
<i>Capital Outlay</i>						
8550100	Equipment - Other		959,164	302,347	78,622	78,622
8560100	Equipment - Motor Vehicles		2,367,571	2,998,000	2,126,998	2,126,998
8510100	Land		22,075	0	0	0
8587200	Subscription Asset		65,507	0	0	0
Total Capital Outlay			3,414,317	3,300,347	2,205,620	2,205,620
<i>Transfers to Other Funds</i>						
8968100	Transfer to Solid Waste Cap Proj Fd		0	137,289	0	0
8911100	Transfer to General Fund		158,726	158,726	158,726	158,726
8941100	Transfer to General Govt Fd		79,250	155,000	0	0
8943100	Transfer to Environmental Prot		0	137,500	62,500	62,500
8945100	Transfer to Rec/Cult Fd		525,000	0	100,000	100,000
8946100	Transfer to Transp Fd		8,084,947	5,350,000	8,624,540	8,624,540
8947100	Transfer to Stormwater Fd		4,591,922	9,368,500	12,495,770	12,495,770
Total Transfers to Other Funds			13,439,845	15,307,015	21,441,536	21,441,536
<i>Debt Service</i>						
8710100	Principal Payments		1,300,696	2,006,507	2,032,593	2,032,593
8720100	Interest Expense		153,589	142,588	105,062	105,062
Total Debt Service			1,454,285	2,149,095	2,137,655	2,137,655
<i>Other Charges</i>						
8891100	Cost Redistribution		75,000	75,000	75,000	75,000
8603100	Employee Appreciation		5,234	16,780	15,580	15,580
8604100	Depreciation		2,526,756	0	0	0
8608100	Bad Debt Expense		14,687	0	0	0
8610400	Miscellaneous		0	0	134,702	134,702
8611100	Amortization		13,441	0	0	0
8615100	Indirect Cost Allocation		1,154,854	1,162,100	1,148,516	1,148,516
8630100	Annexation Payments		3,008	3,715	3,859	3,859
8810100	Inventory		30,551	0	0	0
Total Other Charges			3,823,531	1,257,595	1,377,657	1,377,657
Total Uses			49,383,964	48,744,294	55,324,603	55,324,603

Natural Account	Description	Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Uses</i>					
<i>Personnel Services</i>					
8137010	Workers' Compensation	130,445	170,278	175,510	175,510
8111000	Salaries & Wages - Regular	3,817,538	5,534,953	5,380,279	5,380,279
8138010	Accrued Compensated Absences	47,827	0	0	0
8133010	Dental Insurance	40,405	51,057	43,764	43,764
8132010	Life Insurance	4,529	5,373	5,466	5,466
8131040	Net OPEB Expenditure	-73,196	0	0	0
8131030	Net OPEB Expense	262,278	0	0	0
8131010	Medical Insurance	774,076	1,097,897	1,163,520	1,163,520
8122920	Pension Expense	338,849	0	0	0
8113000	Longevity Pay	36,142	45,547	39,809	39,809
8140100	Temporary Services	111,204	57,000	57,000	57,000
8122910	Penstion Expenditure Offset	-524,615	0	0	0
8112000	Salaries & Wages - OT	902,433	720,121	783,684	783,684
8114000	Other Pay	2,407	660	0	0
8115000	Temporary/Seasonal Pay	79,424	34,511	38,315	38,315
8121000	Social Security	356,197	484,635	455,565	455,565
8122010	General	540,839	762,457	830,378	830,378
8122070	401K Non-Sworn	38,039	54,964	56,260	56,260
Total	Personnel Services	6,884,821	9,019,453	9,029,550	9,029,550
<i>Operating Expenditures</i>					
8242100	Vehicle Parts	382,751	634,685	423,350	423,350
8201600	Stormwater Fees	3,340	3,240	3,240	3,240
8212020	Uniform Rentals	22,430	27,724	31,289	31,289
8233100	Maintenance - Equipment	26,838	18,975	39,799	39,799
8231100	Building Maintenance	88,827	67,800	80,000	80,000
8213100	Food	1,424	1,000	1,400	1,400
8237100	Software License/Data Storage Fees	86,095	119,619	121,661	121,661
8212010	Uniform Purchases	11,282	5,930	10,662	10,662
8211300	Small Computer Equipment	54,317	4,200	0	0
8211200	Small Equipment-Not Computer	6,216	1,650	0	0
8211000	Supplies - Regular	102,594	96,700	112,750	112,750
8201500	Utilities	85,838	117,239	115,500	115,500
8251100	Telephone	17,656	25,005	14,812	14,812
8211100	Supplies - One-time	437	0	3,500	3,500
8244100	Vehicle Expenditure - Other	139,940	254,540	285,913	285,913
8251200	Data Connectivity	2,667	0	6,714	6,714
8252100	Postage	2,437	2,710	2,390	2,390
8253100	Printing	6,779	26,950	6,550	6,550
8254100	Advertising	31,595	33,800	39,408	39,408
8255100	Photo Copier	-3,902	8,353	8,403	8,403
8263100	Travel, Training & Conferences	350	18,100	18,700	18,700
8270100	Memberships & Dues	4,665	5,500	6,652	6,652
8285100	Insurance Premiums	0	161,454	122,012	122,012
8285101	Risk Management Overhead Alloc	124,429	0	0	0
8286100	Claim Settlements	90,049	50,000	100,000	100,000
8291100	Rents	0	0	600	600
8245100	Vehicle Fuel	990,787	865,126	1,107,400	1,107,400
Total	Operating Expenditures	2,279,841	2,550,300	2,662,705	2,662,705
<i>Contract Services</i>					
8440100	Service Charges	600	0	0	0
8450100	Credit Card Fees	6,874	5,500	13,200	13,200
8490100	Other Contract Services	621,967	594,616	390,380	390,380
8410100	Accounting, Auditing & Legal	0	500	500	500
8430100	Medical Services	5,227	9,100	9,485	9,485
Total	Contract Services	634,668	609,716	413,565	413,565

Transit

Natural Account	Description	Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Capital Outlay</i>					
8560100	Equipment - Motor Vehicles	-3,101	16,048	16,000	16,000
Total Capital Outlay		-3,101	16,048	16,000	16,000
<i>Transfers to Other Funds</i>					
8962100	Transfer to Transit Cap Proj Fd	0	380,425	734,650	734,650
8963100	Transfer to Transit Sp Revenue Fd	0	60,000	60,000	60,000
Total Transfers to Other Funds		0	440,425	794,650	794,650
<i>Debt Service</i>					
8720100	Interest Expense	1,952	0	0	0
Total Debt Service		1,952	0	0	0
<i>Other Charges</i>					
8604100	Depreciation	1,542,571	0	0	0
8891100	Cost Redistribution	-272,234	-263,600	-265,400	-265,400
8860100	Vehicle Parts	357	0	0	0
8810100	Inventory	-23,032	0	0	0
8615100	Indirect Cost Allocation	756,822	941,500	802,900	802,900
8612100	Community Relations	0	400	5,000	5,000
8611100	Amortization	43,094	0	0	0
8605100	Loss on Sale of Fixed Assets	23,006	0	0	0
8603100	Employee Appreciation	8,045	10,800	11,000	11,000
8893100	Transit Fleet Maintenance	0	0	0	0
8608100	Bad Debt Expense	17,338	0	0	0
Total Other Charges		2,095,967	689,100	553,500	553,500
Total Uses		11,894,148	13,325,042	13,469,970	13,469,970

Budget & Evaluation

Natural Account	Description	Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Uses</i>					
<i>Personnel Services</i>					
8113000	Longevity Pay	2,943	0	0	0
8114000	Other Pay	875	781	420	420
8121000	Social Security	30,073	30,085	33,776	33,776
8122010	General	46,344	47,586	56,735	56,735
8122070	401K Non-Sworn	4,025	3,924	4,411	4,411
8131010	Medical Insurance	34,495	41,448	47,180	47,180
8132010	Life Insurance	36	57	62	62
8133010	Dental Insurance	2,046	1,959	2,148	2,148
8137010	Workers' Compensation	10,944	10,618	11,921	11,921
8140100	Temporary Services	3,597	0	0	0
8111000	Salaries & Wages - Regular	402,255	392,495	441,097	441,097
Total Personnel Services		537,633	528,953	597,750	597,750
<i>Operating Expenditures</i>					
8212010	Uniform Purchases	39	0	0	0
8211000	Supplies - Regular	264	900	757	757
8211300	Small Computer Equipment	1,877	0	0	0
8213100	Food	77	0	0	0
8237100	Software License/Data Storage Fees	4,646	4,972	7,945	7,945
8251100	Telephone	208	220	278	278
8253100	Printing	1,763	2,250	1,935	1,935
8254100	Advertising	0	430	315	315
8255100	Photo Copier	1,012	1,433	245	245
8263100	Travel, Training & Conferences	2,424	7,141	7,429	7,429
8270100	Memberships & Dues	150	250	710	710
8211200	Small Equipment-Not Computer	109	0	0	0
Total Operating Expenditures		12,569	17,596	19,614	19,614
<i>Contract Services</i>					
8490100	Other Contract Services	961	805	891	891
Total Contract Services		961	805	891	891
<i>Capital Outlay</i>					
8587200	Subscription Asset	12,922	0	0	0
Total Capital Outlay		12,922	0	0	0
<i>Other Charges</i>					
8612100	Community Relations	0	20	20	20
8603100	Employee Appreciation	169	125	95	95
Total Other Charges		169	145	115	115
Total Uses		564,254	547,499	618,370	618,370

City Attorney

Natural Account		Description	Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Uses</i>						
<i>Personnel Services</i>						
8131010	Medical Insurance		79,154	93,465	113,413	113,413
8140100	Temporary Services		17,797	0	0	0
8137010	Workers' Compensation		25,009	27,995	33,133	33,133
8111000	Salaries & Wages - Regular		897,773	1,000,730	1,189,626	1,189,626
8132010	Life Insurance		14	128	150	150
8122070	401K Non-Sworn		8,991	10,008	11,897	11,897
8122050	401A		12,057	12,579	13,399	13,399
8122010	General		106,624	125,460	157,685	157,685
8121000	Social Security		63,942	74,797	89,962	89,962
8114000	Other Pay		5,079	4,650	5,000	5,000
8113000	Longevity Pay		28,406	31,487	32,496	32,496
8133010	Dental Insurance		4,184	4,416	5,163	5,163
Total Personnel Services			1,249,030	1,385,715	1,651,924	1,651,924
<i>Operating Expenditures</i>						
8241110	Fleet Maintenance Charges		98	458	880	880
8211000	Supplies - Regular		53,746	51,894	47,841	47,841
8211100	Supplies - One-time		1,448	0	0	0
8211200	Small Equipment-Not Computer		163	0	0	0
8254100	Advertising		0	2,975	2,205	2,205
8270100	Memberships & Dues		4,217	5,190	5,540	5,540
8211300	Small Computer Equipment		1,999	397	0	0
8255100	Photo Copier		2,639	3,719	2,015	2,015
8213100	Food		230	300	2,235	2,235
8253100	Printing		367	480	343	343
8252100	Postage		1,528	2,020	1,570	1,570
8251200	Data Connectivity		342	470	488	488
8251100	Telephone		740	640	659	659
8245100	Vehicle Fuel		171	200	200	200
8263100	Travel, Training & Conferences		7,741	15,308	14,866	14,866
Total Operating Expenditures			75,429	84,051	78,842	78,842
<i>Contract Services</i>						
8410100	Accounting, Auditing & Legal		358,480	353,699	332,359	332,359
8490100	Other Contract Services		19,798	26,600	26,600	26,600
Total Contract Services			378,278	380,299	358,959	358,959
<i>Capital Outlay</i>						
8581100	Rights-of-Way		156	1,000	0	0
8587200	Subscription Asset		33,700	0	0	0
Total Capital Outlay			33,856	1,000	0	0
<i>Other Charges</i>						
8612100	Community Relations		0	99	99	99
8603100	Employee Appreciation		729	300	245	245
Total Other Charges			729	399	344	344
Total Uses			1,737,322	1,851,464	2,090,069	2,090,069

City Manager's Office

Natural Account	Description	Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Uses</i>					
<i>Personnel Services</i>					
8132010	Life Insurance	131	221	239	239
8140100	Temporary Services	6,710	0	0	0
8111000	Salaries & Wages - Regular	1,745,151	1,772,636	1,882,456	1,882,456
8133010	Dental Insurance	6,718	7,643	8,179	8,179
8131010	Medical Insurance	122,874	161,731	179,647	179,647
8122070	401K Non-Sworn	17,179	17,727	18,826	18,826
8122050	401A	14,733	13,967	14,730	14,730
8122010	General	204,364	220,493	246,142	246,142
8121000	Social Security	122,850	124,371	137,182	137,182
8114000	Other Pay	12,555	11,605	12,480	12,480
8113000	Longevity Pay	35,486	38,011	20,553	20,553
8137010	Workers' Compensation	47,441	49,201	51,718	51,718
Total Personnel Services		2,336,192	2,417,606	2,572,152	2,572,152
<i>Operating Expenditures</i>					
8244100	Vehicle Expenditure - Other	135	50	100	100
8211000	Supplies - Regular	8,691	16,300	12,023	12,023
8211100	Supplies - One-time	2,824	0	250	250
8211200	Small Equipment-Not Computer	1,630	0	0	0
8211300	Small Computer Equipment	1,045	960	0	0
8213100	Food	4,759	7,800	7,050	7,050
8232100	Maintenance - Leased Fac	7,979	0	54,000	54,000
8263100	Travel, Training & Conferences	19,637	49,725	51,879	51,879
8291100	Rents	12,420	12,420	12,420	12,420
8237100	Software License/Data Storage Fees	6,007	12,382	12,660	12,660
8269100	Travel Advance	553	0	0	0
8241110	Fleet Maintenance Charges	3,995	3,476	7,440	7,440
8255100	Photo Copier	3,283	4,551	2,775	2,775
8254100	Advertising	0	1,677	2,070	2,070
8253100	Printing	1,807	2,920	2,062	2,062
8252100	Postage	344	430	298	298
8251200	Data Connectivity	0	0	1,839	1,839
8251100	Telephone	11,933	10,960	8,624	8,624
8245100	Vehicle Fuel	1,905	1,260	2,300	2,300
8270100	Memberships & Dues	8,009	15,215	18,315	18,315
Total Operating Expenditures		96,956	140,126	196,105	196,105
<i>Contract Services</i>					
8410100	Accounting, Auditing & Legal	0	10,000	15,000	15,000
8490100	Other Contract Services	104,226	152,805	144,257	144,257
Total Contract Services		104,226	162,805	159,257	159,257
<i>Capital Outlay</i>					
8587200	Subscription Asset	41,942	0	0	0
Total Capital Outlay		41,942	0	0	0
<i>Other Charges</i>					
8891100	Cost Redistribution	0	12,650	12,650	12,650
8603100	Employee Appreciation	2,587	625	550	550
8610400	Miscellaneous	0	100,000	0	0
8612100	Community Relations	1,156	2,150	4,200	4,200
Total Other Charges		3,743	115,425	17,400	17,400
Total Uses		2,583,059	2,835,962	2,944,914	2,944,914

Finance

Natural Account	Description	Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Uses</i>					
<i>Personnel Services</i>					
8137010	Workers' Compensation	65,508	96,220	102,562	102,562
8111000	Salaries & Wages - Regular	2,323,760	3,553,347	3,815,778	3,815,778
8138010	Accrued Compensated Absences	15,975	0	0	0
8134010	Tool Allowance	0	10,800	13,200	13,200
8133010	Dental Insurance	15,148	24,820	25,505	25,505
8132010	Life Insurance	879	904	923	923
8131040	Net OPEB Expenditure	-2,378	0	0	0
8131030	Net OPEB Expense	-5,204	0	0	0
8131010	Medical Insurance	293,315	524,152	549,321	549,321
8113000	Longevity Pay	8,161	9,841	7,894	7,894
8140100	Temporary Services	179,190	5,000	56,722	56,722
8122920	Pension Expense	77,011	0	0	0
8112000	Salaries & Wages - OT	94,450	50,000	50,000	50,000
8114000	Other Pay	3,785	395	0	0
8121000	Social Security	179,397	272,564	290,586	290,586
8122010	General	276,627	431,196	482,322	482,322
8122070	401K Non-Sworn	22,875	35,536	37,409	37,409
8122910	Pension Expenditure Offset	-119,231	0	0	0
Total Personnel Services		3,429,268	5,014,775	5,432,222	5,432,222
<i>Operating Expenditures</i>					
8244100	Vehicle Expenditure - Other	53,860	66,000	39,800	39,800
8211000	Supplies - Regular	26,341	31,168	30,094	30,094
8213100	Food	1,094	0	100	100
8241110	Fleet Maintenance Charges	2,269,098	2,300,027	2,171,914	2,171,914
8237100	Software License/Data Storage Fees	190,532	278,104	152,607	152,607
8232100	Maintenance - Leased Fac	0	0	9,373	9,373
8242100	Vehicle Parts	1,780,327	1,500,000	1,475,000	1,475,000
8212020	Uniform Rentals	13,894	23,400	23,400	23,400
8212010	Uniform Purchases	3,769	3,000	5,000	5,000
8211300	Small Computer Equipment	36,162	45,756	0	0
8211100	Supplies - One-time	5,023	5,000	28,265	28,265
8201500	Utilities	29,520	46,368	47,100	47,100
8252100	Postage	12,585	12,840	11,965	11,965
8211200	Small Equipment-Not Computer	26,426	4,000	0	0
8281100	Administrative Fees	109,384	117,000	117,000	117,000
8251100	Telephone	4,441	5,020	8,959	8,959
8289100	IBNR & RBNP Claims	-896,254	0	0	0
8287100	Damage Expenditure	85,385	50,000	150,000	150,000
8286100	Claim Settlements	433,005	522,000	522,000	522,000
8285101	Risk Management Overhead Alloc	3,182	0	0	0
8285100	Insurance Premiums	1,502,749	1,928,069	2,091,223	2,091,223
8245100	Vehicle Fuel	2,282	3,000	1,700	1,700
8284100	Benefit Payments	1,291,134	1,310,000	1,500,000	1,500,000
8291100	Rents	30,843	220,856	218,200	218,200
8270100	Memberships & Dues	2,110	6,213	11,108	11,108
8263100	Travel, Training & Conferences	17,234	46,692	47,594	47,594
8255100	Photo Copier	14,107	18,031	11,090	11,090
8254100	Advertising	1,950	2,500	1,600	1,600
8253100	Printing	5,264	5,890	4,200	4,200
8284500	Stop Loss Insurance Recoveries	-11,666	0	0	0
Total Operating Expenditures		7,043,781	8,550,934	8,679,292	8,679,292
<i>Contract Services</i>					
8490100	Other Contract Services	809,441	653,018	1,272,020	1,272,020
8410100	Accounting, Auditing & Legal	88,225	122,286	122,286	122,286
8430100	Medical Services	22,693	25,800	23,000	23,000

Natural Account	Description	Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Contract Services</i>					
Total	<i>Contract Services</i>	920,359	801,104	1,417,306	1,417,306
<i>Capital Outlay</i>					
8530100	Improvements - Other	0	66,262	0	0
8550100	Equipment - Other	0	0	33,110	33,110
8560100	Equipment - Motor Vehicles	0	125,000	0	0
8587200	Subscription Asset	184,113	0	0	0
Total	<i>Capital Outlay</i>	184,113	191,262	33,110	33,110
<i>Transfers to Other Funds</i>					
8941100	Transfer to General Govt Fd	447,807	0	62,500	62,500
Total	<i>Transfers to Other Funds</i>	447,807	0	62,500	62,500
<i>Debt Service</i>					
8720100	Interest Expense	84,369	0	0	0
Total	<i>Debt Service</i>	84,369	0	0	0
<i>Other Charges</i>					
8860100	Vehicle Parts	317,598	0	0	0
8615100	Indirect Cost Allocation	332,433	58,900	352,700	352,700
8612100	Community Relations	0	270	288	288
8611100	Amortization	161,051	0	0	0
8610400	Miscellaneous	0	213,834	194,650	194,650
8603100	Employee Appreciation	69	724	1,285	1,285
8891100	Cost Redistribution	0	-12,650	-12,650	-12,650
8604100	Depreciation	19,258	0	0	0
Total	<i>Other Charaes</i>	830,409	261,078	536,273	536,273
Total	Uses	12,940,106	14,819,153	16,160,703	16,160,703

Human Resources Development

Natural Account	Description	Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Uses</i>					
<i>Personnel Services</i>					
8131040	Net OPEB Expenditure	-661	0	0	0
8111000	Salaries & Wages - Regular	1,146,679	1,244,826	1,332,739	1,332,739
8137010	Workers' Compensation	31,406	34,148	36,707	36,707
8132010	Life Insurance	136	216	231	231
8131030	Net OPEB Expense	-1,621	0	0	0
8131010	Medical Insurance	128,145	156,837	172,390	172,390
8122920	Pension Expense	6,162	0	0	0
8122070	401K Non-Sworn	11,215	12,451	13,330	13,330
8122010	General	132,300	36,270	174,683	174,683
8113000	Longevity Pay	16,584	19,420	21,184	21,184
8121000	Social Security	84,600	96,740	103,995	103,995
8114000	Other Pay	420	412	5,460	5,460
8122910	Pension Expenditure Offset	-9,539	0	0	0
8133010	Dental Insurance	7,217	7,412	7,850	7,850
Total Personnel Services		1,553,043	1,608,732	1,868,569	1,868,569
<i>Operating Expenditures</i>					
8211000	Supplies - Regular	10,385	15,206	12,950	12,950
8233100	Maintenance - Equipment	32,435	1,394	1,309	1,309
8213100	Food	1,139	5,200	5,415	5,415
8212020	Uniform Rentals	-2,465	0	140	140
8212010	Uniform Purchases	19,621	28,917	28,850	28,850
8211100	Supplies - One-time	19,890	138,757	24,500	24,500
8251100	Telephone	2,246	2,490	2,605	2,605
8252100	Postage	636	1,875	1,754	1,754
8211300	Small Computer Equipment	7,105	0	0	0
8284500	Stop Loss Insurance Recoveries	-1,043,228	0	0	0
8289100	IBNR & RBNP Claims	-1,406	0	0	0
8237100	Software License/Data Storage Fees	42,439	51,863	54,532	54,532
8285100	Insurance Premiums	1,748,024	1,826,235	2,550,537	2,550,537
8284100	Benefit Payments	15,958,901	17,148,000	18,527,000	18,527,000
8281100	Administrative Fees	1,067,165	1,162,842	1,236,500	1,236,500
8270100	Memberships & Dues	11,244	17,530	28,670	28,670
8262100	Internal Development	88,650	65,537	26,250	26,250
8261100	Local Mileage	0	732	663	663
8285101	Risk Management Overhead Alloc	454	0	0	0
8255100	Photo Copier	5,533	6,707	3,944	3,944
8254100	Advertising	3,123	3,915	2,895	2,895
8253100	Printing	3,659	3,648	3,911	3,911
8263100	Travel, Training & Conferences	3,915	16,772	10,091	10,091
Total Operating Expenditures		17,979,465	20,497,620	22,522,516	22,522,516
<i>Contract Services</i>					
8430100	Medical Services	39,436	55,313	64,566	64,566
8490100	Other Contract Services	282,951	268,301	266,451	266,451
Total Contract Services		322,387	323,614	331,017	331,017
<i>Capital Outlay</i>					
8587200	Subscription Asset	70,678	0	0	0
Total Capital Outlay		70,678	0	0	0
<i>Transfers to Other Funds</i>					
8911100	Transfer to General Fund	1,515,000	1,222,000	1,083,000	1,083,000
8941100	Transfer to General Govt Fd	28,500	0	0	0
Total Transfers to Other Funds		1,543,500	1,222,000	1,083,000	1,083,000
<i>Other Charges</i>					
8612100	Community Relations	1,740	1,825	2,525	2,525
8603100	Employee Appreciation	34,912	53,750	58,448	58,448
8610100	Other Charges	6,947	0	9,000	9,000

Human Resources Development

Natural Account		Description	Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Other Charges</i>						
8610400		Miscellaneous	0	8,000	131,591	131,591
Total	<i>Other Charges</i>		43,599	63,575	201,564	201,564
Total	Uses		21,512,672	23,715,541	26,006,666	26,006,666

Information Technology

Natural Account	Description	Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Uses</i>					
<i>Personnel Services</i>					
8132010	Life Insurance	104	324	347	347
8111000	Salaries & Wages - Regular	1,815,736	2,132,499	2,248,083	2,248,083
8140100	Temporary Services	162,954	0	0	0
8133010	Dental Insurance	9,931	11,140	11,976	11,976
8131010	Medical Insurance	194,613	235,689	263,116	263,116
8122070	401K Non-Sworn	18,157	21,325	22,481	22,481
8122010	General	210,530	261,805	292,835	292,835
8121000	Social Security	136,293	165,075	176,720	176,720
8115000	Temporary/Seasonal Pay	0	31,200	31,200	31,200
8114000	Other Pay	5,622	0	0	0
8113000	Longevity Pay	25,986	31,183	30,790	30,790
8112000	Salaries & Wages - OT	113	0	0	0
8137010	Workers' Compensation	49,717	58,420	62,372	62,372
Total Personnel Services		2,629,756	2,948,660	3,139,920	3,139,920
<i>Operating Expenditures</i>					
8237100	Software License/Data Storage Fees	2,688,533	2,920,996	3,112,191	3,112,191
8233100	Maintenance - Equipment	35,762	13,000	23,600	23,600
8211000	Supplies - Regular	16,220	13,000	10,929	10,929
8211100	Supplies - One-time	3,177	3,000	3,500	3,500
8211300	Small Computer Equipment	60,140	73,775	30,112	30,112
8212010	Uniform Purchases	1,545	1,600	1,345	1,345
8213100	Food	775	1,700	1,485	1,485
8262100	Internal Development	0	0	39,855	39,855
8231100	Building Maintenance	10,988	0	45,600	45,600
8263100	Travel, Training & Conferences	33,050	31,374	41,846	41,846
8255100	Photo Copier	2,167	2,687	986	986
8254100	Advertising	0	2,060	1,490	1,490
8253100	Printing	367	560	497	497
8252100	Postage	163	570	189	189
8251200	Data Connectivity	116,572	122,900	124,776	124,776
8251100	Telephone	69,740	73,370	64,442	64,442
8245100	Vehicle Fuel	0	300	0	0
8241110	Fleet Mainenance Charges	3,574	4,729	5,200	5,200
8270100	Memberships & Dues	63,113	38,482	54,333	54,333
Total Operating Expenditures		3,105,886	3,304,103	3,562,376	3,562,376
<i>Contract Services</i>					
8490100	Other Contract Services	701,020	669,026	920,993	920,993
Total Contract Services		701,020	669,026	920,993	920,993
<i>Capital Outlay</i>					
8560100	Equipment - Motor Vehicles	0	0	49,164	49,164
8587200	Subscription Asset	6,709,395	0	0	0
Total Capital Outlay		6,709,395	0	49,164	49,164
<i>Transfers to Other Funds</i>					
8941100	Transfer to General Govt Fd	1,471,314	675,200	1,551,963	1,551,963
8944100	Transfer to Public Safety Fd	147,750	20,000	0	0
Total Transfers to Other Funds		1,619,064	695,200	1,551,963	1,551,963
<i>Other Charges</i>					
8612100	Community Relations	0	45	45	45
8603100	Employee Appreciation	3,021	4,500	3,375	3,375
8610400	Miscellaneous	0	0	2,000	2,000
Total Other Charaes		3,021	4,545	5,420	5,420
Total	Uses	14,768,142	7,621,534	9,229,836	9,229,836

Marketing & Communications

Natural Account	Description	Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Uses</i>					
<i>Personnel Services</i>					
8137010	Workers' Compensation	13,162	14,939	15,694	15,694
8111000	Salaries & Wages - Regular	483,779	548,544	576,520	576,520
8140100	Temporary Services	4,102	0	0	0
8133010	Dental Insurance	3,054	3,072	3,304	3,304
8132010	Life Insurance	1	89	96	96
8131010	Medical Insurance	59,111	65,017	72,584	72,584
8122070	401K Non-Sworn	4,724	5,485	5,766	5,766
8122010	General	55,750	66,946	74,693	74,693
8121000	Social Security	36,164	42,325	44,467	44,467
8114000	Other Pay	35	0	420	420
8113000	Longevity Pay	3,729	4,734	4,329	4,329
Total	<i>Personnel Services</i>	663,611	751,151	797,873	797,873
<i>Operating Expenditures</i>					
8241110	Fleet Maintenance Charges	1,004	2,143	1,280	1,280
8211000	Supplies - Regular	3,170	5,200	2,690	2,690
8211100	Supplies - One-time	4,589	1,800	1,812	1,812
8211200	Small Equipment-Not Computer	5,056	4,327	0	0
8211300	Small Computer Equipment	1,946	1,200	0	0
8212010	Uniform Purchases	263	600	745	745
8212020	Uniform Rentals	331	450	0	0
8213100	Food	43	1,500	2,290	2,290
8201500	Utilities	0	1,400	0	0
8255100	Photo Copier	19,637	21,312	13,560	13,560
8291100	Rents	11,726	10,129	10,129	10,129
8285100	Insurance Premiums	0	1,080	0	0
8233100	Maintenance - Equipment	5,635	22,228	9,800	9,800
8263100	Travel, Training & Conferences	5,421	7,247	5,726	5,726
8237100	Software License/Data Storage Fees	45,094	28,213	31,628	31,628
8254100	Advertising	62,471	48,077	68,104	68,104
8253100	Printing	1,499	1,660	1,444	1,444
8252100	Postage	40	110	63	63
8251300	Video Programming	5,990	5,990	5,990	5,990
8251200	Data Connectivity	1,695	3,424	1,655	1,655
8251100	Telephone	4,323	4,130	3,986	3,986
8245100	Vehicle Fuel	204	300	200	200
8270100	Memberships & Dues	3,794	3,774	4,732	4,732
Total	<i>Operating Expenditures</i>	183,931	176,294	165,834	165,834
<i>Contract Services</i>					
8490100	Other Contract Services	149,391	45,288	45,300	45,300
Total	<i>Contract Services</i>	149,391	45,288	45,300	45,300
<i>Capital Outlay</i>					
8587200	Subscription Asset	332,889	0	0	0
Total	<i>Capital Outlay</i>	332,889	0	0	0
<i>Transfers to Other Funds</i>					
8941100	Transfer to General Govt Fd	88,348	0	0	0
Total	<i>Transfers to Other Funds</i>	88,348	0	0	0
<i>Other Charges</i>					
8891100	Cost Redistribution	-92,624	-110,800	-108,900	-108,900
8603100	Employee Appreciation	213	200	190	190
8612100	Community Relations	0	100	100	100
8810100	Inventory	72,187	78,500	78,300	78,300
Total	<i>Other Charges</i>	-20,224	-32,000	-30,310	-30,310
Total	<i>Uses</i>	1,397,946	940,733	978,697	978,697

Mayor, Council & City Clerk

Natural Account		Description	Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Uses</i>						
<i>Personnel Services</i>						
8112000	Salaries & Wages - OT		4,740	0	0	0
8114000	Other Pay		1,258	1,260	1,260	1,260
8121000	Social Security		31,117	33,497	34,815	34,815
8122010	General		24,015	26,330	30,177	30,177
8122070	401K Non-Sworn		2,044	2,165	2,337	2,337
8131010	Medical Insurance		61,735	113,108	117,950	117,950
8132010	Life Insurance		0	36	36	36
8133010	Dental Insurance		3,656	5,370	5,370	5,370
8137010	Workers' Compensation		10,816	11,822	12,290	12,290
8111000	Salaries & Wages - Regular		407,158	436,582	453,827	453,827
Total Personnel Services			546,539	630,170	658,062	658,062
<i>Operating Expenditures</i>						
8213100	Food		15,078	16,500	19,180	19,180
8211000	Supplies - Regular		4,927	4,750	3,826	3,826
8211100	Supplies - One-time		33	0	0	0
8211200	Small Equipment-Not Computer		8,966	0	0	0
8212010	Uniform Purchases		323	0	425	425
8237100	Software License/Data Storage Fees		10,775	10,218	10,500	10,500
8251100	Telephone		8,319	10,310	12,225	12,225
8252100	Postage		154	290	186	186
8253100	Printing		3,146	1,800	1,677	1,677
8254100	Advertising		669	1,300	1,100	1,100
8255100	Photo Copier		3,062	3,859	2,500	2,500
8261100	Local Mileage		18	50	30	30
8263100	Travel, Training & Conferences		42,054	49,900	77,012	77,012
8270100	Memberships & Dues		148,693	199,786	204,556	204,556
8211300	Small Computer Equipment		18,297	0	0	0
Total Operating Expenditures			264,514	298,763	333,217	333,217
<i>Contract Services</i>						
8490100	Other Contract Services		133,597	138,200	357,556	357,556
Total Contract Services			133,597	138,200	357,556	357,556
<i>Capital Outlay</i>						
8587200	Subscription Asset		39,112	0	0	0
Total Capital Outlay			39,112	0	0	0
<i>Other Charges</i>						
8612100	Community Relations		7,342	4,795	4,795	4,795
8603100	Employee Appreciation		50	825	660	660
Total Other Charges			7,392	5,620	5,455	5,455
Total Uses			991,154	1,072,753	1,354,290	1,354,290

Other Appropriations

Natural Account	Description	Actual FY 2021-22	Budget FY 2022-23	Recommended FY 2023-24	Adopted FY 2023-24
<i>Uses</i>					
<i>Personnel Services</i>					
8136010	Unemployment Insurance	18,039	21,600	58,900	58,900
8111000	Salaries & Wages - Regular	1,235,222	1,210,628	6,637,255	6,637,255
8137010	Workers' Compensation	246	298	527	527
8133010	Dental Insurance	87	104	104	104
8132010	Life Insurance	55,642	57,387	60,519	60,519
8131010	Medical Insurance	2,021,171	0	2,300,298	2,300,298
8122070	401K Non-Sworn	85	111	595,077	595,077
8122030	401K	0	0	66,527	66,527
8122020	Law Enforcement	56,953	0	0	0
8122010	General	155,041	151,335	531,692	153,898
8121000	Social Security	94,299	92,644	507,801	507,801
Total Personnel Services		3,636,785	1,534,107	10,758,700	10,380,906
<i>Operating Expenditures</i>					
8291100	Rents	253,779	240,825	224,823	224,823
8201600	Stormwater Fees	13,378	14,047	14,338	14,338
8211000	Supplies - Regular	1,405	2,800	2,354	2,354
8233100	Maintenance - Equipment	14,618	14,299	14,849	14,849
8251100	Telephone	42	50	45	45
8252100	Postage	0	0	9	9
8285100	Insurance Premiums	0	845,023	1,470,288	1,470,288
8285101	Risk Management Overhead Alloc	1,011,622	0	0	0
8201500	Utilities	7,113	8,736	8,100	8,100
8286100	Claim Settlements	302,111	369,050	312,000	312,000
Total Operating Expenditures		1,604,068	1,494,830	2,046,806	2,046,806
<i>Contract Services</i>					
8450100	Credit Card Fees	167,528	161,900	218,900	218,900
8490100	Other Contract Services	11,140	65,300	13,545	13,545
8410100	Accounting, Auditing & Legal	6,758	27,600	8,000	8,000
8440100	Service Charges	8,022	7,500	38,635	38,635
Total Contract Services		193,448	262,300	279,080	279,080
<i>Transfers to Other Funds</i>					
8961100	Transfer to Transit Operating Fd	2,858,671	4,565,422	8,223,160	8,223,160
8912100	Transfer to CIP Fund	10,192,719	9,822,984	14,742,450	15,092,450
8916100	Transfer to Parking Fund	462,004	561,600	520,387	520,387
8941100	Transfer to General Govt Fd	250,000	0	0	0
8942100	Transfer to Econ/Phys Devel	530,000	0	0	0
Total Transfers to Other Funds		14,293,394	14,950,006	23,485,997	23,835,997
<i>Debt Service</i>					
8721100	Cost of Issuance	0	26,000	28,500	28,500
8710100	Principal Payments	3,922,352	0	0	0
8720100	Interest Expense	328,634	0	0	0
Total Debt Service		4,250,986	26,000	28,500	28,500
<i>Other Charges</i>					
8892100	Cost Redistribution-Fuel	-1,148,220	-1,185,700	-1,696,700	-1,696,700
8607100	Penalties and Fines	0	10,000	10,000	10,000
8610100	Other Charges	0	10,000	510,000	510,000
8610400	Miscellaneous	-350	1,857,400	-17,968,539	-17,968,539
8612100	Community Relations	0	1,751,574	0	0
8620100	Intergovernmental Payments	2,279,882	2,520,000	890,000	890,000
8630100	Annexation Payments	9,709,769	9,128,503	17,000,710	17,000,710
8815100	Fuel Inventory	1,107,376	1,135,000	1,646,000	1,646,000
Total Other Charges		11,948,457	15,226,777	391,471	391,471
Total	Uses	35,927,138	33,494,020	36,990,554	36,962,760

Capital Outlay by Fund

Type of			Recommended			Adopted		Replace-	
Fund	Capital	Department	Description	Price	Qty	Total	Qty	Total	ment
General Fund									
Land									
	ECD		Land	\$	2,340	1	\$	2,340	No
Total Land						\$	2,340	\$	2,340
Equipment - Other									
Replacements									
	FIR		Mobile Radio	\$	7,669	5	\$	38,345	Yes
	FIR		Thermal Imaging Camera	\$	10,072	4	\$	40,288	Yes
	FIR		Radiation Detector	\$	3,305	4	\$	13,220	Yes
	FIR		Rescue Tool Package	\$	34,865	2	\$	69,730	Yes
	FIR		Inflatable Rescue Boat	\$	6,695	2	\$	13,390	Yes
	PRM		Trailer, Heavy	\$	10,306	3	\$	30,918	Yes
	PRM		Trailer, Utility	\$	10,306	1	\$	10,306	Yes
	PRM		Trailer, Utility	\$	12,366	1	\$	12,366	Yes
	PRM		Tractor Mower	\$	15,000	1	\$	15,000	Yes
	PRM		Golf Cart	\$	20,000	1	\$	20,000	Yes
	PRM		Riding Mower	\$	15,000	1	\$	15,000	Yes
	PRM		Trailer, Heavy	\$	10,000	1	\$	10,000	Yes
	PRM		Trailer, Heavy	\$	20,606	2	\$	41,212	Yes
	PRM		Trailer, Heavy	\$	20,000	3	\$	60,000	Yes
	PRM		Trailer, Utility	\$	20,000	1	\$	20,000	Yes
	PRM		Riding Mower	\$	22,000	1	\$	22,000	Yes
	PRM		Backhoe	\$	165,000	1	\$	165,000	Yes
	PRM		Trencher	\$	46,356	1	\$	46,356	Yes
	PRM		Stump Grinder	\$	45,000	1	\$	45,000	Yes
	PRM-District		Trailer, Heavy	\$	20,606	2	\$	41,212	Yes
	PRM-District		Trailer, Utility	\$	20,606	1	\$	20,606	Yes
Total Replacements						\$	749,949	\$	749,949
Additions									
	FIR		Pressurized Pipe Leak Kit	\$	11,674	1	\$	11,674	No
	FIR		Natural Gas Detector	\$	17,931	2	\$	35,862	No
	FIR		Inflatable Rescue Raft Package	\$	5,365	2	\$	10,730	No
	PRM		Floor Scrubber	\$	14,000	1	\$	14,000	No
	PRM		Skid-steer Power Rake	\$	12,000	1	\$	12,000	No
	PRM		Skid-steer Box Blade, 96"	\$	36,000	1	\$	36,000	No
	PRM		Claw Grapple, 84"	\$	8,000	1	\$	8,000	No
Total Additions						\$	128,266	\$	128,266
Total Equipment - Other						\$	878,215	\$	878,215
Vehicle Replacements									
	DS		Sedan	\$	41,206	5	\$	206,030	Yes
	FIR		Sedan	\$	41,206	1	\$	41,206	Yes
	FIR		Aerial Ladder Truck	\$	1,400,000	1	\$	1,718,727	Yes
	FIR		Fire Pumper	\$	950,000	1	\$	950,000	Yes
	IT		Sports Utility	\$	49,164	1	\$	49,164	Yes
	POL		Marked Sedan	\$	55,666	1	\$	55,666	Yes
	POL		Unmarked Sedan	\$	55,666	9	\$	500,994	Yes
	POL		Forensic Van	\$	53,392	2	\$	106,784	Yes
	POL		Marked SUV	\$	58,100	18	\$	1,045,800	Yes
	POL		Marked Pickup Truck	\$	73,903	1	\$	73,903	Yes
	POL		K9 Unit SUV	\$	58,100	2	\$	116,200	Yes
	POL		Marked Sedan	\$	52,536	1	\$	52,536	Yes
	PRM		Light Truck, Dump Body	\$	65,000	1	\$	65,000	Yes
	PRM		Light Truck, Bus	\$	55,663	2	\$	111,326	Yes
	PRM		Leaf Truck	\$	231,756	1	\$	231,756	Yes
	PRM-District		Pickup Truck	\$	48,416	1	\$	48,416	Yes
Total Replacements						\$	5,373,508	\$	5,373,508
Total Vehicles						\$	5,373,508	\$	5,373,508

Capital Outlay by Fund

Type of		Description	Price	Recommended		Adopted		
Fund	Capital			Qty	Total	Qty	Total	
Transfers								
	CMO	Transfer to General Gov't Fund - Construction Department - New Offices in Fleet Building	\$ 7,000	1	\$ 7,000	1	\$ 7,000	No
	ECD	Transfer to Fed'l & St Asst - Commercial Corridor Revitalization Program	\$ 250,000	1	\$ 250,000	1	\$ 250,000	No
	FIN	Transfer to General Gov't Fund - LSDBE Program Tracking Software	\$ 62,500	1	\$ 62,500	1	\$ 62,500	No
	FIR	Transfer to Public Safety Fund - City of Fayetteville Notification System	\$ 51,080	1	\$ 51,080	1	\$ 51,080	No
	IT	Transfer to General Gov't Fund - IT Disaster Recovery Initiative	\$ 213,810	1	\$ 213,810	1	\$ 213,810	No
	IT	Transfer to General Gov't Fund - Internet Phone (City Wide VOIP) Ray Baum Act	\$ 506,803	1	\$ 506,803	1	\$ 506,803	No
	IT	Transfer to General Gov't Fund - Direct Fiber Connection for Remote Sites	\$ 180,000	1	\$ 180,000	1	\$ 180,000	No
	IT	Transfer to General Gov't Fund - Desktop Virtualization Infrastructure	\$ 21,350	1	\$ 21,350	1	\$ 21,350	No
	IT	Transfer to General Gov't Fund - City Wireless Network Expansion Project	\$ 172,000	1	\$ 172,000	1	\$ 172,000	No
	IT	Transfer to General Gov't Fund - City Domain Migration	\$ 98,000	1	\$ 98,000	1	\$ 98,000	No
	IT	Transfer to General Gov't Fund - Computer Replacement Program	\$ 200,000	1	\$ 200,000	1	\$ 200,000	Yes
	IT	Transfer to General Gov't Fund - Virtual Server Expansion Equipment	\$ 160,000	1	\$ 160,000	1	\$ 160,000	Yes
	POL	Transfer to Public Safety Fund - Public Safety Camera Replacement	\$ 64,406	1	\$ 64,406	1	\$ 64,406	Yes
	PRM	Transfer to Recreation and Culture Fund - Blounts Creek Trail	\$ 40,348	1	\$ 40,348	1	\$ 40,348	No
	PRM	Transfer to Recreation and Culture Fund - Little Cross Creek Greenway - Phases I and II	\$ 96,000	1	\$ 96,000	1	\$ 96,000	No
	PRM	Transfer to Recreation and Culture Fund - Martin Luther King Jr. Park	\$ 2,000,000	1	\$ 2,000,000	1	\$ 2,000,000	No
	PS	Transfer to Recreation and Culture Fund - Cape Fear River Trail Phase II	\$ 100,000	1	\$ 100,000	1	\$ 100,000	No
	PS	Transfer to Transportation Fund - Bridge Preservation Program	\$ 200,000	1	\$ 200,000	1	\$ 200,000	No
	PS	Transfer to Environmental Protection Fund - Dam Safety and Preservation Program	\$ 62,500	1	\$ 62,500	1	\$ 62,500	No
	PS	Transfer to Transportation Fund - Hinsdale Road Reconstruction	\$ 213,012	1	\$ 213,012	1	\$ 213,012	No
	PS	Transfer to Transportation Fund - Pavement Preservation Program	\$ 4,850,000	1	\$ 4,850,000	1	\$ 4,850,000	No
	PS	Transfer to Transportation Fund - Throughfare Street Lighting	\$ 50,000	1	\$ 50,000	1	\$ 50,000	No
	PS	Transfer to Transportation Fund - NCDOT Municipal Agreements						
Total Transfers			\$ 700,728	1	\$ 700,728	1	\$ 700,728	No
Total General Fund					\$ 10,299,537		\$ 10,299,537	
Airport Fund					\$ 16,553,600		\$ 16,553,600	
Equipment - Other Replacements								
		Tractor and Mower	\$ 140,715	1	\$ 140,715	1	\$ 140,715	Yes
Total Replacements					\$ 140,715		\$ 140,715	
Additions								
		Walk Behind Burnisher & Stand-On Scrubber	\$ 19,512	1	\$ 19,512	1	\$ 19,512	No
Total Additions					\$ 19,512		\$ 19,512	
Total Equipment - Other					\$ 160,227		\$ 160,227	

Capital Outlay by Fund

Type of		Description	Price	Recommended		Adopted		Replace- ment
Fund	Capital Department			Qty	Total	Qty	Total	
Vehicles								
		Pickup Truck	\$	45,279	1	\$	45,279	Yes
Total Vehicles						\$	45,279	
Improvements								
		Roof Replacement on Hangar 430	\$	98,700	1	\$	98,700	Yes
		Marquee Sign	\$	50,000	1	\$	50,000	No
Total Improvements						\$	148,700	
Transfers								
		Transfer to Airport Capital Project Fund - Terminal Data Infrastructure	\$	60,000	1	\$	60,000	No
		Transfer to Airport Capital Project Fund - Perimeter Road Paving and Fence Replacement	\$	450,000	1	\$	450,000	No
		Transfer to Airport Capital Project Fund - Taxiway F Pavement and Lighting Rehabilitation	\$	50,000	1	\$	50,000	No
		Transfer to Airport Capital Project Fund - Airline Terminal Improvement Part III	\$	376,243	1	\$	376,243	No
Total Transfers						\$	936,243	
Total Airport Fund						\$	1,290,449	
Solid Waste Fund								
Equipment - Other Additions								
		Smart Truck System	\$	64,406	1	\$	64,406	No
Total Additions						\$	64,406	
Vehicles Replacements								
		Flatbed Truck	\$	66,956	1	\$	66,956	Yes
		Side Loader Refuse Truck	\$	329,606	3	\$	988,818	Yes
		Rear Loader Refuse Truck	\$	314,156	1	\$	314,156	Yes
		Limb Truck, Heavy	\$	252,356	3	\$	757,068	Yes
Total Replacements						\$	2,126,998	
Total Solid Waste Fund						\$	2,191,404	
Stormwater Fund								
Equipment - Other Replacements								
		Backhoe	\$	120,000	1	\$	120,000	Yes
		StreetSweeper	\$	309,006	1	\$	309,006	Yes
		Boat	\$	30,000	1	\$	30,000	Yes
Total Replacements						\$	459,006	
Vehicles Replacements								
		Dump Truck	\$	123,606	1	\$	123,606	Yes
Total Replacements						\$	123,606	
Transfers								
		Transfer to Stormwater Fund - Stormwater Program	\$	11,788,055	1	\$	11,788,055	No
		Transfer to Water, Sewer & Stormwater Fund - Hinsdale Road Reconstruction	\$	125,103	1	\$	125,103	No
Total Transfers						\$	11,913,158	
Total Stormwater Fund						\$	12,495,770	

Capital Outlay by Fund

Type of						Recommended		Adopted	
Fund	Capital	Department	Description	Price	Qty	Total	Qty	Total	
Transit Fund									
	Vehicles								
		Vehicle Taxes		\$ 2,000	8	\$ 16,000	8	\$ 16,000	No
	Total Vehicles					\$ 16,000		\$ 16,000	
	Transfers								
		Transfer to Transit Fund -Grove Street Facility Improvement							
				\$ 18,000	1	\$ 18,000	1	\$ 18,000	No
		Transfer to Transit Fund -Transit Fare Collection System Replacement		\$ 40,000	1	\$ 40,000	1	\$ 40,000	Yes
		Transfer to Transit Fund - Transit Security and Safety Systems							
				\$ 3,200	1	\$ 3,200	1	\$ 3,200	No
		Transfer to Transit Fund - Shelters and Benches		\$ 14,400	1	\$ 14,400	1	\$ 14,400	No
		Transfer to Transit Fund - Sidewalks and ADA Accessibility Improvements		\$ 18,000	1	\$ 18,000	1	\$ 18,000	No
	Total Transfers					\$ 93,600		\$ 93,600	
	Total Transit Fund					\$ 109,600		\$ 109,600	
Fleet Fund									
	Equipment Replacements								
		Tire Mount & Balance Machine		\$ 33,110	1	\$ 33,110	1	\$ 33,110	No
	Total Replacements					\$ 33,110		\$ 33,110	
	Total Fleet Fund					\$ 33,110		\$ 33,110	
	Total Capital Outlay					\$ 32,673,933		\$ 32,673,933	

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	\$	41,206	5	\$	206,030	Yes
		Total Vehicles				\$	206,030	
		Total Development Services				\$	206,030	
Economic & Community Development								
Land								
		Land	\$	2,340	1	\$	2,340	No
		Total Land				\$	2,340	
Transfers								
		Transfer to Fed'l & St Asst - Commercial Corridor Revitalization Program	\$	250,000	1	\$	250,000	No
		Total Transfers				\$	250,000	
		Total Economic & Community Development				\$	252,340	
		Total Community Investment				\$	458,370	
Operations								
Airport								
Equipment - Other								
		Walk Behind Burnisher & Stand-On Scrubber	\$	19,512	1	\$	19,512	No
		Tractor and Mower	\$	140,715	1	\$	140,715	Yes
		Total Equipment - Other				\$	160,227	
Vehicles								
		Pickup Truck	\$	45,279	1	\$	45,279	Yes
		Total Vehicles				\$	45,279	
Improvements								
		Roof Replacement on Hangar 430	\$	98,700	1	\$	98,700	Yes
		Marquee Sign	\$	50,000	1	\$	50,000	No
		Total Improvements				\$	148,700	
Transfers								
		Transfer to Airport Capital Project Fund - Terminal Data Infrastructure	\$	60,000	1	\$	60,000	No
		Transfer to Airport Capital Project Fund - Perimeter Road Paving and Fence Replacement	\$	450,000	1	\$	450,000	No
		Transfer to Airport Capital Project Fund - Taxiway F Pavement and Lighting Rehabilitation	\$	50,000	1	\$	50,000	No
		Transfer to Airport Capital Project Fund - Airline Terminal Improvement Part III	\$	376,243	1	\$	376,243	No
		Total Transfers				\$	936,243	
		Total Airport				\$	1,290,449	
Fire								
Equipment - Other								
		Mobile Radio	\$	7,669	5	\$	38,345	Yes
		Thermal Imaging Camera	\$	10,072	4	\$	40,288	Yes
		Radiation Detector	\$	3,305	4	\$	13,220	Yes
		Pressurized Pipe Leak Kit	\$	11,674	1	\$	11,674	No

Capital Outlay by Portfolio by Department

Department	Type of Capital	Description	Price	Qty	Recommended Total	Qty	Adopted Total	Replacement			
		Inflatable Rescue Raft Package	\$	5,365	2	\$	10,730	2	\$	10,730	No
		Rescue Tool Package	\$	34,865	2	\$	69,730	2	\$	69,730	Yes
		Inflatable Rescue Boat	\$	6,695	2	\$	13,390	2	\$	13,390	Yes
		Total Equipment - Other				\$	233,239		\$	233,239	
		Vehicles									
		Sedan	\$	41,206	1	\$	41,206	1	\$	41,206	Yes
		Aerial Ladder Truck	\$	1,400,000	1	\$	1,718,727	1	\$	1,718,727	Yes
		Fire Pumper	\$	950,000	1	\$	950,000	1	\$	950,000	Yes
		Total Vehicles				\$	2,709,933		\$	2,709,933	
		Transfers									
		Transfer to Public Safety Fund - City of Fayetteville Notification System	\$	51,080	1	\$	51,080	1	\$	51,080	No
		Total Transfers				\$	51,080		\$	51,080	
		Total Fire				\$	2,994,252		\$	2,994,252	
		Parks, Recreation & Maintenance									
		Equipment - Other									
		Trailer, Heavy	\$	10,306	3	\$	30,918	3	\$	30,918	Yes
		Trailer, Utility	\$	10,306	1	\$	10,306	1	\$	10,306	Yes
		Trailer, Utility	\$	12,366	1	\$	12,366	1	\$	12,366	Yes
		Tractor Mower	\$	15,000	1	\$	15,000	1	\$	15,000	Yes
		Golf Cart	\$	20,000	1	\$	20,000	1	\$	20,000	Yes
		Riding Mower	\$	15,000	1	\$	15,000	1	\$	15,000	Yes
		Trailer, Heavy	\$	10,000	1	\$	10,000	1	\$	10,000	Yes
		Trailer, Heavy	\$	20,606	2	\$	41,212	2	\$	41,212	Yes
		Trailer, Heavy	\$	20,000	3	\$	60,000	3	\$	60,000	Yes
		Trailer, Utility	\$	20,000	1	\$	20,000	1	\$	20,000	Yes
		Riding Mower	\$	22,000	1	\$	22,000	1	\$	22,000	Yes
		Backhoe	\$	165,000	1	\$	165,000	1	\$	165,000	Yes
		Trencher	\$	46,356	1	\$	46,356	1	\$	46,356	Yes
		Stump Grinder	\$	45,000	1	\$	45,000	1	\$	45,000	Yes
		Floor Scrubber	\$	14,000	1	\$	14,000	1	\$	14,000	No
		Skid-steer Power Rake	\$	12,000	1	\$	12,000	1	\$	12,000	No
		Skid-steer Box Blade, 96"	\$	36,000	1	\$	36,000	1	\$	36,000	No
		Claw Grapple, 84"	\$	8,000	1	\$	8,000	1	\$	8,000	No
		Total Equipment - Other				\$	583,158		\$	583,158	
		Vehicles									
		Light Truck, Dump Body	\$	65,000	1	\$	65,000	1	\$	65,000	Yes
		Light Truck, Bus	\$	55,663	2	\$	154,512	2	\$	154,512	Yes
		Leaf Truck	\$	231,756	1	\$	231,756	1	\$	231,756	Yes
		Total Vehicles				\$	451,268		\$	451,268	
		Transfers									
		Transfer to Recreation and Culture Fund - Blounts Creek Trail	\$	40,348	1	\$	40,348	1	\$	40,348	No
		Transfer to Recreation and Culture Fund - Little Cross Creek Greenway - Phases I and II	\$	96,000	1	\$	96,000	1	\$	96,000	No
		Transfer to Recreation and Culture Fund - Martin Luther King Jr. Park	\$	2,000,000	1	\$	2,000,000	1	\$	2,000,000	No
		Total Transfers				\$	2,136,348		\$	2,136,348	
		Total Parks, Recreation & Maintenance				\$	3,127,588		\$	3,127,588	

Capital Outlay by Portfolio by Department

Department	Type of Capital	Description	Price	Qty	Recommended Total	Qty	Adopted Total	Replacement
Parks, Recreation & Maintenance - District								
	Equipment - Other							
		Trailer, Heavy	\$ 20,606	2	\$ 41,212	2	\$ 41,212	Yes
		Trailer, Utility	\$ 20,606	1	\$ 20,606	1	\$ 20,606	Yes
		Total Equipment - Other			\$ 61,818		\$ 61,818	
	Vehicles							
		Pickup Truck	\$ 48,416	1	\$ 48,416	1	\$ 48,416	Yes
		Total Vehicles			\$ 48,416		\$ 48,416	
		Total Parks, Recreation & Maintenance - District			\$ 110,234		\$ 110,234	
Police								
	Vehicles							
		Marked Sedan	\$ 55,666	1	\$ 55,666	1	\$ 55,666	Yes
		Unmarked Sedan	\$ 55,666	9	\$ 500,994	9	\$ 500,994	Yes
		Forensic Van	\$ 53,392	2	\$ 106,784	2	\$ 106,784	Yes
		Marked SUV	\$ 58,100	18	\$ 1,045,800	18	\$ 1,045,800	Yes
		Marked Pickup Truck	\$ 73,903	1	\$ 73,903	1	\$ 73,903	Yes
		K9 Unit SUV	\$ 58,100	2	\$ 116,200	2	\$ 116,200	Yes
		Marked Sedan	\$ 52,536	1	\$ 52,536	1	\$ 52,536	Yes
		Total Vehicles			\$ 1,951,883		\$ 1,951,883	
	Transfers							
		Transfer to Public Safety Fund - Public Safety Camera Replacement	\$ 64,406	1	\$ 64,406	1	\$ 64,406	Yes
		Total Transfers			\$ 64,406		\$ 64,406	
		Total Police			\$ 2,016,289		\$ 2,016,289	
Public Services								
	Equipment - Other							
		Backhoe	\$ 120,000	1	\$ 120,000	1	\$ 120,000	Yes
		Smart Truck System	\$ 64,406	1	\$ 64,406	1	\$ 64,406	No
		Streetsweeper	\$ 309,006	1	\$ 309,006	1	\$ 309,006	Yes
		Boat	\$ 30,000	1	\$ 30,000	1	\$ 30,000	Yes
		Total Equipment - Other			\$ 523,412		\$ 523,412	
	Vehicles							
		Flatbed Truck	\$ 66,956	1	\$ 66,956	1	\$ 66,956	Yes
		Side Loader Refuse Truck	\$ 329,606	3	\$ 988,818	3	\$ 988,818	Yes
		Rear Loader Refuse Truck	\$ 314,156	1	\$ 314,156	1	\$ 314,156	Yes
		Limb Truck, Heavy	\$ 252,356	3	\$ 757,068	3	\$ 757,068	Yes
		Dump Truck	\$ 123,606	1	\$ 123,606	1	\$ 123,606	Yes
		Total Vehicles			\$ 2,250,604		\$ 2,250,604	
	Transfers							
		Transfer to Transportation Fund - Bridge Preservation Program	\$ 200,000	1	\$ 200,000	1	\$ 200,000	No
		Transfer to Environmental Protection Fund - Dam Safety and Preservation Program	\$ 62,500	1	\$ 62,500	1	\$ 62,500	No
		Transfer to Recreation and Culture Fund - Cape Fear River Trail Phase II	\$ 100,000	1	\$ 100,000	1	\$ 100,000	No

Capital Outlay by Portfolio by Department

Department	Type of Capital	Description	Price	Qty	Recommended Total	Qty	Adopted Total	Replace-ment
			\$ 11,788,055	1	\$ 11,788,055	1	\$ 11,788,055	No
		Transfer to Transportation Fund - Pavement Preservation Program	\$ 4,850,000	1	\$ 4,850,000	1	\$ 4,850,000	No
		Transfer to Transportation Fund - Hinsdale Road Reconstruction	\$ 213,012	1	\$ 213,012	1	\$ 213,012	No
		Transfer to Transportation Fund - Throughfare Street Lighting	\$ 50,000	1	\$ 50,000	1	\$ 50,000	No
		Transfer to Transportation Fund - NCDOT Municipal Agreements	\$ 700,728	1	\$ 700,728	1	\$ 700,728	No
		Transfer to Water, Sewer & Stormwater Fund - Hinsdale Road Reconstruction	\$ 125,103	1	\$ 125,103	1	\$ 125,103	No
	Total Transfers				\$ 18,089,398		\$ 18,089,398	
	Total Public Services				\$ 20,863,414		\$ 20,863,414	
	Transit							
	Vehicles							
		Vehicle Taxes	\$ 2,000	8	\$ 16,000	8	\$ 16,000	No
	Total Vehicles				\$ 16,000		\$ 16,000	
	Transfers							
		Transfer to Transit Fund -Transit Fare Collection System Replacement	\$ 40,000	1	\$ 40,000	1	\$ 40,000	Yes
		Transfer to Transit Fund -Grove Street Facility Improvement	\$ 18,000	1	\$ 18,000	1	\$ 18,000	No
		Transfer to Transit Fund - Transit Security and Safety Systems	\$ 3,200	1	\$ 3,200	1	\$ 3,200	No
		Transfer to Transit Fund - Shelters and Benches	\$ 14,400	1	\$ 14,400	1	\$ 14,400	No
		Transfer to Transit Fund - Sidewalks and ADA Accessibility Improvements	\$ 18,000	1	\$ 18,000	1	\$ 18,000	No
	Total Transfers				\$ 93,600		\$ 93,600	
	Total Transit				\$ 109,600		\$ 109,600	
	Total Operations				\$ 30,511,826		\$ 30,511,826	
	Support Services and Administration							
	City Manager's Office							
	Transfers							
		Transfer to General Gov't Fund - Construction Department - New Offices in Fleet Building	\$ 7,000	1	\$ 7,000	1	\$ 7,000	No
	Total Transfers				\$ 7,000		\$ 7,000	
	Total City Manager's Office				\$ 7,000		\$ 7,000	
	Finance Department							
	Equipment - Fleet							
		Tire Mount & Balance Machine	\$ 33,110	1	\$ 33,110	1	\$ 33,110	No
	Total Equipment - Fleet				\$ 33,110		\$ 33,110	
	Transfers							
		Transfer to General Gov't Fund - LSDBE Program Tracking Software	\$ 62,500	1	\$ 62,500	1	\$ 62,500	No
	Total Transfers				\$ 62,500		\$ 62,500	

Capital Outlay by Portfolio by Department

Department	Type of Capital	Description	Price	Qty	Recommended Total	Qty	Adopted Total	Replacement
Total Finance Department					\$ 95,610		\$ 95,610	
Information Technology								
Vehicles								
		Sports Utility	\$ 49,164	1	\$ 49,164	1	\$ 49,164	Yes
Total Vehicles					\$ 49,164		\$ 49,164	
Transfers								
		Transfer to General Gov't Fund - IT Disaster Recovery Initiative	\$ 213,810	1	\$ 213,810	1	\$ 213,810	No
		Transfer to General Gov't Fund - Internet Phone (City Wide VOIP) Ray Baum Act	\$ 506,803	1	\$ 506,803	1	\$ 506,803	No
		Transfer to General Gov't Fund - Direct Fiber Connection for Remote Sites	\$ 180,000	1	\$ 180,000	1	\$ 180,000	No
		Transfer to General Gov't Fund - Desktop Virtualization Infrastructure	\$ 21,350	1	\$ 21,350	1	\$ 21,350	No
		Transfer to General Gov't Fund - City Wireless Network Expansion Project	\$ 172,000	1	\$ 172,000	1	\$ 172,000	No
		Transfer to General Gov't Fund - City Domain Migration	\$ 98,000	1	\$ 98,000	1	\$ 98,000	No
		Transfer to General Gov't Fund - Computer Replacement Program	\$ 200,000	1	\$ 200,000	1	\$ 200,000	Yes
		Transfer to General Gov't Fund - Virtual Server Expansion Equipment	\$ 160,000	1	\$ 160,000	1	\$ 160,000	Yes
Total Transfers					\$ 1,551,963		\$ 1,551,963	
Total Information Technology					\$ 1,601,127		\$ 1,601,127	
Total Support Services and Administration					\$ 1,703,737		\$ 1,703,737	
Total Capital Outlay					\$ 32,673,933		\$ 32,673,933	

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, 2022 totaled \$ 33,720,000, representing 0.255% of the City's total assessed taxable value on June 30, 2022. Furthermore, the City received voter approved authority in November 2022 to issue up to \$97,000,000 in general obligation bonds, although the first issuance of those bonds has not yet been determined.

Resources

- This budget dedicates an amount equivalent to 10.49 cents of the recommended 53.95 cent tax rate for the capital funding plans. The dedicated rate includes 1.42 cents to fund debt service on existing Parks and Recreation general obligation bonds and 4.00 cents to fund debt service on the \$97,000,000 of general obligation bonds authorized by voters in November, 2022.
- \$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 20-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 2024 rebate is projected at \$19,275.
 - 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 \$31,580,000 of GO bonds outstanding over three series of bonds as of June 30, 2023, at 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-	

- Capital lease agreements are installment purchases collateralized by the property that is financed. The City currently manages 15 capital leases through the capital funding plan for 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, 2023 are projected to total \$66,641,510, at fixed rates of 0.63% to 3.70% for shorter term equipment and vehicle financings, and at 1.9% to 5.1% for facility financings.
- One interfund loan from the Risk Management Fund to the General Fund is projected to be outstanding at June 30, 2023 to provide for cash flow for the 30-year stadium funding plan. The outstanding balance as of June 30, 2023 is projected to be \$5,072,862 at a variable annual interest rate based upon investment earnings for the City's pooled cash.
- Planned GO bond issuances for fiscal year 2024 are yet to be determined pending final planning for the timing of debt tranches for the \$97,000,000 of GO bonds authorized by voters in November, 2022. The referendum affirmed GO bond issuance to support projects in public safety (\$60 million), public infrastructure (\$25 million) and housing opportunity (\$12 million).
- Planned capital lease financings during fiscal year 2024 include \$3,002,737 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 \$1,083,000 to the General Fund during fiscal year 2024 to provide for cash flow needs for the 30-year stadium funding plan.

Capital Funding Plan

SUMMARY OF OUTSTANDING DEBT ISSUES

Description	Purpose	Amount Outstanding @ 06/30/23 *	FY2024 Principal & Interest
<i>General Obligation Bonds</i>			
2019 Refunding Bonds	Refunded Series 2005 Public Improvement Bonds	730,000	426,500
2019 Parks & Recreation Bonds	First Tranche of \$35M Approved by Voters	12,800,000	1,284,000
2022 Parks & Recreation Bonds	Balance of \$35M Approved by Voters	18,050,000	1,688,625
		<u>\$ 31,580,000</u>	<u>\$ 3,399,125</u>
<i>Other Financings</i>			
Capital Lease - Construction	Franklin Street Parking Deck	989,824	442,090
Capital Lease - Construction	Fire Station 19	535,389	187,787
Capital Lease - Construction	Fire Station 12	2,700,000	245,250
Capital Lease - Construction	City Hall Renovations	1,316,000	134,138
Capital Lease - Construction	Downtown Stadium	26,745,000	2,859,255
Capital Lease - Construction	Downtown Stadium	2,065,000	214,103
Capital Lease - Construction	Hay St. Parking Deck and Redevelopment	11,125,000	1,186,876
Capital Lease - Construction	Lake Rim Aquatic Center	2,185,000	233,350
Capital Lease - Construction	Fire Station 4	9,909,000	848,006
Capital Lease - Equipment	December 2019 Radio Equipment Financing	371,356	378,043
Capital Lease - Equipment	February 2020 Vehicle/Equipment	717,906	725,995
Capital Lease - Equipment	ERP System Replacement	2,431,401	1,215,480
Capital Lease - Equipment	March 2021 Vehicle/Equipment Financing	1,951,843	975,744
Capital Lease - Equipment	May 2022 Vehicle/Equipment Financing	2,368,088	808,174
Capital Lease - Equipment	May 2023 Vehicle/Equipment Financing	1,265,000	342,040
Interfund Loan	Stadium Funding Plan	5,072,862	0
		<u>\$ 71,748,669</u>	<u>\$ 10,796,331</u>
		<u>\$ 103,328,669</u>	<u>\$ 14,195,456</u>

* Only includes outstanding debt funded through the Capital Funding Plan

SUMMARY OF PLANNED FISCAL YEAR 2024 DEBT ISSUANCE

Description	Purpose	Debt Issuance Amount **	FY2024 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	3,002,737	0
Interfund Loan	Stadium Funding Model	1,083,000	0
		<u>\$ 4,085,737</u>	<u>\$ 0</u>

** Does not include issuance of up to \$97,000,000 of bonds approved by voters in November 2022 pending final determination of timing and composition of tranches to be issued

Five-Year Capital and Technology Improvement Plans

The Capital Improvement and Technology Improvement Plans, or CIP and TIP, are financing and construction/acquisition/implementation plans for projects that require significant investments of capital or technology resources. These plans, which are updated annually and submitted for adoption by City Council, specify and describe the City's capital and major technology project schedules and priorities for the five years immediately following Council adoption.

The goals of the CIP and TIP planning processes are to apply a systemic approach to identify significant capital and technology needs, to prioritize needed investments, to plan for the financial and organizational capacity required to provide for these needs, and to ensure coordination of projects across the organization.

Planning Process

Each fiscal year, the CIP and TIP are updated to reflect the status of projects currently underway, to update project requests included in the prior adopted CIP and TIP, to gather newly identified project needs from departments for consideration, and to reprioritize project requests across the five-year planning period.

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

The City's **Capital Improvement Plan** incorporates projects which meet the following criteria:

- Specific facility or infrastructure improvement projects with a total cost of \$50,000 or greater
- Significant maintenance projects (e.g. roof replacements, HVAC systems, etc.) meeting the \$50,000 threshold

The City's **Technology Improvement Plan** incorporates projects which meet the following:

- Replacement, upgrade or new technology purchases with a combined implementation cost of \$25,000 or greater (e.g. hardware, software, communication devices, etc.)
- Expansion, renovation, or replacement of existing systems with a combined implementation cost of \$10,000 or greater
- Technology projects which cross multiple fiscal years
- Technology projects with enterprise-wide impacts

CIP Project Groupings

Airport	Projects enhancing facilities at the City's regional airport.
Economic Development	Projects supporting job growth and expanded economic opportunities in the community.
General Government	Projects relating to the provision, maintenance or expansion of City buildings, and facilities, except for new facilities which specifically support other categories.
Parks, Recreation & Culture	Projects enhancing quality of life through recreational opportunities, including parks and open space.
Public Safety	Projects supporting the City's ability to protect lives and property through Police and Fire services.
Stormwater Management	Projects supporting the expansion, maintenance or improvement of the City's stormwater management infrastructure.
Transit	Projects supporting mass transit services.
Transportation	Projects improving the City's surface transportation infrastructure, including sidewalks, streets and bridges.

Five-Year Capital and Technology Improvement Plans

TIP Project Groupings

Application/Software Services	Projects that provide business support services.
Business Intelligence/Data Analysis	Projects that provide enterprise solutions that use database analytics and GIS data to make data driven decisions.
Security/Infrastructure	Projects that secure data on networks and upgrade technology infrastructure to better accommodate growing needs of departments.
Citizen Engagement/Mobility	Projects that promote interaction with residents and make it easier for residents to conduct business with the City.

The CIP and TIP are only funding plans. Actual budget appropriations must be implemented through the annual operating budget and/or capital project ordinance appropriations.

Some smaller, single fiscal-year projects are budgeted for expenditure within the annual operating budget, while other larger or multi-year projects are budgeted for expenditure within specific capital project ordinances.

Project ordinances are typically funded by transfers from annual operating funds or by financing proceeds, 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 2024 to 2028 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	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	TOTAL PROJECT EXPENDITURE
AIRPORT									
Airline Terminal Improvement Part II	Airport	30,333,304	7,002,990	0	0	0	0	0	37,336,294
Airline Terminal Improvement Part III	Airport	0	254,669	2,292,024	0	0	0	0	2,546,693
Airport Public Art	Airport	0	50,000	0	0	0	0	0	50,000
Consolidated Rental Car Facility	Airport	9,786	0	450,023	6,652,703	6,647,489	0	0	13,760,001
Construct International Arrivals Terminal - South GA Ramp	Airport	0	0	2,230,295	20,073,106	0	0	0	22,303,401
General Aviation Hangar Development	Airport	0	2,922,939	0	0	0	0	0	2,922,939
Perimeter Road Paving and Fencing Replacement	Airport	0	0	4,500,000	0	0	0	0	4,500,000
Reconstruct Concrete South General Aviation Ramp	Airport	0	0	550,000	4,950,000	0	0	0	5,500,000
Taxiway F Pavement and Lighting Rehabilitation	Airport	0	0	500,000	3,500,000	0	0	0	4,000,000
T-Hangar (8 Unit)	Airport	91,530	1,908,470	0	0	0	0	0	2,000,000
TOTAL - AIRPORT		30,434,620	12,139,068	10,522,342	35,175,809	6,647,489	0	0	94,919,328
ECONOMIC DEVELOPMENT									
Affordable Housing Project Fund	Economic & Community Development	100,756	59,244	0	0	0	0	0	160,000
Affordable Housing Trust Fund	Economic & Community Development	0	8,438,460	5,844,000	4,164,000	2,198,834	1,994,000	1,994,000	24,633,294
Commercial Corridor Improvement Grant ARPA	Economic & Community Development	0	1,000,000	0	0	0	0	0	1,000,000
Commercial Corridor Revitalization Program	Economic & Community Development	147,872	102,128	250,000	0	0	0	0	500,000
Day Resource Center and Emergency Shelter	Economic & Community Development	1,131,626	5,858,374	0	0	0	0	0	6,990,000
Downtown Stadium	City Managers Office	41,349,824	18,278	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	17,979,657	0	0	0	101,438	0	0	18,081,095
Hope VI City Contributions	Economic & Community Development	6,164,737	436,263	0	0	0	0	0	6,601,000

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	NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	ANNUAL OPERATING BUDGET IMPACT
AIRPORT								
Airline Terminal Improvement Part II	Airport	37,336,294	0	0	0	37,336,294	Federal Grant & Airport Funds	0
Airline Terminal Improvement Part III	Airport	1,870,450	0	0	676,243	2,546,693	Federal Grant & Airport Funds	0
Airport Public Art	Airport	50,000	0	0	0	50,000	Airport Funds	0
Consolidated Rental Car Facility	Airport	9,786	0	0	13,750,215	13,760,001	Customer Facility Charges (cash and debt service) & Bonds	0
Construct International Arrivals Terminal - South GA Ramp	Airport	0	0	0	22,303,401	22,303,401	FAA & NCDOT DOA Grant	0
General Aviation Hangar Development	Airport	2,922,939	0	0	0	2,922,939	NCDOT DOA Grant	0
Perimeter Road Paving and Fencing Replacement	Airport	0	0	0	4,500,000	4,500,000	Federal Grant & Airport Funds	0
Reconstruct Concrete South General Aviation Ramp	Airport	0	0	0	5,500,000	5,500,000	FAA BIL Grant & Airport Funds	0
Taxiway F Pavement and Lighting Rehabilitation	Airport	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	2,000,000	NCDOT Aviation Grant & Airport Funds	0
TOTAL - AIRPORT		44,189,469	0	0	50,729,859	94,919,328		0
ECONOMIC DEVELOPMENT								
Affordable Housing Project Fund	Economic & Community Development	160,000	0	0	0	160,000		0
Affordable Housing Trust Fund	Economic & Community Development	4,000,000	0	0	20,633,294	24,633,294	ARPA; CDBG; HOME; HOME-ARP; HOPWA; State Grant	200,000
Commercial Corridor Improvement Grant ARPA	Economic & Community Development	1,000,000	0	0	0	1,000,000	ARPA Revenue Replacement FY23	0
Commercial Corridor Revitalization Program	Economic & Community Development	250,000	250,000	0	0	500,000		0
Day Resource Center and Emergency Shelter	Economic & Community Development	6,990,000	0	0	0	6,990,000	CDBG-DR	300,000
Downtown Stadium	City Managers Office	41,368,102	0	0	0	41,368,102		0
Good Neighbor Homebuyer Program	Economic & Community Development	450,000	0	0	0	450,000	\$50,000 Donation	0
Hay Street Parking Deck and Mixed Use Development	City Managers Office	18,081,095	0	0	0	18,081,095	Project Investment Income	0
Hope VI City Contributions	Economic & Community Development	6,601,000	0	0	0	6,601,000		0

Five-Year Capital Improvement Plan Summary

PROJECT EXPENDITURES BY FISCAL YEAR									
PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	TOTAL PROJECT EXPENDITURE
Housing Authority Homeownership	Economic & Community Development	0	500,000	0	0	0	0	0	500,000
Murchison Road Redevelopment	Economic & Community Development	2,599,112	235,888	0	0	0	0	0	2,835,000
Replacement Parking for City Employees	City Managers Office	1,151,313	0	204,670	0	0	0	0	1,355,983
Small Business Development and Retention Grant Program	Economic & Community Development	0	2,000,000	0	0	0	0	0	2,000,000
Support Infrastructure for Downtown Stadium Area	City Managers Office	2,358,911	135,522	0	0	217,690	0	0	2,712,123
Texfi Remediation Pilot Study	Public Services	844,279	51,445	0	0	0	0	0	895,724
TOTAL - ECONOMIC DEVELOPMENT		73,828,087	19,285,602	6,298,670	4,164,000	2,517,962	1,994,000	1,994,000	110,082,321
GENERAL GOVERNMENT									
333 Alexander Street Facility Repair	Public Services	268,366	36,634	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	0	621,946	0	0	0	0	75,000	696,946
Building Maintenance- HVAC/Boiler Replacement	Parks & Recreation	251,292	559,033	0	0	0	0	120,000	930,325
Building Maintenance- Other Projects	Parks & Recreation	386,107	180,000	85,000	50,000	100,000	0	125,000	926,107
Building Maintenance- Roof Replacement	Parks & Recreation	135,625	352,569	125,000	110,000	120,000	335,000	200,000	1,378,194
Building Maintenance- Fire Station Repairs	Parks & Recreation	0	100,000	0	0	0	0	0	100,000
City Hall First Floor Renovations - Phase I	City Managers Office	1,174,427	102,318	23,058	0	0	0	0	1,299,803
Construction Department - New Offices in Fleet Building	City Managers Office	7,979	79,021	7,000	0	0	0	0	94,000
Emergency Generators	Parks & Recreation	0	0	137,300	0	0	0	0	137,300
Finance - Remodeling	Finance	0	66,262	0	0	0	0	0	66,262
Historic Building Renovations	Parks & Recreation	6,035	2,693,965	0	0	0	0	0	2,700,000
Hope (Dream) Center Building Renovations	Parks & Recreation	49,807	25,193	0	0	0	0	0	75,000
Parking Lot Resurfacing	Public Services	401,518	400,641	0	0	0	104,000	44,500	950,659
Ramsey Street Pump Station Replacement	Public Services	0	500,000	0	0	0	0	0	500,000
TOTAL - GENERAL GOVERNMENT		2,739,422	5,979,441	377,358	160,000	220,000	439,000	564,500	10,479,721

Five-Year Capital Improvement Plan Summary

PROJECT FUNDING BY SOURCE OF FUNDS								
PROJECT	DEPARTMENT	PROJECT FUNDING TO DATE	GENERAL FUND TAXES/ REVENUES	DEBT FINANCING PROCEEDS	NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	ANNUAL OPERATING BUDGET IMPACT
Housing Authority Homeownership	Economic & Community Development	500,000	0	0	0	500,000		0
Murchison Road Redevelopment	Economic & Community Development	2,835,000	0	0	0	2,835,000		0
Replacement Parking for City Employees	City Managers Office	1,355,983	0	0	0	1,355,983		0
Small Business Development and Retention Grant Program	Economic & Community Development	2,000,000	0	0	0	2,000,000	ARPA FY23	0
Support Infrastructure for Downtown Stadium Area	City Managers Office	2,712,123	0	0	0	2,712,123		0
Texfi Remediation Pilot Study	Public Services	895,724	0	0	0	895,724		0
TOTAL - ECONOMIC DEVELOPMENT		89,199,027	250,000	0	20,633,294	110,082,321		500,000
GENERAL GOVERNMENT								
333 Alexander Street Facility Repair	Public Services	305,000	0	0	0	305,000		0
Alexander Street Complex - Facility Mitigation	Parks & Recreation	320,125	0	0	0	320,125		0
Americans with Disabilities Act (ADA) Compliance	Parks & Recreation	621,946	75,000	0	0	696,946	ARPA FY23	0
Building Maintenance- HVAC/Boiler Replacement	Parks & Recreation	810,325	120,000	0	0	930,325	ARPA FY23	0
Building Maintenance- Other Projects	Parks & Recreation	821,431	104,676	0	0	926,107	ARPA FY23	0
Building Maintenance- Roof Replacement	Parks & Recreation	1,178,194	200,000	0	0	1,378,194	ARPA FY23	0
Building Maintenance- Fire Station Repairs	Parks & Recreation	100,000	0	0	0	100,000		0
City Hall First Floor Renovations - Phase I	City Managers Office	1,299,803	0	0	0	1,299,803		0
Construction Department - New Offices in Fleet Building	City Managers Office	87,000	7,000	0	0	94,000		0
Emergency Generators	Parks & Recreation	137,300	0	0	0	137,300		0
Finance - Remodeling	Finance	66,262	0	0	0	66,262		0
Historic Building Renovations	Parks & Recreation	2,700,000	0	0	0	2,700,000	SCIF Grant	0
Hope (Dream) Center Building Renovations	Parks & Recreation	75,000	0	0	0	75,000		5,000
Parking Lot Resurfacing	Public Services	802,159	148,500	0	0	950,659	ARPA FY23	0
Ramsey Street Pump Station Replacement	Public Services	500,000	0	0	0	500,000	ARPA FY23	0
TOTAL - GENERAL GOVERNMENT		9,824,545	655,176	0	0	10,479,721		5,000

Five-Year Capital Improvement Plan Summary

PROJECT EXPENDITURES BY FISCAL YEAR									
PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	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	88,075	201,740	0	0	0	0	295,490
Cape Fear River Park	Parks & Recreation	16,660	2,364,155	0	0	0	0	0	2,380,815
Cape Fear River Trail - Linear Park Connector	Parks & Recreation	179,723	5,277	0	0	0	0	0	185,000
Cape Fear River Trail Phase 2 and Botanical Garden Extension	Public Services	7,007,533	696,074	100,000	0	0	0	0	7,803,607
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	77,955	77,045	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	44,943	5,057	0	0	0	0	0	50,000
Existing Parks and Building Renovations	Parks & Recreation	1,132,406	1,306,072	0	0	0	0	0	2,438,478
Fascinate-U Children's Museum Rehabilitation	Parks & Recreation	0	3,000	247,000	0	0	0	0	250,000
Gateway/Roadway Enhancement	Parks & Recreation	376,260	4,372	0	0	0	0	0	380,632
Jordan Soccer Complex	Parks & Recreation	1,619,323	215,918	0	0	0	0	0	1,835,241
JS Spivey Park Improvements	Parks & Recreation	359,799	640,201	0	0	0	0	0	1,000,000
Lake Rim Park Improvements	Parks & Recreation	0	131,209	1,368,791	0	0	0	0	1,500,000
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	331,004	1,954,316	0	0	0	0	0	2,285,320
Makerspace	Parks & Recreation	170,139	629,861	0	0	0	0	0	800,000

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	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	852,000	Open Space Fees/ Grants	0
Blounts Creek Trail	Parks & Recreation	93,750	40,348	0	161,392	295,490	Grant Funds (FAMPO)	0
Cape Fear River Park	Parks & Recreation	2,380,815	0	0	0	2,380,815	Parks & Rec Bonds; State Grant	3,600
Cape Fear River Trail - Linear Park Connector	Parks & Recreation	185,000	0	0	0	185,000		0
Cape Fear River Trail Phase 2 and Botanical Garden Extension	Public Services	7,703,607	100,000	0	0	7,803,607	Federal & State Grants \$4,786,392	0
Central City Landscape Design for Trails and Parks	Parks & Recreation	72,700	0	0	0	72,700	City's Tree Fund	0
Concrete Replacements/Repairs at Various Parks	Parks & Recreation	155,000	0	0	0	155,000		0
Cross Creek Linear Park - Union Street Bridge	Parks & Recreation	26,149	0	0	0	26,149		0
Downtown Core Tree Replacement	Parks & Recreation	50,000	0	0	0	50,000	City's Tree Fund	0
Existing Parks and Building Renovations	Parks & Recreation	2,438,478	0	0	0	2,438,478	Parks & Rec Bonds	0
Fascinate-U Children's Museum Rehabilitation	Parks & Recreation	250,000	0	0	0	250,000		0
Gateway/Roadway Enhancement	Parks & Recreation	380,632	0	0	0	380,632		0
Jordan Soccer Complex	Parks & Recreation	1,835,241	0	0	0	1,835,241	Parks & Rec Bonds	141,401
JS Spivey Park Improvements	Parks & Recreation	1,000,000	0	0	0	1,000,000	Parks & Rec Bonds	0
Lake Rim Park Improvements	Parks & Recreation	1,500,000	0	0	0	1,500,000		0
Linear Park Path, Steps & Overlook Restoration	Parks & Recreation	79,593	0	0	0	79,593	FEMA & State Reimbursements	0
Little Cross Creek Greenway - Phases I and II	Parks & Recreation	20,000	98,000	0	392,000	510,000	Grant Funds (FAMPO)	0
Mable C Smith Park Improvements	Parks & Recreation	2,285,320	0	0	0	2,285,320	Parks & Rec Bonds	0
Makerspace	Parks & Recreation	800,000	0	0	0	800,000		91,000

Five-Year Capital Improvement Plan Summary

PROJECT EXPENDITURES BY FISCAL YEAR									
PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	TOTAL PROJECT EXPENDITURE
Martin Luther King Jr. Park	Parks & Recreation	47,650	0	4,579,200	0	0	0	0	4,626,850
McArthur Road Sports Complex	Parks & Recreation	242,521	3,435,142	0	0	0	0	0	3,677,663
Montclair School Park	Parks & Recreation	291,216	8,784	0	0	0	0	0	300,000
NC State Veterans Park - Phase 2B	Parks & Recreation	232,905	909,565	0	0	0	0	0	1,142,470
NC Veteran Park Hurricane Matthew Repair	Parks & Recreation	156,075	172,377	0	0	0	0	0	328,452
Neighborhood Entryway Matching Grant Programs	Parks & Recreation	6,750	18,250	0	0	0	0	0	25,000
Pickle Ball Court Improvements at Massey Hill and Rowan Parks	Parks & Recreation	0	100,000	0	0	0	0	0	100,000
Picnic Shelter Replacements/Refurbishing	Parks & Recreation	0	150,000	100,000	0	0	0	0	250,000
Playground Repairs/Refurbishing	Parks & Recreation	1,246,556	791,775	0	0	0	400,000	300,000	2,738,331
Reforestation Areas	Parks & Recreation	37,939	37,061	0	0	0	0	0	75,000
Reid Ross Track Improvements	Parks & Recreation	0	0	250,000	0	0	0	0	250,000
Repaving at Walking Trails	Parks & Recreation	57,628	2,372	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	908,346	8,289,554	0	0	0	0	0	9,197,900
Senior Center- West	Parks & Recreation	7,705,154	595,184	0	0	0	0	0	8,300,338
Splash Pads & Stadium Play Space and Fountain	Parks & Recreation	2,809,985	0	159,410	0	0	0	0	2,969,395
Tennis Center	Parks & Recreation	726,121	9,273,879	1,500,000	0	0	0	0	11,500,000
Trail Upgrades - AA Trail, Murchison Rd. Infrastructure	Parks & Recreation	0	93,999	1,606,001	0	0	0	0	1,700,000
Western Dog Parks: Bonanza and Bailey	Parks & Recreation	194,416	3,584	0	0	0	0	0	198,000
TOTAL - PARKS, RECREATION AND CULTURE		26,626,077	32,561,205	10,592,142	10,000	0	400,000	300,000	70,489,424

Five-Year Capital Improvement Plan Summary

PROJECT FUNDING BY SOURCE OF FUNDS								
PROJECT	DEPARTMENT	PROJECT FUNDING TO DATE	GENERAL FUND TAXES/ REVENUES	DEBT FINANCING PROCEEDS	NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	ANNUAL OPERATING BUDGET IMPACT
Martin Luther King Jr. Park	Parks & Recreation	126,850	2,000,000	0	2,500,000	4,626,850	\$2.5M Cumberland County	0
McArthur Road Sports Complex	Parks & Recreation	3,677,663	0	0	0	3,677,663	Parks & Rec Bonds	83,470
Montclair School Park	Parks & Recreation	300,000	0	0	0	300,000	Parks & Rec Bonds	0
NC State Veterans Park - Phase 2B	Parks & Recreation	1,142,470	0	0	0	1,142,470		0
NC Veteran Park Hurricane Matthew Repair	Parks & Recreation	328,452	0	0	0	328,452	Insurance Proceeds, FEMA & State Reimbursements	0
Neighborhood Entryway Matching Grant Programs	Parks & Recreation	25,000	0	0	0	25,000	City's Tree Fund	0
Pickle Ball Court Improvements at Massey Hill and Rowan Parks	Parks & Recreation	100,000	0	0	0	100,000		0
Picnic Shelter Replacements/ Refurbishing	Parks & Recreation	250,000	0	0	0	250,000	ARPA FY23	0
Playground Repairs/Refurbishing	Parks & Recreation	2,038,331	700,000	0	0	2,738,331	ARPA FY23	0
Reforestation Areas	Parks & Recreation	75,000	0	0	0	75,000	City's Tree Fund	0
Reid Ross Track Improvements	Parks & Recreation	250,000	0	0	0	250,000		0
Repaving at Walking Trails	Parks & Recreation	60,000	0	0	0	60,000		0
Rowan Park Improvements	Parks & Recreation	150,000	0	0	0	150,000		0
Senior Center - East	Parks & Recreation	9,197,900	0	0	0	9,197,900	Parks & Rec Bonds	116,801
Senior Center- West	Parks & Recreation	8,300,338	0	0	0	8,300,338	Parks & Rec Bonds	384,895
Splash Pads & Stadium Play Space and Fountain	Parks & Recreation	2,969,395	0	0	0	2,969,395	Parks & Rec Bonds	15,300
Tennis Center	Parks & Recreation	11,500,000	0	0	0	11,500,000	Parks & Rec Bonds; ARPA FY23	207,413
Trail Upgrades - AA Trail, Murchison Rd. Infrastructure	Parks & Recreation	1,700,000	0	0	0	1,700,000		0
Western Dog Parks: Bonanza and Bailey	Parks & Recreation	198,000	0	0	0	198,000	Quadrant A & B Open Space Fees	-
TOTAL - PARKS, RECREATION AND CULTURE		64,497,684	2,938,348	0	3,053,392	70,489,424		1,043,880

Five-Year Capital Improvement Plan Summary

PROJECT EXPENDITURES BY FISCAL YEAR									
PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	TOTAL PROJECT EXPENDITURE
PUBLIC SAFETY									
911 Dispatch Consoles	Police	0	296,000	0	0	0	0	0	296,000
Fire Station #4 Relocation	Fire/Emergency Management	1,239,377	9,760,623	0	0	0	0	0	11,000,000
Generator and UPS Replacement	Police	0	342,560	0	0	0	0	0	342,560
Temporary Fire Station #18 Elliott Bridge Road at Ramsey Street area	Fire/Emergency Management	0	100,000	0	0	0	150,000	0	250,000
Workstations and Conferences Tables for Major Crimes	Police	0	80,450	0	0	0	0	0	80,450
TOTAL - PUBLIC SAFETY		1,239,377	10,579,633	0	0	0	150,000	0	11,969,010
STORMWATER MANAGEMENT									
Stormwater Program	Public Services	14,831,753	25,766,052	29,743,515	20,000,000	1,550,000	21,550,000	1,550,000	114,991,320
TOTAL - STORMWATER MANAGEMENT		14,831,753	25,766,052	29,743,515	20,000,000	1,550,000	21,550,000	1,550,000	114,991,320
TRANSIT									
Grove Street Facility Improvements	Transit	0	216,000	90,000	0	0	0	0	306,000
Shelters and Benches	Transit	199,905	54,600	72,000	60,000	50,000	50,000	50,000	536,505
Sidewalks and ADA Accessibility Improvements	Transit	216,594	262,916	90,000	90,000	90,000	90,000	90,000	929,510
TOTAL - TRANSIT		416,499	533,516	252,000	150,000	140,000	140,000	140,000	1,772,015
TRANSPORTATION									
ADA Ramps	Public Services	0	600,000	0	0	0	0	0	600,000
Blanton Road Extension	Public Services	0	1,000,000	100,000	0	0	0	0	1,100,000
Bridge Preservation Program	Public Services	395,357	408,436	200,000	200,000	200,000	200,000	200,000	1,803,793
College Lakes Dam	Public Services	0	0	0	2,695,484	0	0	0	2,695,484
Dam Safety and Preservation Program	Public Services	92,511	19,989	62,500	75,000	0	75,000	0	325,000
Downtown Streetscape	Public Services	1,315,294	422,873	0	0	0	0	75,000	1,813,167

Five-Year Capital Improvement Plan Summary

PROJECT FUNDING BY SOURCE OF FUNDS								
PROJECT	DEPARTMENT	PROJECT FUNDING TO DATE	GENERAL FUND TAXES/ REVENUES	DEBT FINANCING PROCEEDS	NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	ANNUAL OPERATING BUDGET IMPACT
PUBLIC SAFETY								
911 Dispatch Consoles	Police	296,000	0	0	0	296,000	911 State Funds	0
Fire Station #4 Relocation	Fire/Emergency Management	11,000,000	0	0	0	11,000,000		0
Generator and UPS Replacement	Police	342,560	0	0	0	342,560		14,306
Temporary Fire Station #18 Elliott Bridge Road at Ramsey Street area	Fire/Emergency Management	0	250,000	0	0	250,000		2,003,703
Workstations and Conferences Tables for Major Crimes	Police	0	0	0	80,450	80,450	Forfeiture Funds	0
TOTAL - PUBLIC SAFETY		11,638,560	250,000	0	80,450	11,969,010		4,541,218
STORMWATER MANAGEMENT								
Stormwater Program	Public Services	40,847,805	0	0	74,143,515	114,991,320	Stormwater Funds/New Debt Bonds	0
TOTAL - STORMWATER MANAGEMENT		40,847,805	0	0	74,143,515	114,991,320		0
TRANSIT								
Grove Street Facility Improvements	Transit	306,000	0	0	72,000	378,000	Federal Grants	0
Shelters and Benches	Transit	254,505	56,400	0	225,600	536,505	Federal Grants	16,000
Sidewalks and ADA Accessibility Improvements	Transit	479,510	90,000	0	360,000	929,510	Federal Grants	0
TOTAL - TRANSIT		1,040,015	146,400	0	657,600	1,844,015		16,000
TRANSPORTATION								
ADA Ramps	Public Services	600,000	0	0	0	600,000	State Grant	0
Blanton Road Extension	Public Services	1,100,000	0	0	0	1,100,000	ARPA FY23	0
Bridge Preservation Program	Public Services	803,793	1,000,000	0	0	1,803,793	ARPA FY23	0
College Lakes Dam	Public Services	0	0	0	2,695,484	2,695,484	Stormwater Funds	0
Dam Safety and Preservation Program	Public Services	112,500	187,500	0	25,000	325,000	Stormwater Funds	0
Downtown Streetscape	Public Services	1,738,167	75,000	0	0	1,813,167	ARPA FY23	0

Five-Year Capital Improvement Plan Summary

PROJECT EXPENDITURES BY FISCAL YEAR									
PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	TOTAL PROJECT EXPENDITURE
Greenock Ave Restoration (Arran Lakes Dam Breach)	Public Services	187,048	627,767	0	0	0	0	0	814,815
Hinsdale Road Reconstruction	Public Services	0	0	338,115	1,056,609	0	0	0	1,394,724
Intersection Improvements	Public Services	488,277	1,042,679	0	0	0	0	200,000	1,730,956
McFadyen Dr. Restoration (Devonwood Lower Dam)	Public Services	2,128,446	1,507,186	0	0	0	0	0	3,635,632
Mirror Lake Dr and Dam Restoration	Public Services	5,619,162	162,699	0	0	0	0	0	5,781,861
Multi Use Lanes	Public Services	289,666	385,334	0	0	0	50,000	50,000	775,000
NCDOT Municipal Agreements	Public Services	733,865	941,958	700,728	150,000	0	1,500,000	1,450,000	5,476,551
Pavement Preservation Program (formerly Resurfacing Program)	Public Services	17,999,996	10,830,786	4,850,000	5,000,000	5,150,000	5,300,000	5,400,000	54,530,782
Person Street at B Street/ Old Wilmington Road Roundabout	Public Services	0	500,000	0	0	0	0	0	500,000
Public Street Development	Public Services	246,073	710,122	0	0	0	0	0	956,195
Ray Avenue Repair	Public Services	145,414	1,494,508	0	0	0	0	0	1,639,922
Sidewalk Improvements	Public Services	2,275,442	5,879,104	740,000	730,000	810,000	850,000	650,000	11,934,546
Thoroughfare Street Lighting	Public Services	187,529	287,471	50,000	50,000	50,000	50,000	50,000	725,000
TOTAL - TRANSPORTATION		32,104,080	26,820,912	7,041,343	9,957,093	6,210,000	8,025,000	8,075,000	98,233,428

Five-Year Capital Improvement Plan Summary

PROJECT FUNDING BY SOURCE OF FUNDS								
PROJECT	DEPARTMENT	PROJECT FUNDING TO DATE	GENERAL FUND TAXES/ REVENUES	DEBT FINANCING PROCEEDS	NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	ANNUAL OPERATING BUDGET IMPACT
Greenock Ave Restoration (Arran Lakes Dam Breach)	Public Services	814,815	0	0	0	814,815	FEMA & State Reimbursements	0
Hinsdale Road Reconstruction	Public Services	0	878,676	0	516,048	1,394,724	Stormwater Funds	0
Intersection Improvements	Public Services	1,530,956	200,000	0	0	1,730,956	ARPA FY23	0
McFadyen Dr. Restoration (Devonwood Lower Dam)	Public Services	3,635,632	0	0	0	3,635,632	FEMA & State Reimbursements	0
Mirror Lake Dr and Dam Restoration	Public Services	5,781,861	0	0	0	5,781,861	FEMA & State Reimbursements	0
Multi Use Lanes	Public Services	675,000	100,000	0	0	775,000	ARPA FY23	0
NCDOT Municipal Agreements	Public Services	1,284,245	4,150,728	0	41,578	5,476,551	Fund 46 Available Rev	0
Pavement Preservation Program (formerly Resurfacing Program)	Public Services	28,830,782	25,700,000	0	0	54,530,782		0
Person Street at B Street/ Old Wilmington Road Roundabout	Public Services	500,000	0	0	0	500,000	State Grant	0
Public Street Development	Public Services	956,195	0	0	0	956,195		0
Ray Avenue Repair	Public Services	1,639,922	0	0	0	1,639,922		0
Sidewalk Improvements	Public Services	9,044,546	2,890,000	0	0	11,934,546	State Grant	0
Thoroughfare Street Lighting	Public Services	475,000	250,000	0	0	725,000		17,544
TOTAL - TRANSPORTATION		59,523,414	35,431,904	0	3,278,110	98,233,428		17,544

Five-Year Technology Improvement Plan Summary

PROJECT EXPENDITURES BY FISCAL YEAR									
PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	TOTAL PROJECT EXPENDITURE
SECURITY/INFRASTRUCTURE									
Access Control Upgrade - General Aviation	Airport	0	0	80,081	0	0	0	0	80,081
Airport Terminal Renovations - Data Infrastructure	Airport	121,646	158,354	60,000	40,000	0	0	0	380,000
City Domain Migration	Information Technology	703,863	901,137	98,000	0	0	0	0	1,703,000
City of Fayetteville Notification System	Fire/Emergency Management	0	0	51,080	0	0	0	0	51,080
City-Wide Security Access Control System (Proxy Cards)	Fire/Emergency Management	0	796,693	0	0	0	0	0	796,693
Comparison Microscope	Police	0	0	92,045	0	0	0	0	92,045
Computer Replacement Program	Information Technology	4,564,907	439,166	2,427,471	828,655	726,185	835,603	647,145	10,469,132
Desktop Virtualization Infrastructure	Information Technology	763,486	340,138	21,350	0	0	0	0	1,124,974
Direct Fiber Connection for Remote Sites	Information Technology	238,650	116,846	180,000	130,000	0	0	0	665,496
Gunshot Detection Technology	Police	0	427,500	0	0	0	0	0	427,500
Internet Phone (City Wide VOIP) Ray Baum Act	Information Technology	510,143	2,895	506,803	15,000	15,000	15,000	0	1,064,841
IT Disaster Recovery Initiative	Information Technology	1,312,953	507,890	213,810	0	0	0	605,000	2,639,653
MS E-Mail Exchange	Information Technology	349,824	100,228	0	0	0	0	0	450,052
Public Safety Camera Replacement	Police	0	68,737	64,406	65,500	66,350	67,200	0	332,193
Public Safety Camera Replacement Parts	Police	0	0	24,000	0	0	0	0	24,000
Public Safety Camera System Server	Police	0	0	16,500	0	0	0	0	16,500
Public Safety Security Compliance (CJIS)	Information Technology	227,357	212,244	20,000	0	0	0	0	459,601

Five-Year Technology Improvement Plan Summary

PROJECT FUNDING BY SOURCE OF FUNDS									
PROJECT	DEPARTMENT	PROJECT FUNDING TO DATE	GENERAL FUND TAXES/ REVENUES	DEBT FINANCING PROCEEDS	PROPOSED PUBLIC SAFETY BONDS	NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	ANNUAL OPERATING BUDGET IMPACT
SECURITY/INFRASTRUCTURE									
Access Control Upgrade - General Aviation	Airport	0	0	0	0	80,081	80,081	State Grant	0
Airport Terminal Renovations - Data Infrastructure	Airport	200,000	0	0	0	180,000	380,000	Airport Funds	0
City Domain Migration	Information Technology	1,605,000	98,000	0	0	0	1,703,000		0
City of Fayetteville Notification System	Fire/Emergency Management	0	51,080	0	0	0	51,080		0
City-Wide Security Access Control System (Proxy Cards)	Fire/Emergency Management	796,693	0	0	0	0	796,693		0
Comparison Microscope	Police	92,045	0	0	0	0	92,045	Grant Funded	3,931
Computer Replacement Program	Information Technology	7,385,536	2,872,808	0	0	210,788	10,469,132	Enterprise Funds; Grants	0
Desktop Virtualization Infrastructure	Information Technology	1,103,624	21,350	0	0	0	1,124,974		19,700
Direct Fiber Connection for Remote Sites	Information Technology	355,496	310,000	0	0	0	665,496		0
Gunshot Detection Technology	Police	427,500	0	0	0	0	427,500		0
Internet Phone (City Wide VOIP) Ray Baum Act	Information Technology	513,038	551,803	0	0	0	1,064,841		30,301
IT Disaster Recovery Initiative	Information Technology	1,820,843	818,810	0	0	0	2,639,653		86,000
MS E-Mail Exchange	Information Technology	450,052	0	0	0	0	450,052		0
Public Safety Camera Replacement	Police	68,737	263,456	0	0	0	332,193		0
Public Safety Camera Replacement Parts	Police	0	0	0	0	24,000	24,000	Forfeiture Funds	0
Public Safety Camera System Server	Police	0	0	0	0	16,500	16,500	Forfeiture Funds	0
Public Safety Security Compliance (CJIS)	Information Technology	459,601	0	0	0	0	459,601		10,000

Five-Year Technology Improvement Plan Summary

PROJECT EXPENDITURES BY FISCAL YEAR									
PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	TOTAL PROJECT EXPENDITURE
Server (CIC Hot Site & TSU Integration)	Police	0	0	100,000	0	0	0	0	100,000
Server Room Uninterruptible Power Supply Replacement (UPS)	Information Technology	47,464	14,186	0	0	132,000	0	0	193,650
Transit Security and Safety Systems	Transit	548,721	0	16,000	0	0	0	0	564,721
Virtual Server Expansion Equipment	Information Technology	245,443	106,591	160,000	0	0	0	0	512,034
Voice Projection Unit w/ Microphone Assembly	Police	0	15,000	0	0	0	0	0	15,000
Wireless CCTV Solar Trailer	Police	0	0	61,985	0	0	0	0	61,985
TOTAL - SECURITY/INFRASTRUCTURE		9,634,457	4,207,605	4,193,531	1,079,155	939,535	917,803	1,252,145	22,224,231
BUSINESS INTELLIGENCE/DATA ANALYSIS									
Enterprise Data Warehouse	Information Technology	13,500	0	101,500	0	15,000	5,000	5,000	140,000
Enterprise GIS Environment	Information Technology	450,644	8,000	8,000	68,000	8,000	8,000	0	550,644
FleetMind Solid Waste Smart Truck System	Public Services	892,071	63,847	64,460	92,962	64,687	75,773	47,797	1,301,597
TOTAL - BUSINESS INTELLIGENCE/DATA		1,356,215	71,847	173,960	160,962	87,687	88,773	52,797	1,992,241
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	35,400	0	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	70,000	25,000	0	0	0	0	95,000
Asset Management Plan	Public Services	0	0	250,000	0	0	0	0	250,000
Cart Management System	Public Services	0	137,289	0	0	0	0	0	137,289
Citibot Technology	Information Technology	0	0	47,000	0	0	0	0	47,000

Five-Year Technology Improvement Plan Summary

PROJECT FUNDING BY SOURCE OF FUNDS									
PROJECT	DEPARTMENT	PROJECT FUNDING TO DATE	GENERAL FUND TAXES/ REVENUES	DEBT FINANCING PROCEEDS	PROPOSED PUBLIC SAFETY BONDS	NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	ANNUAL OPERATING BUDGET IMPACT
SECURITY/INFRASTRUCTURE									
Server (CIC Hot Site & TSU Integration)	Police	0	0	0	0	100,000	100,000	Forfeiture Funds	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	Transit Grants	8,352
Virtual Server Expansion Equipment	Information Technology	352,034	160,000	0	0	0	512,034		38,200
Voice Projection Unit w/ Microphone Assembly	Police	15,000	0	0	0	0	15,000		0
Wireless CCTV Solar Trailer	Police	0	0	0	0	61,985	61,985	Forfeiture Funds	0
TOTAL - SECURITY/INFRASTRUCTURE		16,190,570	5,295,507	0	0	738,154	22,224,231		211,484
BUSINESS INTELLIGENCE/DATA ANALYSIS									
Enterprise Data Warehouse	Information Technology	115,000	25,000	0	0	0	140,000		0
Enterprise GIS Environment	Information Technology	477,162	73,482	0	0	0	550,644		185,000
FleetMind Solid Waste Smart Truck System	Public Services	955,918	0	0	0	345,679	1,301,597	Enterprise Fund	49,072
TOTAL - BUSINESS INTELLIGENCE/DATA		1,548,080	98,482	0	0	345,679	1,992,241		234,072
APPLICATION/SOFTWARE SERVICES									
ADA Paratransit Scheduling System	Transit	0	45,000	0	0	180,000	225,000	Transit Grants	20,000
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
Cart Management System	Public Services	137,289	0	0	0	0	137,289		11,589
Citibot Technology	Information Technology	47,000	0	0	0	0	47,000		19,250

Five-Year Technology Improvement Plan Summary

PROJECT EXPENDITURES BY FISCAL YEAR									
PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	TOTAL PROJECT EXPENDITURE
City Website Update/Redesign (FayettevilleNC.gov)	Marketing & Communications	203,124	0	159,956	0	0	0	0	363,080
Control Link Lights	Parks & Recreation	118,475	91,525	0	0	0	0	0	210,000
Crime Scene Investigation Camera Replacement	Police	0	4,823	4,823	4,823	4,823	4,823	7,234	31,349
Crime Video Wall Upgrade	Police	0	103,157	0	0	0	0	0	103,157
Drones	Police	0	77,438	39,319	21,287	0	0	0	138,044
ERP Replacement Initiative	City Managers Office	3,648,075	1,989,497	205,000	0	0	0	0	5,842,572
Fleet - FMIS	Finance	0	150,000	0	0	0	0	0	150,000
Fleet, Taser, Body Worn Cameras, and Storage (Consolidated Contract)	Police	0	1,558,630	1,558,630	1,558,630	1,558,630	1,558,631	1,839,185	9,632,336
Implementation of IT Project Management Strategy	Information Technology	0	0	0	107,000	10,000	10,000	0	127,000
License Plate Reader Technology (Electrical Connection for Cameras)	Police	772,712	175,212	0	0	0	0	0	947,924
LSDBE Program Tracking Software	Finance	0	0	64,500	0	0	0	0	64,500
Real-time GPS Navigation Solution for Street Divisions - AVL	Public Services	1,778	223,222	0	0	0	0	0	225,000
Records Management System Replacement	Fire/Emergency Management	18,450	60,750	0	0	0	0	0	79,200
Revenue Management System	Finance	0	472,932	0	0	0	0	0	472,932
Risk Terrain Modeling	Police	0	78,400	78,400	78,400	78,400	78,400	78,400	470,400
Station Alerting System Replacement	Fire/Emergency Management	0	0	0	0	0	2,500,000	0	2,500,000
Transit Fare Collection System Replacement	Transit	0	0	395,000	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/ REVENUES	DEBT FINANCING PROCEEDS	PROPOSED PUBLIC SAFETY BONDS	NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	ANNUAL OPERATING BUDGET IMPACT
City Website Update/Redesign (FayettevilleNC.gov)	Marketing & Communications	363,080	0	0	0	0	363,080		28,143
Control Link Lights	Parks & Recreation	210,000	0	0	0	0	210,000		0
Crime Scene Investigation Camera Replacement	Police	0	0	0	0	31,349	31,349	Forfeiture Funds	0
Crime Video Wall Upgrade	Police	16,962	0	0	0	86,195	103,157	Forfeiture Funds	16,962
Drones	Police	138,044	0	0	0	0	138,044		0
ERP Replacement Initiative	City Managers Office	5,842,572	0	0	0	0	5,842,572		0
Fleet - FMIS	Finance	150,000	0	0	0	0	150,000		66,231
Fleet, Taser, Body Worn Cameras, and Storage (Consolidated Contract)	Police	3,117,260	6,515,076	0	0	0	9,632,336		0
Implementation of IT Project Management Strategy	Information Technology	0	127,000	0	0	0	127,000		9,000
License Plate Reader Technology (Electrical Connection for Cameras)	Police	947,924	0	0	0	0	947,924		0
LSDBE Program Tracking Software	Finance	2,000	62,500	0	0	0	64,500		24,750
Real-time GPS Navigation Solution for Street Divisions - AVL	Public Services	225,000	0	0	0	0	225,000		0
Records Management System Replacement	Fire/Emergency Management	79,200	0	0	0	0	79,200		0
Revenue Management System	Finance	472,932	0	0	0	0	472,932		67,232
Risk Terrain Modeling	Police	0	0	0	0	470,400	470,400	Forfeiture Funds	0
Station Alerting System Replacement	Fire/Emergency Management	0	2,500,000	0	0	0	2,500,000		0
Transit Fare Collection System Replacement	Transit	0	40,000	0	0	355,000	395,000	Federal Grants	66,298

Five-Year Technology Improvement Plan Summary

PROJECT EXPENDITURES BY FISCAL YEAR									
PROJECT	DEPARTMENT	PRIOR FISCAL YRS	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	TOTAL PROJECT EXPENDITURE
Tripspark Cloud Hosting and Service Interruptions	Transit	0	71,000	0	0	85,339	0	0	156,339
Upgrade Communications Equipment 3G to 4G	Transit	75,000	8,964	0	0	0	0	0	83,964
Wifi Locks	Parks & Recreation	3,441	76,559	0	0	0	0	0	80,000
TOTAL - APPLICATION/SOFTWARE SERVICES		4,860,655	5,709,398	2,863,028	1,995,140	1,737,192	4,151,854	1,924,819	23,242,086
CITIZEN ENGAGEMENT/MOBILITY									
City Wireless Network Expansion Project	Information Technology	277,070	165,034	172,000	0	0	0	200,000	814,104
Council Chambers AV equipment update	Marketing & Communications	88,348	0	0	0	0	0	0	88,348
TOTAL - CITIZEN ENGAGEMENT/MOBILITY		365,418	165,034	172,000	0	0	0	200,000	902,452

Five-Year Technology Improvement Plan Summary

PROJECT FUNDING BY SOURCE OF FUNDS									
PROJECT	DEPARTMENT	PROJECT FUNDING TO DATE	GENERAL FUND TAXES/ REVENUES	DEBT FINANCING PROCEEDS	PROPOSED PUBLIC SAFETY BONDS	NON GENERAL FUND FUNDING	TOTAL PROJECT FUNDING	OTHER FUNDING SOURCE COMMENTS	ANNUAL OPERATING BUDGET IMPACT
Tripspark Cloud Hosting and Service Interruptions	Transit	0	31,267	0	0	125,072	156,339	Federal Grants	15,603
Upgrade Communications Equipment 3G to 4G	Transit	83,964	0	0	0	0	83,964		0
Wifi Locks	Parks & Recreation	80,000	0	0	0	0	80,000		0
TOTAL - APPLICATION/SOFTWARE SERVICES		12,673,227	9,320,843	0	0	1,248,016	23,242,086		355,058
CITIZEN ENGAGEMENT/MOBILITY									
City Wireless Network Expansion Project	Information Technology	442,104	372,000	0	0	0	814,104		50,000
Council Chambers AV equipment update	Marketing & Communications	88,348	0	0	0	0	88,348		0
TOTAL - CITIZEN ENGAGEMENT/MOBILITY		530,452	372,000	0	0	0	902,452		50,000

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Authorized Staffing FTEs by Department

ANNUAL OPERATING FUND AND INTERNAL SERVICE FUND POSITIONS

Airport

Full-Time

Administrative Assistant	1
Airport Director	1
Airport Maintenance Supervisor	1
Custodial Supervisor	1
Custodian	5
Deputy Airport Director	1
Equipment Operator I	1
Equipment Operator II	2
Fire Captain (Supervised by Fire Department)	3
Firefighter (Supervised by Fire Department)	3
Marketing Specialist	1
Office Assistant II	1
Real Estate Officer	0.5
(0.5 funded in City Attorney)	
Senior Administrative Assistant	1
Senior Skilled Trades Technician	2
Total	24.5

Budget and Evaluation Office

Full-Time

Budget and Evaluation Analyst	3
Budget and Evaluation Director	1
Executive Administrative Assistant	0.2
(.8 funded in the City Manager's Office)	
Senior Budget and Evaluation Analyst	1
Total	5.2

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	2
Senior Administrative Assistant.....	1
Real Estate Manager.....	1
Real Estate Officer	0.5
(0.5 funded in Airport)	
Senior Paralegal	1
Total	12.5

City Manager

Full-Time

Assistant City Manager	3
Assistant to the City Manager, Public Safety	1

Authorized Staffing FTEs by Department

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
Engagement Manager	1
Executive Administrative Assistant	1.8
(.2 funded in the Budget and Evaluation Office)	
Senior Corporate Performance Analyst	1
Senior Internal Auditor	1
Strategy & Performance Analytics Manager	1
Total	19.8

Development Services

Full-Time

Assistant Development Services Director	1
Building Inspections Supervisor	1
Building Inspector	3
Building Official	1
Code Enforcement Administrator (Housing)	9
Code Enforcement Administrator (Zoning)	3
Code Enforcement Supervisor (Housing)	2
Construction Liaison	1
Development Center Manager	1
Development Services Director	1
Electrical Inspections Supervisor	1
Electrical Inspector	4
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	2
Planner II	2
Planning & Zoning Division Manager	1
Plans Examiner.....	2
Plumbing Inspections Supervisor	1
Plumbing Inspector	2
Senior Administrative Assistant	2
Senior Planner	3
Total	55

Authorized Staffing FTEs by Department

Economic & Community Development

Full-Time

Assistant Economic & Community Development Director (0.5 funded in Special Revenue Fund)	0.5
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)	0.55
Economic & Community Development Director (0.4 funded in Special Revenue Fund)	0.6
Management Analyst	1
Neighborhood Engagement Manager (0.25 funded in Special Revenue Fund)	0.75
Senior Administrative Assistant (0.45 funded in Special Revenue Fund)	0.55
Total	6.45

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
Buyer	2
Chief Financial Officer	1
Collections Division Supervisor	1
Contract Compliance Administrator	1
ERP Business Systems Analyst.....	1
Financial Analyst	2
Financial Reporting Manager	1
MWBE Compliance Officer	1
Payroll & Liabilities Manager	1
Payroll Technician	2
Purchasing Agent	1
Risk Coordinator	1
Senior Financial Analyst	1
Treasurer	1
Total	30

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	 52

Authorized Staffing FTEs by Department

Fire & Emergency Management – (cont'd)

Fire Chief	1
Fire Inspector	1
Fire Lieutenant	70
Fire Marshal	1
Firefighter	178
Office Assistant II	2
Fire Analyst	1
Personnel Technician	1
Security Coordinator	1
Total	327

Fleet Maintenance

Full-Time

Assistant Fleet Manager	1
Emergency Vehicle Technician	1
Fleet Equipment Analyst.....	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
Senior Fleet Technician	9
Total	33

Human Relations

Full-Time

Human Relations Director	1
Human Relations Administrative Specialist	1
Human Relations Manager	1
Total	3

Human Resource Development

Full-Time

Deputy Human Resource Development Director	1
Human Resource Consultant	4
Human Resource Development Director	1
Human Resource Specialist	6
Office Assistant II	1
Office Supervisor	1
Organizational Development & Training Consultant	3
Health & Safety Manager	1
Health and Wellness Specialist	1
Total	19

Authorized Staffing FTEs by Department

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
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
Information Technology Telecommunications Engineer	1
Network Administrator	1
Senior Desktop Support Specialist	1
Web Architect	1
Total	29

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
Total	8

Mayor, Council and City Clerk

Full-Time

City Clerk	1
Deputy City Clerk	1
Executive City Council Assistant.....	1
Total	3

Other Appropriations

Full-Time

Warehouse Coordinator	0.2
(.75 funded in Finance, Fleet)	
Total	0.2

Authorized Staffing FTEs by Department

Parks, Recreation, Maintenance

Full-Time

Parks & Recreation Division – City Funded

Administrative Assistant	2
Assistant PRM Director - Administration	1
Assistant PRM Director - Parks	1
Assistant Recreation Center Supervisor	14
Athletic Program Coordinator	4
Crew Leader	1
Equipment Operator I	9
Fleet Services Coordinator	1
Historic Properties Coordinator.....	1
Historic Properties Manager.....	1
Historic Properties Specialist.....	1
Landscape Architect	1
Landscape Technician	2
Maintenance Worker	24
Management Analyst	1
Park Ranger	4
Park Ranger Supervisor	2
Park Supervisor	6
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	5
Athletic Program Coordinator	1
Crew Leader	1
Equipment Operator I	1
Maintenance Worker	9
Management Analyst	1
Parks Superintendent	1
Parks Supervisor	1
Personnel Technician	1
Recreation Division Manager	1
Recreation Center Supervisor	5
Recreation Division Supervisor	3
Recreation Program Coordinator	1
Skilled Trades Technician	1
Special Events Coordinator	1

Authorized Staffing FTEs by Department

Parks & Recreation – (cont'd)

Maintenance Division (Building & ROW)

Administrative Assistant	1
Electrician	1
Equipment Operator I	4
Equipment Operator II	7
Facilities Maintenance Supervisor	1
Facilities Manager	1
Maintenance Worker	3
Management Analyst	1
Parks Supervisor	2
Senior Skilled Trades Technician	8
Skilled Trades Technician	1
Total	165

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	9

Authorized Staffing FTEs by Department

Police – (cont'd)

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 Administrative Specialist	1
Police Budget Specialist	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
Police Sergeant	51
Police Training Coordinator	1
Property & Evidence Technician	4
Public Information Specialist	1
Telecommunicator I	22
Telecommunicator II	32
Radio Communications Technician	1
RMS Database Manager	1
RMS Database Specialist.....	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 0.5)	1
Total	611.5

Public Services

Full-Time

Administrative Assistant	1
Administrative Manager	1
Assets & Data 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
Capital Projects Program Manager.....	1
Code Enforcement Administrator (RAPID)	2
Construction Contracts Coordinator	1

Authorized Staffing FTEs by Department

Public Services - (cont'd)

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	6
Engineering Inspections Supervisor	1
Engineering Project Manager	1
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	14
Office Assistant II.....	6
Office Supervisor	1
Paralegal I	1
Pavement Preservation Manager	1
Personnel Technician	1
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	5
Stormwater Manager	1
Stormwater Project Manager	1
Street Maintenance Superintendent	1
Street Maintenance Supervisor	3
Street & RoW Infrastructure Maintenance Manager	1
Survey Crew Leader	1
Surveying Supervisor	1
Technology Asset Specialist	1
Traffic Signal Maintenance Supervisor	1

Authorized Staffing FTEs by Department

Public Services - (cont'd)

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
Total	206.75

Transit

Full-Time

Assistant Transit Director	1
Automotive Service Aide	5
Automotive Technician.....	6
Equipment Operator I.....	2
Civil Rights Program Analyst	1
Maintenance Worker.....	2
Office Assistant II	2
Office Supervisor	1
Para-Transit Operations Manager	1
Senior Automotive Service Aide	1
Senior Automotive Technician	3
Technical Equipment Specialist	1
Transit Analyst	1
Transit Director	1
Transit Dispatcher	9
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
Total	126

TOTAL **1,684.9**

Authorized Staffing FTEs by Department

SPECIAL REVENUE FUND POSITIONS

City Manager

Full-Time

Special Project Manager	1
Total	1

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	0.45
Economic & Community Development Director.....	0.4
Economic Development Manager	1
Housing Program Manager	1
Housing Program Specialist	1
Management Analyst	1
Neighborhood Engagement Manager	0.25
Office Assistant II	1
Senior Administrative Assistant	0.45
Senior Housing Program Specialist	1
Total	9.55

Finance

Full-Time

Financial Analyst	1
Total	1

Fire

Full-Time

Firefighters, SAFER Grant	18
Total	18

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 1,720.45

Authorized Staffing FTEs by Department

FROZEN, UNFUNDED POSITIONS

Corporate Communications

Full-Time

Printer1

Development Services

Full-Time

Building Inspector1

Fleet Maintenance

Full-Time

Emergency Vehicle Technician 1

Parks, Recreation & Maintenance

Full-Time

Site Security Coordinator..... 1

Public Services

Full-Time

Stormwater Project Manager 2

TOTAL FROZEN POSITIONS 6

Positions and Salary Grade Assignments

Grade 101

\$31,200 - \$48,360

Solid Waste Collector
Custodian

Grade 102

\$33,696 - \$52,229

Maintenance Worker
Signs & Markings Technician
Supply Technician

Grade 103

\$36,392 - \$56,407

Automotive Service Aide
Customer Service Representative
Equipment Operator I
Fleet Intake Coordinator
Installation Technician
Office Assistant II
Printer
Senior Signs & Markings Technician
Senior Survey Technician
Transit Operator I

Grade 104

\$39,303- \$60,920

Administrative Assistant
Background Investigator
Civilian Crash Investigator
Court Liaison Coordinator
Custodial Supervisor
Equipment Operator II
Landscape Technician
Permit Technician
Personnel Technician
Police Records Clerk
Property & Evidence Technician
Senior Automotive Service Aide
Technical Equipment Specialist
Transit Operator II
Turf Technician

Grade 105

\$42,447 - \$65,793

Accounting Technician
Alarm Ordinance Coordinator
Crime Prevention Specialist
Equipment Operator III
Fleet Services Coordinator
Forensic Technician
Human Relations Administrative Specialist
Police Training Coordinator
Senior Administrative Assistant

Positions and Salary Grade Assignments

Grade 105 (cont'd)

\$42,447 - \$65,793

Technology Asset Specialist
Traffic Signal Technician
Transit Dispatcher
Tree Care Technician
Warehouse Coordinator

Grade 106

\$45,843 - \$71,057

Assistant Recreation Center Supervisor
Automotive Technician
Code Enforcement Administrator (Housing)
Code Enforcement Administrator (RAPID)
Code Enforcement Administrator (Zoning)
Crew Leader
Customer Service Representative Supervisor
Executive Administrative Assistant
Executive City Council Assistant
Executive Legal Assistant
Fleet Technician
Forensic NIBIN Technician
Forensic Video Technician
Health & Wellness Specialist
Historical Properties Specialist
Homeless Coordinator
Housing Program Specialist
Human Relations Specialist
Human Resource Specialist
IT Administrative Specialist
Juvenile Restitution Program Coordinator
Latent Print Examiner
Marketing Specialist
Paralegal I
Park Ranger
Payroll Technician
PD Administrative Specialist
Police Records Supervisor
RMS Database Specialist
Senior Transit Dispatcher
Skilled Trades Technician
Survey Crew Leader
Victim Advocate

Grade 107

\$49,510 - \$76,741

Building Inspector
Buyer
Community Relations Specialist
Crime Analyst
Desktop Support Specialist

Positions and Salary Grade Assignments

Grade 107 (cont'd)

\$49,510 - \$76,741

Electrical Inspector
Electrician
Engineering Inspector
Engineering Technician
Fire Inspector
Fleet Equipment Analyst
Investigative Assistant
Mechanical Inspector
Paralegal II
PD Accreditation Specialist
PD Budget Specialist
Planner I
Plumbing Inspector
Risk Coordinator
Senior Automotive Technician
Senior Fleet Technician
Senior Skilled Trades Technician
Stormwater Inspector
Traffic Signal Systems Analyst
Traffic Technician

Grade 108

\$53,471 - \$82,881

Code Enforcement Supervisor (Housing)
Crew Supervisor
Emergency Vehicle Technician
Engineering Technician Supervisor
Forensic Firearms Examiner
IT Asset Specialist
Master Fleet Automotive Technician
Mental Health Community Liaison
RMS Database Manager
Routing Administrator
Senior Desktop Support Specialist
Senior Housing Program Specialist
Senior Paralegal
Signs & Markings Supervisor
Transit Supervisor

Grade 109

\$57,749 - \$89,511

Airport Maintenance Supervisor
Construction Contracts Coordinator
Deputy City Clerk
Engineering Inspections Supervisor
Facilities Maintenance Supervisor
Fleet Maintenance Supervisor
Parks Supervisor
Purchasing Agent

Positions and Salary Grade Assignments

Grade 109 (cont'd)

\$57,749 - \$89,511

Solid Waste Supervisor
Stormwater Inspections Supervisor
Transit Maintenance Supervisor
Tree Care Supervisor

Grade 110

\$62,369 - \$96,672

Application Support Specialist
Building Inspections Supervisor
Construction Liaison
Electrical Inspections Supervisor
G.I.S. Analyst
Mechanical Inspections Supervisor
Plans Examiner
Plumbing Inspections Supervisor

Grade 202

\$48,600 - \$75,330

Permit Technician Supervisor

Grade 203

\$52,488 - \$81,356

Athletic Program Coordinator
Civil Rights Program Analyst
Community Engagement Coordinator
Historical Properties Coordinator
Local Government Management Fellow
Office Supervisor
Park Ranger Supervisor
Recreation Center Supervisor
Recreation Program Coordinator
Site Security Coordinator
Special Events Coordinator
Transit Safety & Training Coordinator

Grade 204

\$56,687 - \$87,865

Accountant
Accounts Payable Supervisor
Administrative Manager
Collections Division Supervisor
Executive Assistant
Graphic Design Manager
Planner II
Police Records Manager
Public Information Specialist
Surveying Supervisor
Traffic Signal Maintenance Supervisor
Transit Planner
Transportation Planner
TV Production Specialist

Positions and Salary Grade Assignments

Grade 205

\$61,222 - \$94,894

911 Systems Analyst
Budget & Evaluation Analyst
Chief Branding Officer
Crime Analyst Supervisor
Engagement Manager
Engineer I
Financial Analyst
Fire Analyst
Forensic Supervisor
Historical Properties & Natural Resources Manager
Human Resource Consultant
Information Technology Customer Relationship Manager
Information Technology Web Architect
Internal Auditor
Management Analyst
Organizational Development & Training Consultant
Park Ranger Manager
Payroll Manager
Police Analyst
Police Department Accreditation & Grants Manager
Police Department Recruitment & Training Liaison
Real Estate Officer
Recreation Division Supervisor
Senior Planner
Transit Analyst

Grade 206

\$66,120 - \$102,486

Contract Compliance Administrator
Development Center Manager
Emergency Management Coordinator
Engineer II
Housing & Code Enforcement Division Manager
Information Technology Systems Administrator
Landscape Architect
MWBE Compliance Officer
Network Administrator
Senior Corporate Performance Analyst
Senior Budget & Evaluation Analyst
Senior Financial Analyst
Senior Internal Auditor
Transit Maintenance Manager

Grade 207

\$71,409 - \$110,684

Assistant City Traffic Engineer
Community Relations Manager
Construction Manager

Positions and Salary Grade Assignments

Grade 207 (cont'd)

\$71,409 - \$110,684

Database Administrator
Economic & Community Development Business Manager
Economic Development Manager
Engineering Project Manager
ERP Business Systems Analyst
Fleet Maintenance Superintendent
Forensic Manager
Health & Safety Manager
Housing Program Manager
Human Resource Manager
Infrastructure Asset & Data Manager
Information Technology ERP Systems Analyst
Information Technology Security Administrator
Information Technology Senior Systems Administrator
Information Technology Solutions Architect
Neighborhood Engagement Manager
Parks Superintendent
Pavement Preservation Manager
Planning & Zoning Division Manager
Real Estate Manager
Security Coordinator
Solid Waste Superintendent
Street Maintenance Superintendent
Transit Operations Superintendent
Treasurer

Grade 208

\$77,122 - \$119,539

Accounting Manager
Assistant Fleet Manager
Building Official
Engineer III
Financial Reporting Manager
G.I.S. Manager
Information Technology Project Manager
Information Technology Telecommunications Engineer
Senior Project Manager
Solid Waste Manager
Special Project Manager
Street & RoW Infrastructure Maintenance Manager
Water Resources Engineer

Grade 209

\$83,292 - \$129,102

Assistant Economic & Community Development Director
Assistant Development Services Director
Assistant Parks, Recreation, & Maintenance Director – Administration
Assistant Parks, Recreation, & Maintenance Director – Facilities

Positions and Salary Grade Assignments

Grade 209 (cont'd) Deputy City Traffic Engineer Fleet Manager Senior Project Engineer Stormwater Project Manager	\$83,292 - \$129,102
Grade 210 Assistant Chief Financial Officer – Administration Assistant Chief Financial Officer – Procurement Assistant Chief Information Officer – Administration & Operations Assistant Parks, Recreation, & Maintenance Director – Parks Assistant Parks, Recreation, & Maintenance Director – Recreation Assistant Transit Director Capital Projects Program Manager Information Technology Business Intelligence Manager Infrastructure Technology Solutions Officer Project & Contract Manager Stormwater Manager Strategic & Performance Analytics Manager	\$89,955 - \$139,431
Grade 211 911 Communications Manager 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 Senior Assistant to the City Manager-PS	\$97,152 - \$150,585
Grade 212 Assistant City Attorney Police Attorney	\$104,924 - \$162,632
Grade 213 Senior Assistant City Attorney	\$113,318 - \$175,642
Grade 301 Firefighter	\$40,000 - \$62,700
Grade 303 Fire Lieutenant	\$49,500 - \$70,500
Grade 304 Deputy Fire Marshal Fire Captain	\$65,000 - \$95,000

Positions and Salary Grade Assignments

Grade 305 Police Officer	\$43,000 - \$64,500
Grade 306 Fire Battalion Chief	\$70,000 - \$113,000
Grade 307 Police Sergeant	\$65,000 - \$90,000
Grade 321 Telecommunicator I	\$37,000 - \$54,884
Grade 322 Telecommunicator II	\$39,600 - \$60,503
Grade 323 911 Assistant Communications Supervisor 911 Quality Assurance & Compliance Specialist Enhanced 911 Coordinator	\$53,025 - \$70,875
Grade 324 911 Training Specialist Radio Communications Technician	\$56,175 - \$75,810
Grade 325 911 Communications Supervisor 911 Office Administrator	\$59,168 - \$80,850
Grade 402 Assistant Fire Chief Fire Marshal	\$85,000 - \$133,000
Grade 403 Deputy Fire Chief	\$93,000 - \$145,000
Grade 404 Police Lieutenant	\$80,000 - \$100,000
Grade 405 Police Captain	\$90,000 - \$115,000
Grade 406 Police Major	\$100,000 - \$135,000
Grade 407 Assistant Police Chief	\$110,000 - \$150,000

Positions and Salary Grade Assignments

Executive Pay Band

\$120,166 - \$187,459

Airport Director
Budget & Evaluation Director
Chief Financial Officer
Chief Information Officer
City Clerk
Construction Management & Capital Projects Director
Development Services Director
Diversity Equity & Inclusion Director
Economic & Community Development Director
Fire Chief
Human Resource Development Director
Internal Audit Director
Marketing & Communications Director
Parks, Recreation, & Maintenance Director
Police Chief
Public Services Director
Transit Director

Senior Executive Pay Band

\$136,553 - \$213,022

Assistant City Manager
Chief of Staff

City of Fayetteville Fee Schedule
Table of Contents

All Functions..... K-27

- Assessment Interest*
- Default Civil Penalty for Code Violation*
- Public Record Copies*
- Public Record Request Reponse*

Airport..... K-27

- Landing Fee (Signatory Airline)*
- Landing Fee (Non-Signatory Airline)*
- Jet Bridge Use Fee (Signatory Airline)*
- Jet Bridge Use Fee (Non-Signatory Airline)*
- Intercom and Public Address System (PBX) Use Fee*
- Commercial Ramp Use Fees*
- Terminal Leases and Fees*
- Fuel Flowage Fee*
- Airline Uplift Charge*
- Fuel Pricing*
- Property Leases*
- Rental Cars*
- Transportation Network Company(TNC)*
- Ground Transportation Operators*
- Terminal Leases and Fees*
- Public Safety Airline Charge*
- Advertising Space*
- Exhibition Flight Permit*
- Security Fees per Application*
- Passenger Facility Charge*

City of Fayetteville Fee Schedule Table of Contents

Development Services.....	K-29
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Code Enforcement Fees:

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

Permitting and Inspections Division Schedule:

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

Planning & Zoning Permits and Fees:

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

- Subdivision Fee
- Subdivision Waiver
- Temporary Use Permit
- Vested Rights Certificate
- Watershed Protection Inspection Fee and Permit
- Zoning Code Text Amendment
- Zoning Permits
- UDO Printing Fee
- Zoning Verification Letter

Finance..... K-35

- Beer and Wine Licenses
- Currency Converter Permits
- Pawnbroker Permits
- Peddler Permits
- Regulatory License
- Motor Vehicle License Tax
- Solicitor Permit
- Specialty Market Operator/Seasonal Merchant Permits
- Duplicate Copy (Lost or Stolen License)
- Replacement License due to Change of Location

Fire..... K-36

- False Alarm
- Fines
- Fire Inspection Fees
- Building Plan Review Fees
- Fire Code Construction Permits - Mandatory, includes final inspection
- Fire Code Operational Permits - Mandatory, renew on state inspection schedule
- Training Facility Fees
- Hazardous Material Protection Fee
- Special Event Coverage Fee

Parking..... K-40

- Parking Fines
- Immobilization Fee
- Leased Parking Spaces
- Hourly Paid Parking
- Event Parking
- Contractor Parking Permit
- Annual Contractor Parking Permit
- Residential Parking Permit

City of Fayetteville Fee Schedule Table of Contents

Parks, Recreation & Maintenance.....	K-41
<i>Special Event Permits</i>	
<i>Special Events Banner Permit</i>	
<i>Recreation Center Rentals</i>	
<i>Park Rental Fees</i>	
<i>Mini-Bus Rental for Partnering Agencies</i>	
<i>Athletic Programs</i>	
<i>Swimming Pool Fees</i>	
<i>Tennis Fees</i>	
<i>Senior and Therapeutic Leisure Activities</i>	
<i>After-School Program</i>	
<i>Summer Camp/Playground</i>	
<i>Athletic Protest Fee</i>	
<i>Community Garden</i>	
<i>Concessions</i>	
<i>Cemetery</i>	
 Police.....	 K-46
<i>Code Violations</i>	
<i>Police False Alarm Fee</i>	
<i>IDB Photo Reports</i>	
<i>Photographic CD</i>	
<i>Wrecker Fees</i>	
<i>Officer Fees</i>	
<i>Services for Other Law Enforcement Agencies</i>	
 Public Services.....	 K-47
<u><i>Engineering & Infrastructure Fees and Penalties</i></u>	
<i>Map Sales</i>	
<i>Copy Sales</i>	
<i>Development Plan Reviews/Infrastructure Permits</i>	
<i>Infrastructure Inspection Fees</i>	
<i>Driveway Permits</i>	
<i>Resurfacing Permit</i>	
<i>Sidewalk Permit</i>	
<i>Payment in Lieu of Sidewalk Construction</i>	
<i>Right of Way Excavations</i>	
<i>Right of Way Encroachment</i>	
<i>Sidewalk Assessment (Petitioned)</i>	
<i>Street Paving Assessments</i>	
<i>Traffic Control Photographic System Citations</i>	
<i>Traffic Control Services and Device Rental Fees</i>	
<i>House Moving Fee</i>	
<i>Right of Way Registration Fee</i>	

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-51

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
All Functions		
Assessment Interest		
Special assessments established by City Council resolution	Prime rate plus 2% per year, set as of July 1 of the fiscal year the assessment role is confirmed, not to exceed maximum allowed by law	2014
All other assessments, including lot cleanings and demolitions	1st month 2%, all subsequent months 3/4%	1993 or prior
Default Civil Penalty for Code Violation		
Applies to any violation for which a penalty is not elsewhere specified	\$100.00 per violation per day	2007
Public Record Copies		
Reproduction on CD or DVD	\$1.00 per CD or DVD	2010
Paper Copies (up to 8.5 by 14 inches)		
Single-sided black and white	\$0.05 per page	2010
Single-sided color	\$0.19 per page	2010
Double-sided black and white	\$0.09 per page	2010
Double-sided color	\$0.37 per page	2010
Public Record Request Response		
Time Required to Compile		
Less than 4 hours	No Charge	2020
4 hours or greater	Each hour beyond 4 billed based on current compensation rate for Office Assistant II position; hourly cost shared at time of records request, not to exceed maximum charge of \$750 per request	2020
Airport		
Landing Fee (Signatory Airline)		
	\$1.23 per 1,000 pounds	2004
Landing Fee (Non-Signatory Airline)		
	\$1.39 per 1,000 pounds	2004
Jet Bridge Use Fee (Signatory Airline)		
	\$5.00	2012
Jet Bridge Use Fee (Non-Signatory Airline)		
	\$25.00	2005
Intercom and Public Address System (PBX) Use Fee		
	\$35.00 per month	2020
Commercial Ramp Use Fees		
Air Stair Use	\$25.00	2012
Remain Overnight Fee (Non-Signatory Airlines Only)	\$150.00	2005
Terminal Fee (Non-Signatory Airlines Only)	\$75.00	2005
Terminal Leases and Fees		
Airline Counter Space (exclusive)	\$33.79 per sq. ft. per year	1986
Airline Bag Makeup Space (exclusive)	\$3.79 per sq. ft. per year	1986
Airline Administrative Space (exclusive)	\$12.90 per sq. ft. per year	1986
Operation and Maintenance Charge	\$10.00 per sq. ft. of exclusive airline space	1995
Airline Space (nonexclusive)	\$10.00 per sq. ft. per year	1986
Fuel Flowage Fee		
	\$0.06 per gallon of non-airline fuel	2017
Airline Uplift Charge		
	\$0.18 per gallon, \$18.00 minimum or \$18.00 no-fuel fee	1997

Fee Schedule

Description	Current Fee	Established or Last Changed
Fuel Pricing	Will not exceed 106% of retail price at comparable airports with based tenants afforded a \$0.20 discount	1997
Property Leases		
Tie-Down Fee	\$45.00 per month	2003
Old 10 Unit T-Hangar Rental	\$200.00 per month	2017
Old 14 Unit T-Hangar Rental	\$225.00 per month	2017
New 8 Unit T-Hangar Rental	Market rate plus average annual utilities for previous year	2023
Ground Lease - Unimproved	\$0.25 per sq. ft. per year	2017
Ground Lease - Improved	\$0.35 per sq. ft. per year	2017
Corporate Office Space	\$5.50 per sq. ft. per year plus utilities	2017
Corporate Hangar Space	\$2.50 per sq. ft. per year plus utilities	2017
FBO Office Space	\$4.50 per sq. ft. per year plus utilities	2003
FBO Hangar Space	\$1.75 per sq. ft. per year plus utilities	2004
Rental Cars		
Rental Car Agency Fee	\$20.00 per parking space per month plus 10% of gross revenues	2011
Rental Car Booth Space	\$253.52 per month	2009
Customer Facility Charge	\$4 per day, up to 10 days. These funds are used to support rental car facility upgrades	2014
Transportation Network Company (TNC)		
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
Ground Transportation Operators		
Taxicab Booth	\$351.32 per month	2020
Terminal Leases and Fees		
Short Term Parking (1-30 minutes)	\$1.00	2002
Short Term Parking (each additional 30 minutes)	\$1.00	2002
Short Term Parking (maximum 24 hours)	\$13.00	2022
Long Term Parking (0-1 hour)	\$1.00	2002
Long Term Parking (each additional hour)	\$1.00	2002
Long Term Parking (maximum 24 hours)	\$10.00	2022
Public Safety Airline Charge	Cost charged to airlines based on prorata share of enplanements less security reimbursement from TSA	1991
Advertising Space	\$883.33 plus commissions	1998
Exhibition Flight Permit	\$5.00 per flight, or \$25.00 per six-month period	N/A
Security Fees Per Application		
Fingerprint Processing (airport badges only)	\$60.00	2020
Security Threat Assessment	\$40.00	2020
Lost Badge Replacement	\$40.00 1st/\$50.00 2nd	2020
Biennial Renewal Fee	\$40.00	2020
Passenger Facility Charge	\$4.50	2018
CPI adjustments will be made on Airport Fees, and a late fee of 5% per month from the due date to time of payment will be assessed on all past due rental payments as indicated in executed lease agreements.		

Fee Schedule

Description	Current Fee	Established or Last Changed
Development Services		
<u>Code Enforcement Fees:</u>		
Administrative Fee (Abatement Actions)	\$200.00	2021
Citations		
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
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
Graffiti Removal Fee	\$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
Hearing Officer Charge	\$100.00	2022
Street and Sidewalks Violation 24-312	\$100.00	2022
Lot Cleaning	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 City	\$100.00	2022
Contractor Fees - secure Opening up to 4'x8' City	\$60.00	2022
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
Rental Action Management Program (RAMP)		
Registration Fee	\$500.00	2017

Fee Schedule

Description	Current Fee	Established or Last Changed
Civil Penalty for Failure to Comply with RAMP Provisions	\$50.00 per day for the first 30 days, \$100.00 per day for the next 30 days, and \$500.00 per day for each subsequent day	2012
<i>Taxicab Permits</i>		
Taxi Driver Permit & Application Fee (new, renewal or expired)	\$40.00	2015
Lost Drivers Permit	\$15.00	2015
Change of Company	\$20.00	2014
Change of Address	\$10.00	2014
Change of Vehicle	\$10.00	2014
Franchise Application	\$25.00	2015
Annual Franchise Fee (Certificate of Public Convenience and Necessity)	\$20.00 per vehicle	2014
Quarterly Inspection	\$60.00 per vehicle	2014
Sign Fee (advertising other than taxicab business)	\$15.00 per sign	2014
Penalty for Failure to Complete Quarterly Taxicab Inspection	\$25.00 per vehicle	2015
<u>Permitting and Inspections Division Fee Schedule:</u>		
Building Plan Review		
One or Two-Family Dwelling	No Charge	
Up to 5,000 sq. ft.	\$155.00	2014
5,001 to 10,000 sq. ft.	\$310.00	2014
10,001 to 15,000 sq. ft.	\$465.00	2014
15,001 to 25,000 sq. ft.	\$620.00	2014
25,001 to 40,000 sq. ft.	\$925.00	2014
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

Building Permits

Fee Schedule

Description	Current Fee	Established or Last Changed
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	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
Cost Based Permits		
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
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
Electrical, Mechanical, and Plumbing Permits are based on scope of work on permit per contractor		
Electrical Permits		
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

Fee Schedule

Description	Current Fee	Established or Last Changed
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 station/circuit	2022
Mechanical Permits		
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
Plumbing Permits		
Minimum Permit Fee and Fee for Permit not listed below	\$90.00	2022
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

Fee Schedule

Description	Current Fee	Established or Last Changed
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
Miscellaneous, Accessory, and Single Permits	\$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
Miscellaneous		
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
Homeowner Recovery Fee (per NCGS § 87-15.6)	\$10.00 for each residential permit issued	2003
Daycare Inspections (DHHS Checklist Inspection)	\$150.00	2022
Small Licensed Residential Care Facility (DHHS checklist inspection)	\$150.00	2022
Yard Sale Permits	\$10.00 for the first sale; \$15.00 for second or third sale. Only 3 yard sales per calendar year permitted.	2017
<u>Planning & Zoning Permits and Fees:</u>		
Administrative Adjustment Fee	\$35.00 per standard for which adjustment requested	2014
Alternative Signage Plan Review	\$250.00	2014

Fee Schedule

Description	Current Fee	Established or Last Changed
Appeal Fee - to Commission	\$900.00	2022
Appeal Fee - to City Council	\$300.00	2022
Board of Adjustment Hearing Fee	\$800.00	2022
Certificate of Appropriateness (Historic Resources Commission)		
Minor Work	\$50.00	2019
Major Work (Existing)	\$200.00	2019
Major Work (Full/New Façade)	\$500.00	2019
Clear Cutting Permit		
Without Site or Subdivision Plan Review	\$50.00 for the first 3 acres plus \$15.00 for each additional acre or part thereof	2014
With Site or Subdivision Plan Review	No additional fee	2011
Development Agreement (UDO)	\$2,500.00	2011
Legal Advertisement Fee	Up to \$500.00 per case	2023
Neighborhood Compatibility - Adaptive Reuse	\$1,000.00	2022
Payment in Lieu of Park Land		
Formerly Open Space Fee. Land value factor calculated in accordance with UDO section 30-5.C.6(c2).	\$15,833.86 per acre	2022
Payment in Lieu of Specimen Tree Preservation	\$50.00 per caliper inch per tree	2019
Planning and Zoning Re-Inspection Fee	\$75.00 for every inspection required after the 1st re-inspection	2019
Rezoning Fees	\$1,000.00	2022
Conditional Zoning	\$1,000.00	2022
Planned Development	\$1,000.00	2022
Sign Placement Permits		
Construction Cost : \$5,001 - \$10,000	\$75.00	2019
Construction Cost : \$10,001 - \$15,000	\$90.00	2019
Construction Cost : \$15,001 - \$20,000	\$105.00	2019
Construction Cost : \$20,001 - \$25,000	\$125.00	2019
Construction Cost : \$25,001 - \$30,000	\$145.00	2019
Construction Cost : \$30,001 - \$35,000	\$160.00	2019
Construction Cost : \$35,001 - \$40,000	\$175.00	2019
Construction Cost : \$40,001 - \$45,000	\$190.00	2019
Construction Cost : \$45,001 - \$50,000	\$210.00	2019
Construction Cost : \$50,001 - \$60,000	\$230.00	2019
Construction Cost : \$60,001 - \$70,000	\$250.00	2019
Construction Cost : \$70,001 - \$80,000	\$265.00	2019
Construction Cost : \$80,001 - \$90,000	\$280.00	2019
Construction Cost : \$90,001 - \$100,000	\$295.00	2019
Construction Cost: \$100,001 and above	\$350.00 for the first \$100,000 plus \$3.05 for each additional \$1,000 or fraction thereof	2019
Sign Face Change	\$1.00 per sq. ft., \$25.00 minimum	2019
Site Plan Review		
Non-Residential	\$500.00 plus \$20.00 per 1,000 sq. ft. of building	2010

Fee Schedule

Description	Current Fee	Established or Last Changed
Residential	\$500.00 plus \$20.00 per unit or lot	2010
Revisions or re-reviews beyond first review	1/2 of original fee	2010
Special Event Signs Compliance Deposit	\$10.00 per approved sign	2011
Returned if all signs are properly placed and removed within two days of close of event		
Special Use Permit		
Residential, Professional, Commercial and Industrial	\$1,000.00	2022
Cell Tower	\$2,500.00	2011
Specimen Tree Inspection	\$50.00 per acre	2012
Subdivision Fee		
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
Subdivision Waiver	\$700.00	2011
Temporary Use Permit	\$25.00	2012
Vested Rights Certificate	\$100.00	2011
No additional fee if requested with site plan or subdivision approval		
Watershed Protection Inspection Fee and Permit		
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
Zoning Code Text Amendment	\$1,000.00	2022
Zoning Permits		
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
UDO Printing Fee	City's Cost of Reproduction	2019
Zoning Verification Letter	\$5.00 - 1 page letter for existing structure/building/use	2019
	\$30.00 - new development with approved site plans and conditions	2019
Finance		
Beer and Wine Licenses - 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

Fee Schedule

Description	Current Fee	Established or Last Changed
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
Currency Converter Permits	\$100.00 per year	2018
Pawnbroker Permits	\$250.00 initial application with \$5,000 surety bond required, \$100.00 annual renewal	2018
Peddler Permits - On Foot or With Vehicle		
Application Fee	\$25.00	2015
Three-Month Renewal (If renewed prior to expiration, maximum of 3 renewals per initial application)	\$5.00	2015
Regulatory License		
Adult Bookstore, Adult Motion Picture Theater, Adult Motel or Hotel	\$250.00 initial application, \$100.00 annual renewal	N/A
Motor Vehicle License Tax	\$5.00 per year	N/A
(See additional motor vehicle license tax with Transit fees)		
Penalty for Failure to Pay Motor Vehicle License Tax	\$15.00	N/A
Solicitor Permit - Including Alarm Solicitor		
Application Fee	\$25.00	2004
Three-Month Renewal (If renewed prior to expiration, maximum of 3 renewals per initial application)	\$5.00	2015
Specialty Market Operator/Seasonal Merchant Permits	\$100.00 per 30 days	2015
Duplicate Copy (Lost or Stolen License)	\$5.00	N/A
Replacement License due to Change of Location	\$5.00	N/A
Fire		
False Alarm	No charge for the 1st and 2nd false alarm, \$500.00 for each subsequent false alarm per calendar year	2010
Fines		
Exit Violation	\$500.00 for the 1st offense, \$1,000.00 for each subsequent offense in the period of a year; each and every day continuing violation of any provision of this chapter shall constitute a separate and distinct violation	2020
Code Violation	\$100.00 for the 1st offense, \$250.00 for the second offense, \$500.00 for each subsequent offense in the period of a year; each and every day continuing violation of any provision of this chapter shall constitute a separate and distinct violation	2020
Over-occupancy Violation	\$100.00 per person over the posted number allowed	2010

Fee Schedule

Description	Current Fee	Established or Last Changed
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
Fire Inspection Fees		
Building Class Codes: A, B, E, F, H, I, M, S, U		
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
Building Plan Fire Review Fees		
Building Plan Review		
Up to 999 sq. ft.	\$75.00	2020
1,000 - 2,499 sq. ft.	\$100.00	2020
2,500 - 9,999 sq. ft.	\$150.00	2020
10,000 - 49,999 sq. ft.	\$275.00	2020
Over 50,000 sq. ft.	\$400.00	2020
Site Plan Review (submitted through TRC)	\$75.00	2020
Re-Review Fee (applies after the 1st re-review)	1/2 of original fee	2022

Fee Schedule

Description	Current Fee	Established or Last Changed
<i>Fire Code Construction Permits - Mandatory, includes final inspections</i>		
Working without a Required Permit	Double the applicable permit fee	2020
105.7.1 Automatic Fire Extinguishing Systems		
<i>Fire Sprinkler Shop Drawings</i>		
Fire sprinkler system (1 to 20 sprinkler heads)	\$75.00	2017
Fire sprinkler system (21 to 50 sprinkler heads)	\$125.00	2017
Each additional sprinkler head over 50	\$1.05 per additional sprinkler head	2017
Alternate Automatic Fire Ext. system	\$125.00	2020
Each additional nozzle	\$1.05 per additional nozzle	2020
Alternate Automatic Fire Ext. system upfit	\$75.00	2020
105.7.2 Battery System	\$75.00	2020
105.7.3 Compressed Gas System	\$75.00	2020
105.7.4 Cryogenic Fluids	\$75.00	2020
105.7.5 Emergency Responder Radio Coverage System	\$125.00 plus \$1.05 per 1,000 sq. ft.	2023
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, plants, terminals, fuel-dispensing stations	\$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
<i>Fire Code Operational Permits - Mandatory, renew on state inspection schedule</i>		
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

Fee Schedule

Description	Current Fee	Established or Last Changed
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
<u>Additional Inspections and Administrative Fees:</u>		
Reinspection	\$50.00 per visit	2004
No-Show Inspection	\$50.00 per visit	2017
A.L.E. Inspection	Billed as regular fire inspection based on occupancy and sq. ft.	2020
Courtesy/Requested Inspections	Billed as regular fire inspection based on occupancy and sq. ft.	2020
Change of Use Inspection	Billed as regular fire inspection based on occupancy and sq. ft.	2021
Vacant Building Inspection	Billed as regular fire inspection based on occupancy and sq. ft.	2023
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
<i>Training Facility Fees</i>		
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
<i>Hazardous Material Protection Fee</i>		
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

Fee Schedule

Description	Current Fee	Established or Last Changed
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
Special Event Coverage Fee		
Fire Suppression/EMS Personnel	Actual total personnel cost incurred	2022
Fire Code Official	Actual total personnel cost incurred	2022
Parking		
Parking Fines		
Backed to Curb Violation	\$10.00	2007
Curb to Sidewalk Violation	\$25.00	1986 or prior
Fire Hydrant Violation	\$25.00	1986 or prior
Fire Lane Violation	\$100.00	1986 or prior
Handicapped Violation	\$250.00	2000
Judgment Fees	\$50.00	2002 or prior
Late Payment Penalty	\$25.00	1999
Left to Curb Violation	\$25.00	1986 or prior
Loading Zone Violation	\$25.00	1986 or prior
No Parking Zone Violation	\$25.00	1986 or prior
Overtime Violation (Lots)	\$15.00	2013
Overtime Violation (Street)	\$15.00	2013
Prohibited Parking Violation	\$25.00	1986 or prior
Repeat Overtime Violation	\$10.00	2013
Traffic Obstruction Violation	\$25.00	1986 or prior
Within Lines Violation	\$15.00	2013
Electric Vehicle Only Violation	\$50.00	2013
Immobilization Fee		
Fee per wheel lock removal, in addition to outstanding parking tickets and penalties	\$50.00	2009
Leased Parking Spaces		
All Parking Spaces	\$50.00 per month	2011
Late Payment Penalty	\$10.00 penalty for lease payments received after the 5th of the month	2013
Replacement Proxy Card	\$15.00	2016
City Employee Parking		
Franklin Street Parking Deck	\$20.00 per month	2018
Other Approved Lots	No charge	2018

Fee Schedule

Description	Current Fee	Established or Last Changed
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
Hourly Paid Parking		
All Lots and Decks (where applicable)		
9am-7pm Mon-Fri	\$1.00 per hour, or \$5.00 per day	2020
Franklin Street Deck	\$1.00 per hour (first hour free), \$5.00 per day	2020
On-Street (where applicable)	\$1.00 per hour, \$0.50 per 30 minutes in first hour	2020
Event Parking	\$5.00 per event	2019
Events include, but are not limited to, Juneteenth, Fourth of July, New Year's Eve, Woodpeckers Games, Spring Dogwood Festival, International Folk Festival, Fall Dogwood Festival, Zombie Walk, Dickens Holiday, and other events projected to have attendance greater than		
Contractor Parking Permit	\$15.00 per day, or \$50.00 per week	2020
Annual Contractor Parking Permit	\$1,000.00 per year	2010
Residential Parking Permit	Discontinued. Leased parking terms apply.	2018
Parks, Recreation & Maintenance		
The Fayetteville-Cumberland Parks and Recreation Department is supported by taxes paid on property in the City of Fayetteville, the Towns of Eastover, Linden, Falcon, Godwin, Stedman, and Wade, and in the unincorporated areas of Cumberland County, excluding the Manchester District. Residents of these areas qualify for resident fees for Parks and Recreation programs and services. Organizations or businesses with physical addresses in these areas also qualify for resident fees for services such as facility rental.		
Special Event Permits		
Special Event Permits for Mazarick Building, Cross Creek Park Fountain, Mazarick Park Shelters, Core Downtown Area, Festival Park, Rowan Skate Park	Up to 500 attendees: \$75 with \$100 deposit; 501-2,500 attendees: \$150 with \$200 deposit; 2,501-5,000 attendees: \$300 with \$500 deposit; 5,001-10,000 attendees: \$500 with \$750 deposit; Over 10,000 attendees: \$750 with \$1,000 deposit	2013
Expedited Special Event Permit		
Request submitted less than 30 days in advance of event but permit application review possible at a scheduled Special Events Committee meeting	\$250 in addition to permit fee and deposit	2013
Request submitted less than 30 days in advance of event and special meeting of Special Events Committee required to review permit application	\$500 in addition to permit fee and deposit	2013
Special Event Banner Permit		
Up to 40 banners	\$100 Permit fee, plus \$100 deposit	2017
41 to 80 banners	\$200 Permit fee, plus \$200 deposit	2017
81 to 120 banners	\$300 Permit fee, plus \$500 deposit	2017
121 to 160 banners	\$400 Permit fee, plus \$750 deposit	2017
161 to 200 banners	\$500 Permit fee, plus \$1000 deposit	2017
Installation/Removal Fees	\$68 per banner for City installation and removal	2017

Fee Schedule

Description	Current Fee	Established or Last Changed
	\$34 per banner for City removal	2017
<i>Recreation Center Rentals</i>		
Program Room Rental (nonprofit organizations)	Resident - \$200 deposit & \$75 for 1 to 4 hours, plus \$25 each additional hour up to 8 hours maximum Non-Resident - \$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)	Resident - \$200 deposit & \$150 for 1 to 4 hours, plus \$25 each additional hour up to 8 hour maximum Non-Resident - \$200 deposit & \$300 for 1 to 4 hours, plus \$50 each additional hour up to 8 hours maximum	2018 2018
Gym Rental (nonprofit organizations)	Resident - \$200 deposit & \$230 up to 4 hours, \$50 each additional hour; if event requires floor covering \$300 up to 4 hours, \$50 each additional hour Non-Resident - \$200 deposit & \$460 up to 4 hours, \$100 each additional hour; if event requires floor covering \$600 up to 4 hours, \$100 each additional hour	2018 2018
Kitchen Rental (nonprofit organizations)	Resident - \$200 deposit & \$57.50 up to 4 hours plus \$25 each additional hour up to 8 hours maximum Non-resident - \$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)	Resident - \$100 for 1 to 4 hours maximum plus deposit and rental fee Non-Resident - \$200 for 1 to 4 hours maximum plus deposit and rental fee	2007 2015
Program Room Rental (for profit organizations)	Resident - \$200 deposit & \$150 per hour for 1 to 4 hours, plus \$50 each additional hour up to 8 hours maximum Non-Resident - \$200 deposit & \$300 per hour for 1 to 4 hours, plus \$100 each additional hour up to 8 hours maximum	2018 2018
Multipurpose Room Rental (for profit organizations)	Resident - \$200 deposit & \$300 for 1 to 4 hours, plus \$50 each additional hour up to 8 hour maximum Non-Resident - \$200 deposit & \$600 for 1 to 4 hours, plus \$100 each additional hour up to 8 hour maximum	2018 2018
Gym Rental (for profit organizations)	Resident - \$200 deposit & \$460 up to 4 hours, \$100 each additional hour. If event requires floor covering \$690 up to 4 hours, \$100 each additional hour Non-Resident - \$200 deposit & \$920 up to 4 hours, \$200 each additional hour. If event requires floor covering \$1,380 up to 4 hours, \$200 each additional hour	2018 2018
Kitchen Rental (for profit organizations)	Resident - \$200 deposit & \$115 up to 4 hours plus \$50 each additional hour up to 8 hours maximum Non-Resident - \$200 deposit & \$230 up to 4 hours plus \$100 each additional hour up to 8 hours maximum	2018 2018
Rentals on Days when Facilities Closed (for profit organizations)	Resident - \$200 for 1 to 4 hours maximum plus deposit and rental fee Non-Resident - \$400 for 1 to 4 hours maximum plus deposit and rental fee	2007 2015
Rentals Outside of Regular Facility Operating Hours (nonprofit and for profit organizations)	Resident - \$25 per hour in addition to applicable rental fee and deposit	2018

Fee Schedule

Description	Current Fee	Established or Last Changed
	Non-Resident - \$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
Park Rental Fees		
Ball Field Rental		
Field use with field preparation and lighting	Resident - \$195 per day, plus \$250 deposit	2018
	Non-Resident - \$390 per day, plus \$250 deposit	2018
Field use	Resident - \$40 for up to 4 hours or \$55 per day, plus \$100 deposit	2018
	Non-Resident - \$80 for up to 4 hours or \$110 per day, plus \$100 deposit	2018
Field lighting	Resident - \$25 per hour, plus \$100 deposit	2015
	Non-Resident - \$50 per hour, plus \$100 deposit	2015
Basketball Court (Outdoor)	Resident - \$100 deposit plus \$35 (up to 4 hours); \$50 (over 4 hours)	2010
	Non-Resident - \$100 deposit plus \$70 (up to 4 hours); \$100 (over 4 hours)	2015
Cross Creek Park Rental	Resident - \$100 (1-4 hours), \$25 each additional hour	1999
	Non-Resident - \$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
Category 3 - Community event open to the public when no admission is charged, sponsored by any entity other than a non-profit	\$375 deposit plus \$750 per calendar day	2007
Category 4 - Commercial ticketed events - concerts, paid admission shows	\$500 deposit plus \$1,000 per calendar day plus 15% of gross ticket sales, unless event is being sponsored as a part of Category 1 event	2007
Category 5 - Park rental open to the public (e.g. Family reunions, weddings, company picnics, etc.)	\$125 deposit plus \$250 per calendar day	2007
Sunday or legal holiday use	\$150 plus deposit and rental fee	2007
Lamon Street Park Complex	Resident - \$550 per day plus \$250 deposit	2018
	Non-Resident - \$1,100 per day plus \$250 deposit	2018
Martin Luther King Park	Resident - \$45 (1-4 hours), \$75 over 4 hours	2018
	Non-Resident - \$90 (1-4 hours), \$150 over 4 hours	2018
Mazarick Building	Resident - \$75 (1-4 hours), \$25 each additional hour plus \$200 deposit	2018
	Non-Resident - \$150 (1-4 hours), \$50 each additional hour plus \$200 deposit	2018

Fee Schedule

Description	Current Fee	Established or Last Changed
North Carolina Veterans Park Visitors' Center and Outdoor Garden	Resident - \$725 (1-4 hours), \$100 each additional hour plus \$700 deposit Non-Resident - \$1,450 (1-4 hours), \$200 each additional hour plus \$700 deposit	2011 2015
North Carolina Veterans Park Amphitheater		
Category 1 - Non-profit event sponsored by a 501(c) organization	\$250 deposit plus \$500 per calendar day	2011
Category 2 - Community event open to the public when no admission is charged, sponsored by any entity other than a non-profit	\$375 deposit plus \$750 per calendar day	2011
Category 3 - Commercial ticketed events - concerts, paid admission shows	\$500 deposit plus \$1,000 per calendar day plus 15% of gross ticket sales	2011
Category 4 - Park rental open to the public (e.g. Family reunions, weddings, company picnics, etc.)	\$125 deposit plus \$250 per calendar day	2011
Sunday or legal holiday use	\$150 plus deposit and rental fee	2011
Reid Ross Track	Resident - \$500 per day plus \$250 deposit Non-Resident - \$1,000 per day plus \$250 deposit	2008 2015
Rowan Skate Park	Resident - \$1,000 per day plus \$250 deposit Non-Resident - \$2,000 per day plus \$250 deposit	2020 2020
Shelter - Small	Resident - \$45 (1-4 hours), \$75 over 4 hours Non-Resident - \$90 (1-4 hours), \$150 over 4 hours	2018 2018
Shelter - Large	Resident - \$70 (1-4 hours), \$130 over 4 hours Non-Resident - \$140 (1-4 hours), \$260 over 4 hours	2018 2018
Splash Pad	Resident - \$75 for 60 minute rental outside of operational hours Non-Resident - \$150 for 60 minute rental outside of operational hours	2017 2017
Tokay Park Complex	Resident - \$575 per day plus \$250 deposit Non-Resident - \$1,150 per day plus \$250 deposit	2018 2018
Boating	\$2 per hour, \$5 per half day, \$10 per day	1998
Camping Fees (organized groups)	Resident - \$1 per person per night, \$25 minimum Non-Resident - \$2 per person per night, \$50 minimum	1995 or prior 2015
Family Campsite	Resident - \$10 per night Non-Resident - \$20 per night	1995 or prior 2015
Mobile Stage - Large (nonprofit organizations)	Resident - \$500 per calendar day, plus \$500 deposit Non-Resident - \$1,000 per calendar day, plus \$500 deposit	2008 2015
Mobile Stage - Small (nonprofit organizations)	Resident - \$400 per calendar day, plus \$500 deposit Non-Resident - \$800 per calendar day, plus \$500 deposit	2008 2015
Mobile Bleachers (nonprofit organizations)	Resident - \$400 per calendar day, plus \$500 deposit Non-Resident - \$800 per calendar day, plus \$500 deposit	2007 2015
Mobile Stage - Large (for profit organizations)	Resident - \$1,000 per calendar day, plus \$500 deposit Non-Resident - \$2,000 per calendar day, plus \$500 deposit	2008 2015
Mobile Stage - Small (for profit organizations)	Resident - \$800 per calendar day, plus \$500 deposit Non-Resident - \$1,600 per calendar day, plus \$500 deposit	2008 2015

Fee Schedule

Description	Current Fee	Established or Last Changed
Mobile Bleachers (for profit organizations)	Resident - \$800 per calendar day, plus \$500 deposit Non-Resident - \$1,600 per calendar day, plus \$500 deposit	2007 2015
Mini-Bus Rental for Partnering Agencies	100% recovery of direct costs	
Athletic Programs		
Adult Open Play Athletics	\$2.00	2004
Adult Softball Team Fee (Fall League - 1 night per week)	100% Cost Recovery	
Adult Softball Team Fee (Fall League - 2 nights per week)	100% Cost Recovery	
Adult Softball Team Fee (Spring league - 1 night per week)	100% Cost Recovery	
Adult Softball Team Fee (Spring league - 2 nights per week)	100% Cost Recovery	
Adult Basketball Team Fee (1 night per week)	100% Cost Recovery	
Adult Basketball Team Fee (2 nights per week)	100% Cost Recovery	
Golf Lessons	Variable	
Youth AAU Traveling Team	\$2 per youth	2019
Youth Athletics (not otherwise listed)	Resident - \$25 Non-Resident - \$50	2018 2018
Youth Cheerleading	Resident - \$25 Non-Resident - \$50	2018 2018
Youth Football	Resident - \$30 Non-Resident - \$60	2018 2018
Late Registration for Youth Sports Programs	\$5.00	2001
Swimming Pool Fees		
Swimming Lessons	Resident - \$48 Non-Resident - \$96	2017 2017
Pool Entry Fee	Resident - \$2 for adults, \$1 for children Non-Resident - \$4 for adults, \$2 for children	1995 or prior 2015
Pool Rental	Resident - \$200 deposit, \$175 rental fee for first 2 hours, \$50 for each additional hour; plus current rate of pay for lifeguards Non-Resident - \$200 deposit, \$350 rental fee for first 2 hours, \$100 for each additional hour; plus current rate of pay for lifeguards	2011 2015
Tennis Fees		
Tennis Lessons	Variable	1995 or prior
Courts	Resident - \$150 deposit; rental fee of \$35 (up to four hours); \$50 (over four hours); \$175 additional charge for use of lights Non-Resident - \$150 deposit; rental fee of \$70 (up to four hours); \$100 (over four hours); \$350 additional charge for use of lights	2010 2015
Senior and Therapeutic Leisure Activities		

Fee Schedule

Description	Current Fee	Established or Last Changed
Recreation Leisure Activities	Variable, non-differential for residents or non-residents	1995 or prior
After-School Program		
Program Fee	Resident - \$115 per month/\$35 per week Non-Resident - \$230 per month/ \$70 per week	2018 2018
Early/Late Fee	\$5 per 5 minute period	2008
Summer Camp/Playground		
Intercession School Workday Camp	Resident - \$11 per day Non-Resident - \$22 per day	2019 2019
Summer Day Camp	Resident - \$65 per week Non-Resident - \$130 per week	2018 2018
Summer Playground	Resident - \$30 per week Non-Resident - \$60 per week	2018 2018
Late Pickup Fee	\$5 per 5 minute period	2009
Summer Day Camp (Pro-rated daily)	Resident - \$13 per day Non-Resident - \$26 per day	2019 2019
Athletic Protest Fee	\$25.00	2002
Community Garden	\$25.00 refundable deposit	2009
Concessions	Variable	2002 or prior
Cemetery:		
Burial Plots		
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
Monument Administration/Interment Fees		
Monument Administration/Interment Fees	\$50.00	2018
After Hours Cemetery Fee	\$100.00	2018
Police		
Code Violations		
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
False Alarm Fee		
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
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

Fee Schedule

Description	Current Fee	Established or Last Changed
Continuous alarm	\$10.00 for each 60-minute interval beginning 60 minutes after notification, not to exceed \$100.00 in a 24-hour period	2010
IDB Photo Reports	\$0.35 for 4"x 6", \$5.00 for 8"x 10", \$5.00 for contact sheet	2008
Photographic CD	\$35.00 per CD	2008
Wrecker Fees		
Annual Wrecker Inspection Fee	\$100.00 per truck	2008
Wrecker Rotation Fee	\$15.00 per tow	2008
Officer Fees	Variable	2002
Services for Other Law Enforcement Agencies		
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
Public Services		
<u>Engineering & Infrastructure Fees and Penalties</u>		
Map Sales		
Aerial Photographs		
Prints (8 1/2" x 11")	\$10.00	2010
Prints (8 1/2" x 14")	\$12.00	2010
Prints (11" x 17")	\$15.00	2010
Prints (18" x 24")	\$20.00	2010
Prints (24" x 36")	\$30.00	2010
Prints (36" x 48")	\$50.00	2010
District Map	\$15.00	2010
Large City Map with Street Index Booklet	\$35.00	2008
Medium City Map	\$25.00	2010
Precinct Map	\$15.00	2010
Topographic Map	\$15.00	2008
Copy Sales		
Prints (11" x 17")	\$2.00	2010
Prints (8½" x 11")	\$1.00	2010
Prints (8½" x 14")	\$2.00	2010
Prints (18" x 24")	\$5.00	2010
Prints (24" x 36")	\$6.00	2010
Prints (36" x 48")	\$7.00	2010
Development Plan Reviews/Infrastructure Permits		
Commercial Developments (one acre or less)	\$300.00	2015
Commercial Developments (between one and ten acres)	\$525.00	2015
Commercial Developments (in excess of ten acres)	\$975.00	2015
Residential Subdivisions (50 lots or less)	\$525.00	2015
Residential Subdivisions (51 to 100 lots)	\$750.00	2015
Residential Subdivisions (in excess of 100 lots)	\$975.00	2015

Fee Schedule

Description	Current Fee	Established or Last Changed
Resubmittal Fee (commercial or residential, per submittal)	\$225.00	2015
Infrastructure Inspection Fees		
Roadway Inspection Fee	\$0.75 per linear ft.	2019
Storm Drainage Pipe Inspection	\$0.50 per linear ft.	2019
Driveway Permits		
Driveway Permit (commercial) ≤ 75,000 sq. ft.	\$200.00 plus \$50.00 per hour for traffic impact analysis and traffic signal modifications as applicable	2010
Driveway Permit (commercial) > 75,000 sq. ft.	\$400.00 plus \$50.00 per hour for traffic impact analysis and traffic signal modifications as applicable	2010
Driveway Permit (residential)	\$50.00	2004
Resurfacing Permit	\$30.00	
Sidewalk Permit	\$30.00	
Payment in Lieu of Sidewalk Construction	\$38.98 per linear foot for 4' wide sidewalk*	2023
Price per foot to be adjusted each July 1st based on Construction Cost Index changes as of the prior December	\$45.22 per linear foot for 5' wide sidewalk	2023
	\$51.43 per linear foot for 6' wide sidewalk*	2023
Right of Way Excavations		
Drainage Excavation Permit	\$125.00	2015
Excavation Permit	\$125.00	2015
Reinspection Fee for Excavation	\$100.00	2015
Roadway Degradation Fee	\$40.00 per sq. yd. of encroachment	2019
Payment in Lieu of Resurfacing	Estimated square yards of asphalt required times cost per square yard from the most recent resurfacing contract for labor and materials, plus applicable roadway inspection fees	2015
Right of Way Encroachment		
Small Cell Antenna Application Fee	\$100.00 total for the first 5 antennas, \$50.00 each for any additional antennas. Limit of 25 antennas per application.	2018
Small Cell Antenna Technical Review Fee	Actual costs not to exceed \$500 per application	2018
Right of way Encroachment - Utility Review Fee	\$200.00	2019
Sidewalk Assessment (Petitioned)	\$10.00 per front foot	
Street Paving Assessments		
To improve a soil street to a strip paved street	\$15.00 per front foot	2015
To install concrete curb and gutter on a strip paved street	\$20.00 per front foot	2015
To pave and install concrete curb and gutter on a soil street	\$35.00 per front foot	2015
Traffic Control Photographic System Citations		
Civil penalty for violation	\$100.00	2015
Penalty for failure to pay or appeal a citation within 30 days after notification	\$100.00	2015

Fee Schedule

Description	Current Fee	Established or Last Changed
Traffic Control Services and Device Rental Fees		
Review Fee	\$50.00 per man hour	2020
Labor Fee	\$35.00 per man hour	2023
Equipment Fee	\$35.00 per hour per piece of equipment	2023
Message Board	\$200.00 per board per day	2023
Arrow Board	\$10.00 per board per day	2023
36" Cone	\$2.00 per cone per day	2023
36" Channelizer Cone	\$2.00 per cone per day	2023
Barricade	\$5.00 per barricade per day	2023
Drum	\$3.00 per drum per day	2023
Sign Stand	\$3.00 per stand per day	2023
Traffic Control Sign	\$3.00 per sign per day	2023
Water Jersey	\$10.00 per jersey per day	2023
House Moving Fee	\$1,500.00 Bond, \$25.00 administrative fee, \$25.00 per hour police escort fee and \$37.00 per hour signal technician fee	1987
Right of Way Registration Fee	\$200.00	2002 or prior
Street Closing Fee	\$1,500.00	2011
Street Right of Way Withdrawal	\$500.00	2011
Temporary Right of Way Encroachment Fee		
30 day permit for items (construction dumpsters, etc.) placed on sidewalks	\$50.00 per 30 days	2008
Temporary Truck Route Permit	\$100.00	2019
Floodplain Development Permit	\$35.00	2023
<u>Solid Waste Fees and Penalties</u>		
Residential Solid Waste Fee		
Single-family homes and residential units in multi-family properties of 7 units or less	\$265.00 per year	2023
Backdoor Pickup Fee		
Handicap Backdoor Pickup	No Charge	2002 or prior
Bulky Item Pickup		
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
Large Limb Pickup		
Less Than 10 Cubic Yards	No Charge, biweekly collections	2023
10 Cubic Yards or More	\$357.00 per load, scheduled	2023
Household Construction Debris Pickup		
Generated by contractor	Not offered	2011
Under 10 cubic yards	\$50.00 per load, scheduled	2022

Fee Schedule

Description	Current Fee	Established or Last Changed
10 - 20 cubic yards	\$100.00 per load, scheduled	2022
More than 20 cubic yards	\$357.00 per load, scheduled	2022
Loose Leaf Pickup		
Collection during scheduled neighborhood loose leaf	No charge	
Collection outside of scheduled neighborhood loose leaf		2012
Collection of 25 cubic yards or less	\$75.00	2012
Collection of more than 25 cubic yards	\$250.00	
Set-Out Pickup		
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
Rollout Carts		
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	
Solid Waste Fines		
Failure to remove container from curb	1st violation & 2nd written warning; 3rd and subsequent violations \$50.00 each	2022
Emergency Safety Abatement (Flat Fee)	\$500.00 per load	2022
Illegal Dumping Violation Section 22-16-D	\$500.00 plus City's cost of removal	2023
(Illegal dumping, construction, set outs not called in, etc.)	Citation cost of \$100 per day beginning on the 11th day until resident/owner corrects the violation and \$100 Hearing Officer Charge	
Stormwater Fees and Penalties		
Stormwater Fee (Quality & Improvements)		
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
Stormwater Control Measure Inspection Fee	\$300.00	2019
Stormwater Control Ordinance Variance Filing Fee	\$500.00	2011
Stormwater Control Ordinance Civil Penalties		
First Offense within 2 years:		
Off-site impacts documented	\$3,000.00 per day	2011
No off-site impacts documented	\$1,000.00 per day	2011
Second Offense within 2 years:		
Off-site impacts documented	\$5,000.00 per day	2011
No off-site impacts documented	\$3,000.00 per day	2011
Third or Subsequent Offense within 2 years:		
Each violation	\$5,000.00 per day	2011
Illicit Connection and Improper Disposal Civil Penalties		
Category I Violation	\$1,000.00 per day, plus investigation, restoration and administrative costs	2009
Category II Violation	\$500.00 per day, plus investigation, restoration and administrative costs	2009
Category III Violation	\$100.00 per day, plus investigation, restoration and administrative costs	2009

Fee Schedule

Description	Current Fee	Established or Last Changed
<i>Stormwater Ordinance Appeal Fee</i>	\$500.00	2019
<i>Other Violations of Stormwater Control Ordinance</i>	Up to \$5,000/day	2011
Transit		
<i>Motor Vehicle License Tax for Transit</i>	\$5.00 per year	2008
<i>Bus Fares and Passes</i>		2013
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
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 an ID Free with Presentation of City Employee Identification Card	2019
<i>City Employees</i>		
<i>Promotions - Reduced Fare Days</i>	Up to three (3) reduced fare days per year subject to approval of City Manager. \$0.25 per ride or free in exchange for donation	2019
<i>Bulk Pass Sale Discounts</i>		
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
<i>Third-Party Fare Agreements</i>		
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

Fee Schedule

Description	Current Fee	Established or Last Changed
Youth (18 & Under) Day Passes, Student Rolling 30 Day Passes, Summer Fun Passes	Passes up to \$5,000 in value per fiscal year at no charge	2016
Cumberland County NCWorks Career Center		
One Day Pass, with minimum 100 pass purchase	\$1.00 per pass	2018
Rolling 30 Day Pass, with minimum 50 pass purchase	\$20.00 per pass	2018
County and State Organizations and Affiliated Agencies		
One Day Pass, with minimum 100 pass purchase.	\$1.00 per pass	2018
Fiscal year maximum of 300 passes per organization or 1,500 total passes for all organizations.		
Rolling 30 Day Pass, with minimum 50 pass purchase.	\$20.00 per pass	2018
Fiscal year maximum of 150 passes per organization or 500 total passes for all organizations.		
Identification Cards		2014
1st Card	Free	
2nd Card	\$2.00	2014
3rd Card	\$3.00	2014
Each Additional Card after 3rd	\$5.00	2014
No Show/Late Cancellation Penalty for Demand Response Service		
2nd Violation	Final warning letter	2015
3rd Violation	7 days suspension or \$10.00 penalty	2015
4th Violation	14 days suspension or \$15.00 penalty	2015
5th Violation	21 days suspension or \$20.00 penalty	2015
6th & All Subsequent Violations	30 days suspension or \$25.00 penalty	2015
FAST Transit Center Community Room Rental		
Nonprofit Organizations	\$200 deposit & \$130 for 1 to 4 hours, plus \$25 each additional hour up to 8 hour maximum	2018
For Profit Organizations	\$200 deposit & \$260 for 1 to 4 hours, plus \$50 each	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, 2022" 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 2022-23 and 2023-24 are considered along with the available fund balance at June 30, 2021, to project fund balance at June 30, 2024. 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, 2024.

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

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

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

Capital Assets: Items (such as vehicles, equipment and furniture) purchased by the City that have an expected life of more than one year with a value of \$5,000 or greater.

Capital Funding Plan: A fund used to account for the payment of debt principal and interest for major capital improvements and to cash fund major improvements as appropriate.

Capital Improvement Project: A project generally expected to have a useful life greater than 10 years and an estimated total cost of \$50,000 or more. Capital projects include the construction, purchase, or major renovation of buildings, utility systems, streets, or other structures; purchase of land; and major landscaping projects.

Capital Projects Fund: A fund used to account for the acquisition or construction of major governmental capital facilities, infrastructure and equipment, which are not accounted for in other funds.

Component Unit: A legally separate organization for which the elected officials of the primary government are financially accountable. A component unit may be a governmental organization, a nonprofit corporation, or a for-profit corporation.

Contingency: An account in which funds are set aside for unforeseen expenditures which may become necessary during the year and which have not been provided for in the context of the annual operating budget.

Deficit: An excess of expenditures over revenues or expenses over income.

Department: A major administrative division of the City that indicates overall management responsibility for an operation or a group of related operations within a functional area.

Division: A unit, within a department, which participates in specific activities. For example, the Training Division in the Fire and Emergency Management Department.

Encumbrances: A financial commitment for services, contracts or goods that have not, as yet, been delivered or performed.

Enterprise Fund: A fund used to account for activities that are operated in a manner similar to business enterprises. Fees are charged to the consumers (general public) of the service to completely or partially recover the expenses of the operation.

Expenditures: The total costs of a program or capital project.

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

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

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

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

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

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

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

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

Interfund Accounts: Accounts that reflect transfers between funds.

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

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

LEOSSA: Law Enforcement Officers Special Separation Allowance.

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

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

Municipal Bond: A bond issued by a local government.

Glossary

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

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

Objective: A statement of specific direction, purpose or intent to be accomplished by a department.

Original Budget: The budget as adopted by the City Council in the initial budget ordinance for the fiscal year.

Pension Trust Fund: A fund established to account for a public employment retirement system.

Portfolio: A grouping of related departments led by an executive in the City Manager's Office. For the General Fund, the expenditure budget is approved by portfolio.

Powell Bill Funds: Funding from state-shared gasoline tax which is restricted for street and sidewalk maintenance and improvements.

Property Tax (Ad Valorem Tax): A tax levied by the City Council on property located within the City.

Proprietary Fund: A fund used to account for governmental activities that are operated in a manner similar to those found in private enterprises. Internal Service and Enterprise funds are included in this category.

Recommended Budget: The budget proposal of the City Manager presented to the City Council for consideration.

Reserve: An account designated for a portion of the fund balance which is required to be used for a specific purpose.

Revenue: Income received from a variety of sources used to finance government or enterprise operations.

Revenue Bonds: Principal and interest associated with revenue bonds are paid exclusively from the earnings of the project or system.

Shared Revenues: Revenues levied and collected by one government but are shared with another government based on a predetermined method. For example, the City of Fayetteville receives a portion of the gasoline tax collected by the State based on population and miles of city streets.

Special Assessment: A levy on certain properties to defray part or all of the costs associated with improvements or services that will benefit those properties. For instance, a special assessment would be levied against property owners who have petitioned for the construction of water and sewer improvements.

Special Revenue Fund: A fund used to account for resources that are subject to certain legal spending restrictions. They are created when a resolution, statute or ordinance requires that specific taxes or special revenue sources be used to finance a particular activity (i.e., Emergency Telephone System Fund).

Tax Levy: The total amount of revenue to be raised by property taxes for the purposes specified in the budget ordinance.

Tax Rate: The amount of taxes levied based on each one hundred dollars (\$100) of assessed property valuation.

Technology Improvement Project: New technology purchase with a combined implementation cost of \$25,000 or greater, or expansion, renovation or replacement of an existing system with an implementation cost of \$10,000 or greater; including hardware, software, and communication devices.

Two-Thirds Bonds: General obligation bonds that can be issued by a local government without voter authorization under a formula set by the state of two-thirds of the previous year's net debt reduction.

Unassigned Fund Balance: The amount of unrestricted fund balance that is not restricted for encumbrances, or assigned for a subsequent year's expenditure, or for any other purpose. Unassigned fund balance is available for future appropriations.

User Charges: The payment of a fee or direct receipt of a public service by the party benefiting from the service.



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